

**MONITORING
THE
FIELD**

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MTF

EXCEEDING YOUR EXPECTATIONS



1990 Merit Awards



“Exceeding Your Expectations” is our new corporate position statement. It’s intended to guide and energize us, and clue our customers in to what we’re all about. And it’s everywhere—in marketing brochures, advertisements, newsletters, videos, and other forms of communication. But how each of us interprets and translates this statement into action is what helps us break ahead of the rest.

Johnson Controls’ highest forms of employee recognition—the Chairman’s and Merit awards—honor exceptional actions toward customer satisfaction. Inside this issue we take a look at this year’s field, product, and support group Merit Award recipients, and salute the ways they’ve exceeded expectations.

Continued on page 2...



“These individuals displayed teamwork at its finest.”



SSD Merit Awards

At the close of this nomination year 171 were nominated for Chairman's Awards. 20 were selected to receive Merit Awards. Here's your contributions that earned them the special

Peoria, Illinois Branch Service Team
Randy Wright, Service Mechanic
Terry Ward, Service Mechanic
Jim Parrott, Service Mechanic
Deborah Ulrich, Customer Service Representative

One 22-hour work day for this group typified the way they cooperate and pool resources exceed expectations.

“They turned a potential crisis into a customer satisfaction opportunity...At 4:00 am Randy Wright received a trouble call. Responding to the call, Randy determined that

all four chillers had blown rupture disks and had lost all their refrigerant charge. Without operation, all process lines must be shut down...Randy promptly called backup personnel. Deb went to the office immediately to order repair parts and replacement freon. Terry arrived at the customer site to evacuate the chillers. Jim was also called in to assist in the repair...By 1:00 pm the first chiller had been repaired...The process was repeated on all four chillers until midnight when all had been returned to service and process lines were put back into production...After cleaning the jobsite of barrels and debris, they finally left at 2:00 am—22 hours after the initial call...The customer, who operates 24-hours a day, seven days a week, lost only one day of production.”



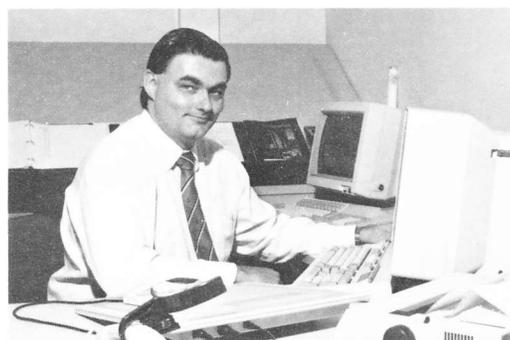
always went above and beyond the call of duty. He grew the Counterline business into one of the largest. Since Russ accepted the new position as Service Administrator, customer complaints have dropped, unbilled months of repairs has dropped by 50%, repair business has grown by double digits, and his philosophy sets a strong and visible example.

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Keith Beaty
Systems Representative
London, Ontario Branch

“He has steadily built up strong working relationships with our customers. This has translated into a high level of customer satisfaction and trust.”



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Vince Rothemich
Project Engineer
Los Angeles, California Branch

“He was a key player responsible for turning an unsatisfied customer into a

satisfied customer committed to using Johnson Controls.”

Vince anticipates the needs of internal and external customers, and takes the initiative to meet those needs.

“Through hard work, persistence, and drive to make JCI shine again, Vince was able to make the customer an ally of Johnson Controls...Their decision to use JCI on an upcoming project was based on the fact that Vince would be the project engineer...His dedication to doing the job right has earned him much respect from customers and employees alike.”

ard Winners

Controls Group employees were the... seven SSD nominations were what their nominators said about the honor.

