

Situation – Task – Action – Result

1.

Employer: Tekamah Herman Public Schools

Job Title: High School English Teacher

Situation:

- A top of the class, college bound senior refused to acknowledge that he lacked composition skills.
- Former teachers had not challenged his composition skills, but always gave him high marks.

Task: Encourage the student to accept that "There is always more to learn" and "I can listen and explore what this teacher has to offer." (Strength: connectedness)

Action: I successfully presented subject matter so that the student accepted his skill level and worked to learn what he needed to know.

Result: The student told his music teacher this about his experience in English class: "Ms. Draves is the first teacher who could show me what I needed to know and help me understand the significance of good writing skills." The music teacher encouraged me by passing on the student's comment.

2.

Employer: Volunteer

Job Title: Patient Advocate

Situation: Disability insurance conglomerate refused to recognize a claimant's disability and refuses to acknowledge his right to payments.

Task: Get the insurance company to do the right thing. (Strength: intellection, input)

Action: I continually challenged the decision process through letters and phone conversations with the insurance company, engaged decision makers from the employer's office in fighting for the correct determination, and completed a calling campaign to detail each step of the erroneous and inappropriate decision process. I submitted the findings to a disability law firm.

Result: The insurance company awarded back payments and scheduled the proper future payments for the claimant.

3.

Employer: Technical Marketing Company

Job Title: Salesperson

Situation:

- This chemical distribution company's major market was changing: new process technology dictated less need for our products. Sales were falling rapidly.
- The company owner was unwilling to investigate new markets.

Task: Verify the potential in a new market and persuade the company owner to stock a new product to sell to this new market. (Strength: input)

Action: I went to the business library, researched a new industrial market, organized a calling campaign to open this market, and succeeded in causing this new market to use our distribution company as their source.

Result: We established new customers nationwide. My sales colleagues profited from my efforts. The new market provided 45% of total revenue during that year. I received a big Thank You and recognition at the annual sales meeting for pursuing my vision and keeping the company profitable.

4.

Employer: Institute of Advanced Technology

Job Title: Salesperson

Situation: This small startup company hired me to sell a new concept (a rental computerized teaching system that billed and tracked performance on a per student basis).

Task: Find customers, set appointments, get the purchase order. (Strength: input, intellection)

Action: I identified a 3,500-student potential at the State of Minnesota, and reached the decision makers.

Result: The startup company received their first government contract, guaranteeing income for several years in the future.

5.

Employer: CyberOptics

Job Title: Midwest Regional Sales Manager

Situation:

- My manager ordered me to call my top distributor and get a PO (purchase order) which we knew was pending at the end user level. This had to happen before the year's end.
- The distributor did not intend to give us a PO for capital equipment without first receiving the end user's PO (which he would not see until January).

Task: Get the PO and retain the customer. (Strength: Connectedness)

Action: I negotiated for the desired outcome. The distributor said, "This transaction goes against every business rule I have for my company. It is wrong of your company to push me on this. I would drop your (product) line in a minute if I were not negotiating with you." After a long silence, I heard, "Here is the purchase order."

Result: The PO fulfilled the manager's goal, the team goal, and my personal territory goal, thereby satisfying stockholder expectations. The distributor continued to carry our product line, and saw successful installation of the systems he so reluctantly purchased.

6.

Employer: CyberOptics

Job Title: Midwest Regional Sales Manager

Situation:

- A major revenue-generating customer could not understand the highly technical specifications written for the product.
- No one in the company would prepare the written explanation requested in the timeframe required.

Task: Provide the needed information to satisfy the customer. (Strength: intellection)

Action: I interviewed the design engineer to gain understanding of technical concepts. I wrote a clear explanation of the product specifications. The design engineer and the sales manager agreed to release it to the customer.

Result: The OEM continued to receive orders because the customer's request was satisfied and they became confident with the technology.

7.

Employer: CyberOptics

Job Title: Midwest Regional Sales Manager

Situation: This OEM's major customer threatened to specify a competitor's product for production lines unless he received proprietary technical information for his process research. CyberOptics would not release the proprietary information.

Task: Set the customer's expectations and retain his business. (Strength: connectedness)

Action: I wrote a persuasive letter that stated the OEM's position and identified common ground on which to continue a business relationship.

Result: The distributor said this, "Your well-written letter calmed this end-user down. He will continue to specify your product, in spite of the disagreement."

8.

Employer: CyberOptics

Job Title: Midwest Regional Sales Manager

Situation:

- A manufacturer needed next-day delivery of parts to avoid shutting down his production line.
- He but could not get a purchase order from his company that fast. In addition, he did not believe he should have to pay for the parts.
- The OEM's policy was "no free parts and no shipment without a purchase order."

Task: Negotiate for internal compliance to the customer's request. (Strength: connectedness)

Action: Initiated internal discussions with the service department and my manager.

Result: Management released the parts and shipped them without a PO. The customer did not experience process downtime and CyberOptics retained this customer's business.

9.

Employer: Research Inc.

Job Title: Technical Writer

Situation:

- A process control system is based on a theory of operation that is technical and difficult to understand.
- The customer must understand this theory for proper process implementation and control.

Task: Team with the application engineer to prepare a document which explained the theory. (Strength: connectedness, intellection)

Action: After obtaining technical detail and clarity of this theory of operation from engineering, I wrote a 14-page white paper on this theory.

Result: When this work was published, field engineers/customers reported, "It is the clearest presentation of the subject that is available in the industry."

10.

