



## Customer Case Story

Companies typically incorporate the vision and values of their founders and leaders, especially in the early stages of their development. As those businesses grow, extra layers of management can insulate entrepreneurs from the companies they helped create, imposing barriers that can cloud their original vision. When in growth mode, strong leadership, teamwork and communication are needed, at every level of the enterprise to preserve the integrity of a company's culture and vision.

"Better and better" is an expression that gets bandied about the Waterbury, Vermont campus of Green Mountain Coffee Roasters. The company's founder and CEO, Bob Stiller adopted the figure of speech for himself and the phrase stuck. As Green Mountain geared up for expansion, it needed to step up its training initiatives in order to safeguard the company's culture and prepare its employees for the challenges ahead.

The Dale Carnegie Course provided the cornerstone for Carnegie's educational strategy, immersing Green Mountain employees in a rigorous time-phased training curriculum that balanced individualized coaching with group training. Self-discovery is a hallmark of the training, and from the very first session, participants are challenged to expand their comfort zones, take risks and deepen their understanding of themselves, their strengths and passions.

By developing a more appreciative outlook and positive attitude, participants begin to foster a deeper respect for other people and discover what it takes to collaborate and work with others as part of a team. "Our business aim in working with Dale Carnegie was really to empower our individuals so they had the confidence to step forward, speak up, participate and take charge of their lives and their careers," says Stiller.

To date, most of Green Mountain's leadership team have taken Dale Carnegie Training. Participation levels in the Dale Carnegie Course have continued to swell as managers witness the improvements in the performance of their employees who attend training. When people are engaged in and passionate about their work, there's no limit to what they can achieve.



### Customer

Green Mountain Coffee Roasters

### Corporate Profile

Headquarters  
Waterbury, VT

### Type of Business

Specialty Coffee  
Wholesale/Retail

### Website

[www.greenmountaincoffee.com](http://www.greenmountaincoffee.com)

### Details

In 1981, Green Mountain Coffee Roasters hung its shingle on the front of a small café in Waitsfield, Vermont. Today it is one of the nation's leading specialty coffee companies.

### Challenge

Green Mountain had enjoyed steady growth particularly in its core New England market. But with recent plans to grow business faster outside New England, Green Mountain needed to step up training initiatives in order to safeguard its culture and prepare its employees for the challenges ahead.

### Solution

As a part of Green Mountain's growth initiative employees underwent training and development. For 12 weeks, participants engaged in a continuous 'cycle of improvement,' during which they transitioned between the classroom and the workplace, putting principles into practice and getting feedback from their peers.

### Results

Training as a group has helped prepare people to work in teams and across the company, collaboration between and among departments has improved. Advances in innovation and idea sharing have led to a proliferation of breakthrough projects and creative ideas that have helped improve efficiency and continue steady expansion.

### Dale Carnegie Training Fosters Green Mountain Coffee Roasters' Expansion

**"You can really see the change in people. They are markedly different. They're engaged. They go the extra mile to get things done."**

—Bob Stiller  
Founder and CEO