

ORIGINAL SITUATION

Eurofins Lancaster Laboratories wanted to create a system to help employees 'walk the talk' described in its value statement. They weren't looking for a quick fix. They wanted to create a permanent, sustainable change in culture.

BUSINESS IMPROVEMENTS

Through the introduction of the Social Styles program, Strategic Enhancement Group assisted Eurofins Lancaster in ensuring that its core values were embraced by all of its 750 employees.

“*Strategic Enhancement Group, Inc. helped us align our organizational development initiatives with our values. As a result, the importance of these values has been 'strengthened'.*”

BETH DIPAOLO

Group Leader, Recruiting and Development,
Eurofins Lancaster Laboratories

SEG's Commitment to Success at Eurofins Lancaster Laboratories.

Social Styles Strengthens Core Corporate Values

Eurofins Lancaster Laboratories is well-known as an innovative, quality-driven provider of independent analytical chemical and biological testing services. In an industry where technical skills are often prized over interpersonal skills, it is also known for a strong set of values that emphasize the importance of its employees, relationships with customers, support for its community and creating an open, entrepreneurial workplace.

To ensure that these values were embraced by all of its seven hundred-fifty employees, Eurofins Lancaster Laboratories turned to Strategic Enhancement Group, Inc. (SEG) for assistance.



Making the Values Come Alive

Susan Hall, the consultant for Strategic Enhancement Group, Inc., recalls that “the company (Eurofins Lancaster) was interested in creating systems that would help employees 'walk the talk' described in its values statement. They weren't looking for a quick fix. They wanted to create a permanent, sustainable change in the culture.”

SEG worked closely with Beth DiPaolo, Eurofins Lancaster Laboratories' Group Manager for Recruiting and Development to define its existing and ideal cultures and its short-and long-term goals. Susan Hall explains, “As expected, the majority of the company's employees are highly educated scientists who tend to be very focused and task-oriented. For some, effective communication was secondary to the scientific process.”

To heighten awareness of different communication styles and their impact on productivity and group effectiveness, Eurofins Lancaster Laboratories, with the assistance of SEG, introduced *Social Styles* (now known as *Building Relationship Versatility*) to its organizational development curriculum because, as Hall recalls, "...it supported virtually every one of the company's values."

The training focuses on helping individuals learn their own communication styles and identify the styles of those around them. Unlike other communication styles training, *Social Styles* also teaches participants how to apply what they've learned to improve their relationships with others, including peers, co-workers and customers.



Social Styles quickly became the cornerstone in the company's drive to live their values. "Our employees loved it. Very quickly, we began to see a shift in the way people communicated with each other and in their openness to other viewpoints. As more employees were trained, they began to use *Social Styles* language in meetings," said DiPaolo.

As interest in the training spread at the "grassroots" level, it also made its way to senior management. "After several months, I was contacted by a member of our senior management team who wanted to know more about *Social Styles*," said DiPaolo. This contact led to a senior leadership retreat during which senior managers were trained in *Social Styles*. Soon after, the decision was made to require all team leaders to complete *Social Styles* training so that all team members spoke a "common language."

Hall credits DiPaolo's "passion, belief in, and commitment to the training" as major contributors to the success that the company has experienced. "Her energy and commitment to the process

have helped create enthusiasm and demand for the training and her ability to model versatility is recognized by her co-workers as well as her clients. Beth's efforts are a huge reason for the training's success."

“ *Social Styles reinforces the value we place on respecting differences and the unique contributions of others.*”

BETH DIPAOLO
Group Leader, Recruiting and Development,
Eurofins Lancaster Laboratories

Building on Success

"Social Styles really made our values come alive. We care about our people and their interactions on all levels. Social Styles is a practical tool that helps foster a healthier, more productive environment. It reinforces the value we place on respect for differences and the unique contributions of others," said DiPaolo. "It was the success of the Social Styles effort that opened other opportunities to collaborate with Strategic Enhancement Group," noted DiPaolo.

"Strategic Enhancement Group, Inc. was the logical partner to help us move to the next level...Everything SEG does reflects the services they offer. SEG's approach to sales and service is exceptional. The two are completely intertwined. SEG is professional, efficient, collaborative and versatile – all the things we want our employees to model. They are a living example of what they sell."

“ *Everything Strategic Enhancement does reflects the services they offer. Susan's approach to sales and service is exceptional. The two are completely intertwined. She's professional, efficient, collaborative and versatile – all the things we want our employees to model. She's a living example of what she sells.*”

BETH DIPAOLO
Group Leader, Recruiting and Development,
Eurofins Lancaster Laboratories

COMPANY PROFILE

Eurofins Lancaster Laboratories Inc., is one of the largest contract laboratories in the United States. They specialize in pharmaceutical and environmental analytical services. Headquartered near Lancaster, Pennsylvania, the company employs 1,200 people worldwide. Their clients include businesses, industries, and consultants in more than 30 countries, including 19 of the 20 largest pharmaceutical companies in the world.

The Pennsylvania based company has since benefited from *Leading from Within*, which helped senior managers take a more introspective look at personal leadership styles and how they support company values. *Contributing Team Member* and its forerunner, *The Power of Versatility*, have also helped participants learn to leverage what they know about their own and others' communication styles.

To reinforce the company's values at the customer service level, Eurofins Lancaster introduced *Signature Customer Service* to service team members. It is now being rolled out to all supervisors and all team members who have direct client contact and Hall is currently working with Beth to create a sales development curriculum.

DiPaolo especially looks forward to the Discovery process associated with the introduction of each new curriculum, and maintains that, "...It's always a productive exchange. Susan asks great questions and listens carefully to our answers. They are always looking for ways to improve what we are offering or might offer."

Transporting the Values

"Strategic Enhancement Group, Inc. helped us align our organizational development initiatives with our values. As a result, the importance of these values has been 'strengthened,'" states DiPaolo. Ensuring that all team members, including those who work remotely at client sites, understand these values and

operate accordingly can pose a challenge. Eurofins Lancaster Laboratories has responded by requiring all employees working remotely as part of a team, to participate in *Social Styles* training.

DiPaolo explained, "It's important that all team members feel connected to Eurofins Lancaster Laboratories, and its culture, regardless of where they are located physically. *Social Styles* is an exceptional way to learn about each other and foster good relationships. It gives employees who work remotely a strong link to Eurofins Lancaster Laboratories and a chance to refresh key skills they'll need to work effectively with their new team."

Eurofins Lancaster's strategy has proven to be very effective. At one client site, Eurofins Lancaster Labs facilitated *Social Styles* training for a group combining both Lancaster employees and their clients to strengthen the client relationship. It was so successful that Eurofins Lancaster Labs will be returning to facilitate a *Contributing Team Member* course to reinforce what the group learned earlier. In fact, one client who had left the work group has requested to participate in the follow-up training due to its effectiveness. "He told me that transferring to the other was like 'walking back in time.' The group was less productive and less effective. He's now trying to convince his supervisor to offer *Social Styles* through their training department. "That's quite an endorsement," she added.

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.