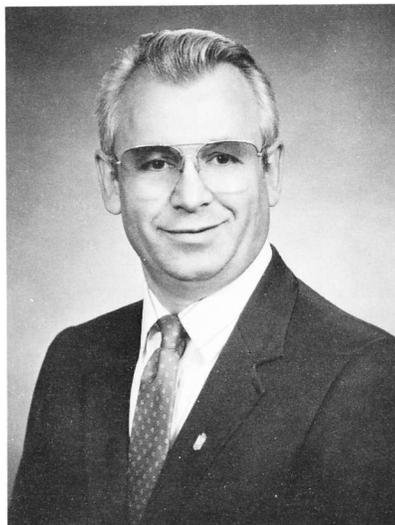
Russell Baumann
Service Operations
Administrator
Cleveland, Ohio Branch

He has spearheaded the turnaround of this organization."

Russ has a thorough knowledge of his job and customers, and is open to opportunities to expand his skills. In his nine years as a counterline Rep, Russell... He single-handedly... the top in the country... Service Operations... the number of... 40 percent, all while our... His customer service... for all employees."

Roger Tomasi
Service Operations Manager
Lansing, Michigan Branch
... outside the boundaries
... additional responsibilities
... and does whatever it
... takes to get a job done.
... type that cannot leave his
... workplace. He has all the
... A schedules, tasking, tool
... phases, etc. in his personal
... at home, and he takes the
... of after-hours service calls
... catches mechanics from his
... er ne...ly supervises the
... systems reps, and service
... rs, but he also is asked to
... consult on jobs for sales
... He feels keeping internal
... ers happy will carry over
... to external customers."

"It's a frequent occurrence for Roger to take off his coat and tie to lend a hand at a job site."



Don Reitlo
Construction Operations Manager
Toronto, Ontario Branch

"He's instituted a number of programs that have resulted in significant cost improvements and many satisfied customers."

Don challenges the status quo—looking for new solutions to problems and ways to improve work processes.

"Don created a customer feedback survey sent out to all construction projects soliciting information on our performance and suggestions for improvements. Each recommendation is acted upon immediately and the customer is notified of this action...He also implemented a job completion check-off procedure to ensure that the job is fully complete and working...Through these and other actions, Don has instilled a deep sense of responsibility for the outcome of the job from both profitability and customer satisfaction points of view."



Patrick Benefield
Application Engineer
Wichita, Kansas Branch

"He attacks each job assignment with a determination and enthusiasm to do the best possible job."

Pat's work with the St. Francis Regional Medical Center was held up as just one example of continuous outstanding performance. "Pat believes his responsibility as an application engineer does not end until the hospital is 100 percent satisfied...He visits the jobsite on a regular basis and talks to everyone...If the customer has a technical problem, Pat rolls up his sleeves and helps him solve it... Pat has repeatedly turned requests for a small amount of control work into a turnkey mechanical service project at a cost savings to St. Francis. His enthusiasm, cheerful 'let's get it done' attitude, technical skills, communication abilities, and extreme dedication to customer satisfaction have been a key factor in maintaining and enhancing JCI's position with the largest medical center in Kansas...'Exceeding your expectations' is more than just a company slogan to Pat Benefield."

The following Milwaukee Headquarter SPD and support group employees received Merit Awards for their outstanding contributions to field activities:

Branch Engineering and Automation Documentation and Training Group: Tom Conway, Rich Frink, and Karen Jordan for the documentation and training for CADD, CAE and LAN networks, and contribution to the Metasys new product rollouts.

Controls Group Accounting Team: Steve Frank, Mike Gawlik, Kris Kasper, Kathy Lentz, Mary Rizzo, Rae Salamanca, and Deann Steimle for implementing several work process improvement projects that enhanced customer service, quality, and productivity.

Customer Briefing Center Team: John Erickson, Janet Gougé, Bill Pauers, and Brenda Spence for their continuing excellence with sales support in the face of triple demand following the Metasys new product announcement.

Training Institute Computer Based Training Team: Donna Bratonja and Karleen Bernklau for the design, programming, and development of the Metasys CBT package and sales tool.

Senior Engineer Hugh Hudson for developing the innovative packaging concepts used with the Metasys product line.

EFFECTIVE MANAGERS

Becoming Leaders In The Nineties

By Dennis Charlebois
Los Angeles Marketing and Sales Manager

The management.

