

## Customer Case Story

Empowering employees to get things done for customers is one of the most fundamental ways a company can increase satisfaction and loyalty. Extending decision-making power to the front lines also helps to improve service by building employees' confidence and demonstrating the trust senior management has in its workforce.

When Ed Choate took the reins as CEO and President of Delta Dental of Arkansas, he inherited an organization rich in talent, but needed additional management skills. "Our company had gone through a series of promotions where people who were good at their front-line jobs were promoted to supervisor positions without any formal management training," recalls Choate.

The Leadership Training for Managers course helped develop senior managers' process skills and prepared them to more effectively manage projects, delegate work, and empower their people.

The Dale Carnegie Course, which was open to both senior and mid-level managers, concentrated on further developing individuals' confidence and communications skills.

Dale Carnegie's practical, team-oriented training approach helped unite the new leadership team and got them focused on setting performance goals for the company. The cross-functional collaboration also helped to dissolve interdepartmental divisions and to improve communications, helping to draw the different areas of the organization closer together.

Efficiencies gained through improved workflows and the increased delegation of responsibilities allowed managers to accept new staff and take on additional tasks without the need for additional layers of management. The more the company discovered what it had in common with itself, the stronger and more unified it became.



### Customer

Delta Dental of Arkansas

**Named one of Arkansas' best places to work for the 7<sup>th</sup> time!**

### Headquarters

Sherwood, AR

### Delta Dental: A leader in the oral health industry

For more than 60 years, Delta Dental has offered quality, value-based dental benefits coverage. Their diverse list of satisfied clients ranges from Fortune 100 companies and public agencies to individuals and families.

### Details

Delta Dental is the largest dental plan system in the United States. The Delta Dental Plans Association is composed of 39 independent Delta Dental member companies operating in all 50 states, the District of Columbia and Puerto Rico.

### Challenge

Delta Dental of Arkansas is an organization rich in talent but needed additional managerial skills. Many middle managers were not adequately prepared to fulfill all their day-to-day responsibilities and to resolve conflicts arising among their staffs, resulting in growing discontent and high turnover.

### Solution

Dale Carnegie recommended a two-phased training approach - the Leadership Training for Managers to improve leadership skills, and the Dale Carnegie Course to boost individuals' confidence and communication skills. The participants put theory into practice while developing business solutions to help improve Delta's operational efficiency and productivity.

### Results

Dale Carnegie helped Delta Dental identify opportunities to meet its operational, productivity and efficiency goals, reduce costs and improve its service capabilities. As workers grew in self-confidence, their productivity improved, and communication and collaboration flourished. As a result, Delta Dental reached record performance in operations and financial return.