

## Case Study: Eliminating Toxic Work Environment

**Company:** Center for Ascetics (Medical Office)

**Focus:** Building an engaged, positive team with a strong customer service orientation and effective internal communication channels

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### The Challenge

The Chief Physician and Director of a large medical office was concerned with the dynamics of his team. Lisa was the manager, responsible for all nurses, front desk and administrative personnel and was discouraged as well. *“The girls respect Lisa but they argue and do not cooperate with each other and with her. There is always bickering and some kind of drama going on. This affects performances. Customers get less than par service. The other day the girls argued in front of clients. This just has to stop.”* In addition Lisa’s supervisor was frustrated with Lisa’s responses: *“Lisa is a great professional but any time I try to give her feedback about how she is running the team I feel like she isn’t listening. She’ll either quickly agree with me or say she already knows the problem. She gets defensive.”* The Medical Director had already engaged a different consulting company to address the situation without success.

### The Solution

KCI’s Solution Assessment™ identified the Key Strategies (highly effective emotional and cognitive response patterns) that would lead to the desired results in the medical center. A KCI certified consultant guided Lisa through the Direct Mentoring™ process, equipping her with the new Key Strategies necessary to lead the team to desired results.

### The Results

With Lisa’s guidance, the team developed a strong customer service orientation and positive communication with clients and with each other. The team proactively developed new solutions to increase customer satisfaction and customer loyalty. Employee turnover decreased and the increase in morale was “palpable” – the staff clearly enjoyed being at work.

*“KCI’s skill is in the ability to cut to the chase and discern critical problems within an organization. The clarity it brings to bear is astounding. Furthermore, KCI’s solutions are practical, easily implemented, with results easily tracked by metrics KCI helps you define. Under KCI’s guidance, Human Resources regained the meaning of treating people as powerful resources within my organization, and not just frustrating pawns in a very difficult chess game. I can’t recommend KCI highly enough.”*

The Medical Director reports that the changes have been sustained over time and successfully applied to new employees.