There's a popular conception of the men and women that make up this group: people with corner offices, big desks, and big windows, who somehow escape the consequences of the ups and downs of the business world. In some cases, this image might hold true. But, especially today, *effective* managers are not those who separate themselves from the rest of the organization and shield themselves from change.

In the face of escalating economic, political, and social changes in the 1990s, managers of the next decade need to immerse themselves in the organization in a variety of roles. Technological innovations and an emphasis on the worldwide market has intensified competition. The growing diversity of the work force has increased the emphasis on human resources. To cope with these trends, the effective manager in the nineties cannot rely on what was done in the past, but must instead hone skills of anticipating and molding future threats and opportunities. The manager must do more than

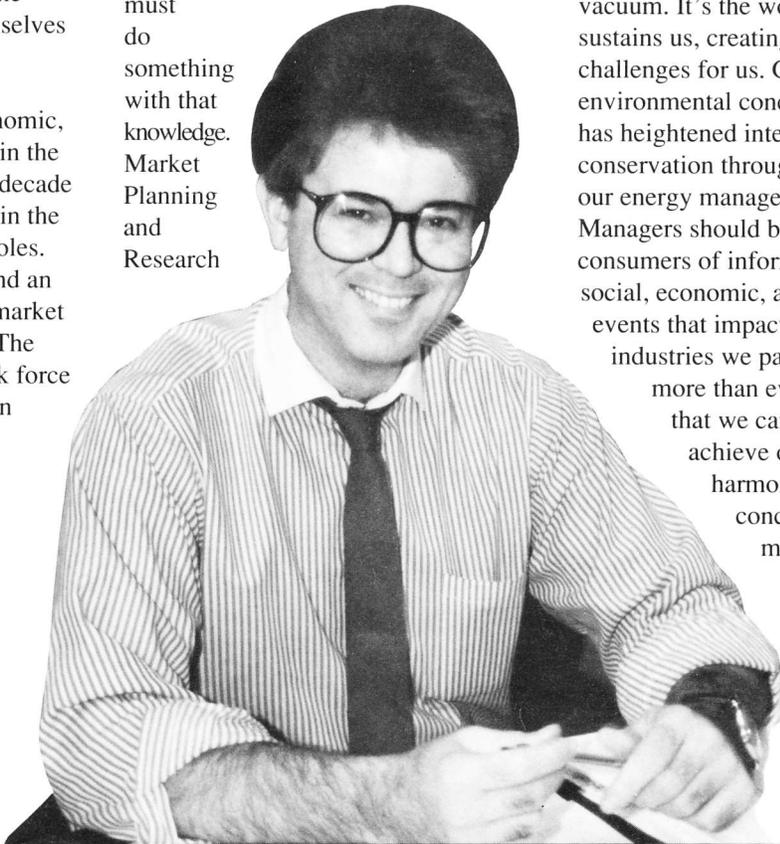
manage. He or she must also lead, taking the additional roles of teacher, universalist, activist, mediator, and challenger.

Teacher

Our organization has tremendous learning needs. The ability to innovate and respond quickly in the marketplace requires an ongoing learning process. The manager must initiate, give direction, and support the learning process with all employees. Managers must work on communication skills—becoming better listeners of employee feedback and ideas, and better presenters of departmental goals, objectives, and strategies. Managerial skills should be continually refined through programs like the Situational Leadership series, so we can also teach by example.

Activist

In this information age, there's a danger of being paralyzed by analysis. The manager as an activist should have knowledge about our business, opportunities, and competition, but more importantly must do something with that knowledge. Market Planning and Research



Dennis Charlebois

provides a wealth of data on business potential in branch territories. But it's up to branch employees to determine what to do, and act on that potential. Managers must be able get beyond research and reports, to reach focused and timely implementation.

Mediator

Mediation skills are also essential today, to capably handle the growing diversity of our work force, globalization of our customer base, and move towards team organization. The mixing and clashing of cultures creates a need for managers who can understand differing values and goals and find a common ground for customers, employees and the organization. Managers must also be able to effectively pool the talents of individuals and establish, empower, and evaluate cohesive branch teams. Mediation shouldn't mean settling for the lowest common denominator. It should instead encourage unique talents and skills to surface, energize, and contribute to the organization's goals.

