

ORIGINAL SITUATION

Enovation Graphics needed to improve the way it developed its people. While some professional development opportunities were being offered, there was little or no reinforcement. In addition, rumors of possible dramatic changes to the organization were circulating, creating an uncertain corporate climate.

BUSINESS IMPROVEMENTS

Management has been able to approach challenges and issues as a unified force by embracing and responding to the many changes taking place within the organization. Ramsey added that these unit managers had the insight to recognize the impact major organizational changes can have and their potential to cause significant service disruption and even chaos if everyone doesn't share a common vision.

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Partnership Key in Times of Change.

There are “vendors” and then there are “partners” believes Daryl Franks.

“Vendors sell a product and walk away. A partner is there at a strategic level, looking beyond the immediate need to see how they can help you achieve your long-term vision,” said Franks, Manager of Learning and Development for Enovation Graphic Systems.

Strategic Enhancement Group definitely falls in the partnership category, he said.

“Strategic Enhancement Group is a partner from the outset. It can be difficult to know if a vendor truly has your company's best interests in mind or is simply out for the sale. With Strategic Enhancement Group there's no question – the client's interests come first,” he said.

Joane Ramsey credits the client with much of the relationship's success. “Daryl and his team have made professional development a priority at the company; that commitment has translated into real change and real improvement,” said Ramsey, the Strategic Enhancement Group Performance Consultant who has worked with Enovation since the relationship began.



A Matter of Style

The partnership began when Strategic Enhancement Group submitted the successful bid to provide a 360 feedback tool.

At the time, the company was a division of Fuji Graphics Photo Film, a supplier of film and graphic products to the printing and graphic arts industries. The results

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of the assessment indicated that the company needed to improve the way it developed its people. While some professional development opportunities were being offered, there was little or no reinforcement. In addition, rumors of possible dramatic changes to the organization were circulating, creating an uncertain corporate climate.

“We’re active participants in the process. It’s an on-going dialogue. Strategic Enhancement Group doesn’t come in, ask a few questions then recommend a ‘package,’” said Franks. “They ask tough questions, questions we can’t always answer right away. They listen to the answers, research and ask more questions... then they make a recommendation.”

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Soon after the feedback project was completed, Fuji Graphics Photo Film hired Strategic Enhancement Group to deliver *Social Styles* and a customized *Supervisory Leadership Series*.

According to Franks, the *Social Styles* training offered by Strategic Enhancement Group was similar to a one-day curriculum presented earlier by a different vendor. A crucial difference, however, was that Strategic Enhancement Group’s solution included a second day during which participants were taught to apply what they have learned.

“We knew the concepts were on target but the initial training proved counterproductive because it didn’t teach participants how to apply what they’d learned. Instead, many left feeling discouraged and ‘bad’ because they had a particular communications style,” recalled Franks. “Joane was adamant that any future *Social Styles* training had to include a second full-day session so that participants would learn to use the information. She was absolutely right.”

To make sure that the company had made the right decision, Franks asked several employees who had participated in the earlier training to take the Strategic Enhancement Group course and compare the two experiences. Their responses were overwhelmingly positive.

Success By Design

Guided by a mission to help company personnel “improve today’s performance and prepare for tomorrow’s opportunities,” Franks expects training and development to play a key role in Enovation’s future, as it has at Fuji Photo Film Graphics where Strategic Enhancement Group has presented a variety of courses over the years.

In addition to *Social Styles* and the *Supervisory Leadership Series*, both of which are offered quarterly, Strategic Enhancement Group has offered *Presentation Skills*, *Communications* and *Time Management* sessions at Fuji Graphics Photo Film and Fuji Corporation. *Social Styles* and the *Supervisory Leadership Series* have been “imported” to the newly-created Enovation and Franks foresees that *Counselor Salesperson* could be added.

A Voyage of Discovery

Franks appreciates and looks forward to the extensive “discovery” process that precedes every training challenge. Strategic Enhancement Group team members excel at the discovery process and aren’t satisfied with “pat answers.”

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This discovery process has been an invaluable source of information and insight during the company’s rapid evolution from a 180-person division of Fuji Photo Film to a 1,000-member sales organization. The rapid pace has presented some unique challenges and proven that advance preparation can mean the difference between success and chaos.

Changing Times, Challenging Times

One unit recognizing that change was in the air approached Franks prior to the reorganization about developing some team building exercises to help prepare for the future. Through discovery, however, Franks and Ramsey determined the true need wasn’t team building. Rather, the group needed to create a vision that could guide team members as their new unit came together.

Strategic Enhancement Group Consultant Bob Parks led a customized *Innovator* session for 20 senior managers who would form the leadership team of the new company.

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COMPANY PROFILE

In 2006, Enovation Graphic Systems, the distributor of graphic-arts products, became Fujifilm Graphic Systems USA.

Today, the Graphic Systems Division of FUJIFILM North America Corporation delivers solutions for workflow, consultative services, remote monitoring, color standardization and G7 implementation, pressroom products, CTP, proofing, digital printing, wide format and more. Fujifilm also manufactures and distributes Sericol inks and is a leader in the development of UV inks for the screen printing, narrow web, and large format digital printing industries.

"They've been great sounding boards, said Franks. "As a relatively new manager with limited resources, I rely on their expertise and objectivity. They've helped me look at all sides of an issue and coached me to sell my ideas effectively," he said. "I've participated in a number of their courses as part of my own professional development and found them extremely valuable."

The relationship goes both ways. Franks makes an effort to pass on industry information, feedback and best practices gleaned from interactions with his peers at Fuji and other corporations.

"Since this is a relationship, it's important to give back," said Franks.

To learn more about these concepts and how Strategic Enhancement Group, Inc. can help you in addressing these issues, contact us at **(630) 377-4300, (888) 668-9382** outside of IL or StrategicEnhancement.com.

"Several senior managers have since told me that the *Innovator* session made the difference between moving forward as a team and 'failing miserably,'" said Franks. "They've been able to approach challenges and issues as a unified force." Franks is looking forward to using the same model to help other groups embrace and respond to the many changes taking place within the organization.

Ramsey added that these unit managers had the insight to recognize the impact major organizational changes can have and their potential to cause significant service disruption and even chaos if everyone doesn't share a common vision.

"They knew they couldn't afford chaos when working with customers. By looking to the future, they've maintained service levels and customer satisfaction," she said. "They're succeeding where others are struggling."

Mentor and Friends

On a personal level, Franks has come to view Joane and others at Strategic Enhancement Group as mentors and a key part of his team.