Employer: Volunteer

Job Title: Patient Advocate

Situation:

- A man suffers cardiac arrest but miraculously survives. In the nearest hospital ER, it is determined that a pacemaker is emergently required to keep his heart pumping.
- A social worker states that the patient must be transferred to an in-network hospital to satisfy insurance requirements.
- Doctors won't operate without clearance from a social worker.
- The patient, still unstable and knowing the potential of another cardiac arrest, did not want to accept further risk by being transported to another hospital to begin the process of re-evaluation and planning again.

Task: Stop decision makers who were working in the interests of the insurance companies and not for the patient's safety. (Strength: connectedness)

Action: By wading through the erroneous advice of the case social worker, 3 doctors, and 12 HMO employees who all thought the proper procedure was to transfer the patient, I refused to give in to a lack of clear information. I made one last phone call to hear that since Medicare is the first payer, no transfer was required.

Result: The patient safely received a pacemaker, protected by continued care at the current hospital. The social worker became educated on the proper procedures for directing patient care.

11.

Employer: Northern Engineering and Manufacturing

Job Title: Director of Sales and Marketing

Situation: A design engineer hired me to help him build a manufacturing company.

Task: Perform designated activities (anything the owner needed help with) and develop growth strategies. Strength: (adaptability, input)

Action: To build this company:

- I wrote press releases, advertisements, and product manuals.
- I negotiated a resolution to a breached contract for used equipment.
- I developed employee contracts and assisted in employee hiring decisions.
- I developed dealer contracts and hired dealers.

Result: The design engineer/owner changed his mind after four months when he found that running a company pulled him away from his first love: product design. He asked me to make the one sale that would terminate my position -- sell his products to a targeted OEM. The outcome of these negotiations was positive. The letter announcing the termination of employment included these comments: "We appreciate the time and quality service you have given our company! Thank you for your caring and intelligent approach to NEMI's sales and marketing." I continued working with this company as a contract writer, documenting operation of his products.

12.

Employer: Volunteer

Job Title: Writer

Situation: Nonprofit organization loses its writer and needs copy now! I volunteer.

Task: Prepare abbreviated student profiles for publication. Each student's narrative would be published for an awards dinner audience of parents, benefactors, and fellow scholarship recipients. (Strength: adaptability, input)

Action: I accepted the task of distilling student files (many pages of personal essays, teacher recommendations, and academic records) down to a four-paragraph description of each student.

Result:

During each phase of the writing process, I received email feedback:

- You hit a home run on this student. WOW. Exceptional. Actually, they are all really good.
- Carefully crafted. Keen insights. Nice narratives.
- You are creating compelling narratives and ensuring the students are favorably and authentically represented. Thank You. I made a few more edits but they are great documents from the get-go.

13.

Employer: Volunteer

Job Title: Patient Advocate/career woman

Situation: Career woman faces "patient advocate responsibilities" for her spouse and parents. She juggles responsibilities based on two convictions: 1) "family is first" and 2) employers deserve 100% effort.

Task: Adapt to ever changing needs to be in two places at once with two priorities at any given time. (Strength: adaptability, intellection)

Action: As a wife and daughter, I rose to the occasion when necessary to advocate through these surgeries: Total knee replacements x5, angiograms x8, open heart surgery x2, pericardectomy x1, radio frequency ablation for liver x2, chemo-embolization for liver x1, hip replacement x2, wrist surgery x2, clavicle repair x2, knee arthroscopies x3, I&D surgeries to conquer TKR staph infection x3, tailor's bunion x1, foot reconstruction x1, carpal tunnel x1, liver transplant x1, cardiac arrest prior to pacemaker implant.

Results: 1) Consistently positive performance reviews. 2) Stepson communicates his observation in the ICU, prior to his father's third open-heart surgery. "Linda, I've watched you in these hospital settings many times. The one thing I notice about you is that you never, never, never stop giving." 3) Cardiac nurse presents a gift and card that states "You guide these doctors with finesse. I want to be like you when I grow up."

14.

Employer: Self

Job Title: Homeowner

Situation: House needs a makeover.

Task: Adhere to a low budget and get the job done. (Strength: adaptability, intellection, input)

Action: After consulting with many at Menard's, Home Depot, Ace Hardware, many internet instructors, I remove old carpeting, install subfloor, floor covering, faucets, clothes-dryer, and build a new deck – by myself.

Result: A home that invites and supports clean living and comfort. Other outcomes: Happiness due to increased self-confidence, physical strength, agility, and problem solving skills.

15.

Employer: Volunteer

Job Title: Cemetery trustee

Situation:

- Nonprofit volunteer mayhem: the board of directors of a church proposed to borrow the church cemetery's perpetuity fund to pay for church operations such as a larger staff, and a new roof.
- There is no evidence that church members will be able to replenish the fund.

Task: Protect the cemetery perpetuity funds. (Strength: connectedness, intellection)

Action: I reviewed Minnesota Statutes regarding cemetery law to find that this use of the perpetuity funds would not be lawful. I communicated this to the decision makers; the information was ignored. Over several weeks, I did not waiver from my insistence that these statutes be recognized and honored. In the face of blind adversity, I did not give up.

Result: Minnesota statutes were honored. The cemetery budget was revised according to zero-based budgeting. A Cemetery Handbook of bylaws and procedures was drafted and published. A new Cemetery board of trustees was established. The perpetuity fund is safely invested, for perpetuity. Many cemetery stakeholders applauded the outcome of the discussion, and find peace in the assurance that their interests are protected.