Universalist

Johnson Controls does not exist in a vacuum. It's the world around us that sustains us, creating opportunities and challenges for us. Growing environmental concerns, for instance, has heightened interest in energy conservation through the installation of our energy management systems. Managers should become sophisticated consumers of information on political, social, economic, and technological events that impact us and the

industries we participate in. Now more than ever we're learning that we can—and must—achieve our business goals in harmony with universal concerns. Managers must analyze and appreciate how we may affect these concerns,

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Appointments...

Gary Bonebright has been appointed branch manager for the Phoenix branch. Gary was previously branch manager in Tuscon.

Mike Collins has been appointed branch manager for the Sacramento branch. He was previously branch manager in Syracuse.

Branch Efforts...

The Albany branch recently finished taping a video that will be used as a customer service training tool for branch employees. The video, taped at customer sites and featuring Albany employees, uses humor to provide information on delivering good customer service. Branch Manager Joe Eichelberger reveals that the video will open with a clip from the "Three Stooges," and go on to contrast poor ways of dealing with customers with "the Johnson way." They hope to complete production by the end of September.

Miscellaneous...

Johnson Controls is participating in the National Commercial Buildings Exposition & Conference Annual Show September 24 - 26 in Cincinnati, Ohio. Metasys with an integrated panel, Com/mander Maintenance Management, Counterline, and the service van with equipment will be represented at the show.

Johnson Controls' National Accounts Group signed a national purchasing agreement with one of the largest hospital purchasing groups in the United States. The agreement is to provide products and services to ValuQuip—the capital equipment division of the AmeriNet purchasing company. AmeriNet represents more than 650 acute care hospitals throughout the U.S.. The agreement with ValuQuip highlights JCI's joint marketing/promotional capabilities, training resources, and maintenance management services.

Chairman's Award Nominations...

During the last quarter, the following SSD and headquarter SPD and support group employees were nominated for their superior efforts in customer satisfaction:

Nominee	Location
Monique Vinet	Montreal, Quebec
Claude Boudriau	Montreal, Quebec
Dallas Community College District HVAC Retrofit Team	Dallas, Texas
Denis Beaulieu	Sudbury, Ontario
David O'Connor	Albany, New York
Minneapolis Technician Staff	Minneapolis, Minnesota
Earl Charles Emerson	Roanoke, Virginia
AMPS/COPS Recovery Group	Milwaukee Hdqrts.
Jim Peck	Milwaukee Hdqrts.
Keith Whiston	Markham, Ontario
Lee Galison	Grand Rapids, Michigan
Joseph Shallbetter	Peoria, Illinois
Sanden International Project Team	Dallas, Texas
David Bodiford and Donna Crowe	Dallas, Texas
John Turner	Arlington Heights, Illinois
Financial Planning Group	Milwaukee Hdqrts.
James DeGrane	Arlington Heights, Illinois
Greg Barnes	Edmonton, Alberta
Brad Garneau	Saskatoon, Saskatchewan
Gene Warfield	Salisbury, Maryland
Don Gerth	Milwaukee Hdqrts.
Shriners Hospital Project Team	Minneapolis, Minnesota
M.D. Anderson Cancer Center Project Team	Houston, Texas and World Services
Eddie Mister	Milwaukee Hdqrts.
Dilip Sampat	Baltimore, Maryland
IBM Project Team	Burlington, Vermont
Mark Tischer	Milwaukee Hdqrts.
Catalog Services Department	Milwaukee Hdqrts.

Merit Award winners will be announced in October. Next quarter's nomination deadline is December 1.

JCI's national purchasing agreement with AmeriNet was signed August 20th in the Customer Briefing Center in Milwaukee. From left to right: Dennis Fantl, vice president of AmeriNet's ValuQuip Division; Mike Rippeto, JCI National Hospital Accounts Management; and Jim Wilson, SSD vice president and general manager.



