



# COMPETITORS UNITED INTO A WINNING TEAM

After 15 years in hospital administration, Anthony J. DeFail became CEO of Meadville Medical Center, taking on the task of bringing two long time competitors together as one. His feat was accomplished in one year using an intensive management development approach.

Here we were: two middle-sized, rural hospitals about to consolidate into one, Meadville Medical Center. Our needs were clear. We had to unite the two management staffs who had been highly competitive for over 100 years and get them to work together as a team. Because of today's pressures in the health care industry, we knew Meadville Medical Center's survival and growth would depend heavily on the abilities and effectiveness of our management team. An intensive group management training program would be important.

Prior to consolidation, the staff at Meadville City Hospital participated in Dr. Clay Sherman's course, **The Uncommon Leader**. Clay's program came to our attention through his book, Managerial Performance and Promotability, and his audio cassette program, The Uncommon Leader. We liked Clay's practical and common sense approach to management, and so his approach became *our* approach to management training.

Following the consolidation, we asked Dr. Sherman to return to provide the same experience for the Meadville Medical Center managers, and to help us develop a dynamic, unified management team.

**The Uncommon Leader** course provided everything we expected. It remarkably assisted us in developing a truly effective, productive management team. It helped us develop a team spirit and corporate culture that we could call our own. Clay was able to build on the strengths and talents of both groups, and blending those, help us create a new management value system.

As part of the program, we worked with **MANSYS** (The Integrated Management System). This provided us with an excellent communication vehicle between managers and associates for arriving at an agreed upon view of priorities and responsibilities.

**MANSYS** motivated us to establish corporate goals, identify and define values that were shared between the two institutions, set targets, and work for results. We learned how to develop our staffs and delegate work appropriately. **MANSYS** gave us a realistic method for evaluating managerial performance. It set our main goal for Meadville Medical Center: **to create an excellent organization where the customer is always first.**

Of course, Clay's program trains on a professional level, but it also accomplishes much on a more personal, human level. During the seminars, all our managers had the opportunity to work closely together, and suddenly we didn't view each other as "those managers from over there". We were co-workers, people all working together toward one goal.

Not only the managers were caught up in the excitement generated by Clay's presentation. Positive influences were experienced throughout the organization. Clay has developed a presentation that is stimulating, entertaining, informative, and very effective in persuading change to more productive management styles. Most importantly, Clay did not leave us hanging with all this new found professional management ability. He gave us the means to develop our own on-going managerial education program. Clay was always supportive, so that we built up our own confidence and a sense of stability. There is now a real pride in Meadville Medical Center.

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