...continued from page 5.

and plow the path for fruitful and responsible actions by all employees.

Challenger

Challenging what already exists—especially when facing changes outside the company—encourages creativity. Organizations that remain stubborn and inflexible will wither in the face of this change. For the organization to flourish, managers must develop a sense of when the time is ripe to take risks and chart new ways to achieve its objectives. First, managers must learn to take

advantage of our sources of innovation—usually “new” employees with fresh outlooks and approaches—and not squelch enthusiasm by being overly critical of ideas. We need people who are able to do things differently. We should not suppress innovative behavior by attempting to institutionalize or “Johnsonize” employees. Along with this we must learn to be less fearful of change, and even invite change. Change is what’s most likely to foster creative solutions to old problems and prevent us from becoming too comfortable for our own

good—even if it means a failure or two. It’s true that the potential for chaos often comes with innovation. Channeling innovation to productive ends is the key.

The effective manager in the '90s will still hold the traditional responsibilities of supervising and directing employees. But the changes in our work environment require a greater diversity in management roles. Effective managers will get out from behind those big desks, to successfully lead employees through the ups and downs of today’s and tomorrow’s business world. ■

New Counterline Sales Seminar Heightens Reps' Effectiveness

The first revised Counterline Sales Seminar was held in Milwaukee July 23 - 27, to enhance Counterline representatives' abilities to identify, promote, and sell Counterline products. Suggestions from branch Counterline employees provided the outline for course topics, which include JCI and competitor product identification, order entry, product repair and return procedures, and sales and marketing techniques. A new resource manual was also created for the seminar, and can be used in the branch as on-the-job training or reference tools. It provides technical information, definitions, and instructions to assist Counterline employees with routine sales activities and customer inquiries. Counterline employees who've already attended the seminar can order the manual at Extension 5150.

Attending July's seminar were (back row, from the left): Judith Lynch, Anchorage; Laura Simons, Hartford; Dennis Loofbourrow, Rockford; Bruce Bonebright, Phoenix; John Traber, Training Institute, Milwaukee; Rick Whitenack, Roanoke; and Charles Seaman, Pittsburgh. Second row: Ronald Murphy, Birmingham; Thomas Johnson, Syracuse; James Stewart, Los Angeles; Richard Makepeace, New Orleans; Christopher O'Keefe, Philadelphia; and Vincent Marino, Westchester. Front row: Dee Kilgore, Atlanta;



Karen Holbrook, Saginaw; Daniel Sweeney, Cincinnati; John Cervini, Miami; Sheila Hackett, Philadelphia; Karen Boxburner, Dayton; Andrea Jackson, Saginaw; and Howard Rachelson, Product Management & Marketing, Milwaukee.

MTF is published monthly for employees and retirees of the Field Operations Unit, SSD. Employees like:

Employees like:

Providence branch employees, for their participation in the Ben & Jerry's Community Blood Drive. 

Readers may submit story ideas, news items, and comments to Fran Verito, MTF Publications Editor, P.O. Box 423, 507 East Michigan Street, Milwaukee, WI 53201.

Basic Sales Skills Workshop Held

Sales engineers explored new ways to build customer relationships during the Basic Sales Skills Workshop held in Milwaukee August 6 - 10. Pictured in the back row, left to right: Mike Lindsey, Ft. Wayne; Doug Vermillion, Arlington Heights; Curt Czemerer, Regina; Peter Magnabosco, Chicago; Greg Downes, Birmingham; Tom Bartel, Union; Ken Eiseler, Detroit; and Steve Mahoney, Honolulu. Middle row: Rich Schulte, Naperville; Mike Roark, Indianapolis; Jim Wagner, La Crosse; Phil Berton, Baltimore; Dennis Moline, Grand Rapids; and Scott Smith, Union. Front row: Bob McCabe, Naperville; Nancy Rodighiero, Chicago South; Robb Metzger, Detroit; and Mike Cervera, San Antonio.



MTF recognizes Press Pass contributions with this symbol. 