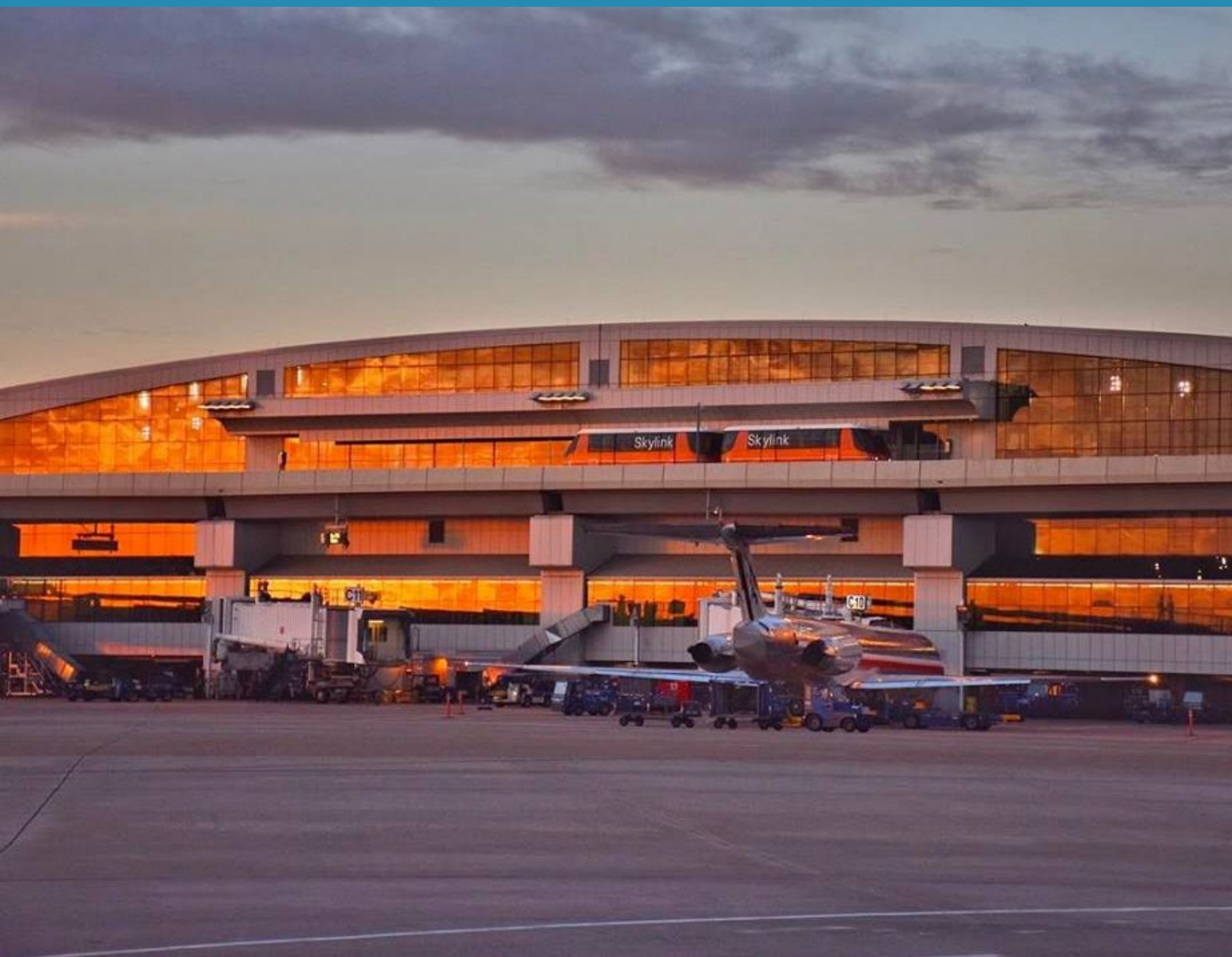




**interaworks**  
Case Study

How Effective Edge changed the course of one Learning & Development leader's career and caught on like wildfire when she brought it to Dallas Fort Worth International Airport.

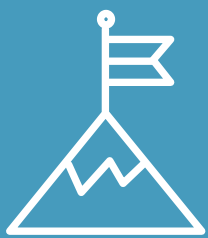
“The weight of the world had been lifted from my shoulders.”



“Taking Effective Edge changed the way my day to day goes and has every day since then.”

“I honestly felt like the weight of the world had been lifted from my shoulders by the end of the day,” says Dallas Fort Worth International Airport (DFW) Learning & Development Manager, Tami King, to describe how she felt after her first Effective Edge session back in 2005. Then, Tami had just moved into a new leadership position at her former company, and she was juggling a lot of new roles and responsibilities. “I was finding it hard to keep all those balls in the air and not be dreadfully paranoid that I was going to let something really important drop. Taking [Effective Edge] changed the way my day to day goes, and has every day since then,” Tami says.

## What Matters Most



27% Increase in productivity



25% Increase in focus



Effective Edge classes had such long waiting lists additional classes had to be added to the schedule this year



Effective Edge “re-energized” DFW employees with a 18% increase in work/life balance



32% improvement in information management



Participants report that Effective Edge programming is “life changing”

Fast forward to the present, and Tami “without a shadow of a doubt” attributes her career growth, including landing her now two-year old role at DFW, to the level of organization and efficiency she is able to achieve with Effective Edge. “I am a small but mighty team of one. Most companies that have only one or two people in my role cannot accomplish what I can accomplish because of the Effective Edge... When it’s one or two people evaluation generally gets pushed aside, but I’ve developed a learning and development metrics dashboard here at our organization due to the time Effective Edge gives me back in my life. And that’s pretty awesome, because smaller teams like where I have been and where I am now can’t usually deliver on those kinds of asks from senior leaders and external customers within the organization,” Tami explains. “I love Effective Edge. It has saved my life so many times,” she says.



When Tami arrived at DFW, she knew she wanted to bring Effective Edge with her and share it with her new organization. “It all started when the head of parking said to me, ‘Tami, we have got to do something with all these emails!’” Tami says that one of the things she immediately noticed was that DFW is, “I will use the word: ADDICTED to e-mail, and the primary form of communication by far is e-mail.” She says there are quite a few things driving that, but that a big part is that people want documentation of conversations and decisions. “So rather than pick up the phone and have a two-minute conversation,” Tami says, “They will let an e-mail chain go for thirty responses. As you can imagine, is very unproductive and doesn’t lead to efficiencies.” In her short tenure at DFW, Tami has decided to focus on implementing a plan to create a safer environment for teams to communicate with more trust from team leaders with their teams. Although there are many things influencing trust, the skills learned in Effective Edge about efficient communication, storing information so it can be easily found later, and tracking and planning priorities so team members can trust that things will get done, all go on to build trust and team effectiveness. That is why Tami is including Effective Edge as part of a leadership skills program she’s put together for mid-level managers to be more effective in their roles.



Between the program for new managers, some team and 1:1 programs for leaders, and open-enrollment classes, Effective Edge is catching on like wildfire at DFW, but in such a huge organization, it took Tami's persistence and belief in the program to get it there. "I was brand new and didn't have a lot of street cred yet in the organization," Tami explains. Due to a vacant AVP position at the time, Tami had to go directly to the VP for approval, and his areas of focus just didn't align with personal productivity. "He couldn't justify the funding for himself at that time based on the stories that I could tell," she says. DFW is an international, award-winning airport, that is making decisions everyday that affect thousands of people. With many important areas of focus, personal productivity can seem like an afterthought to so many organizations. However, as Tami tells it, the head of Parking had funding to bring Effective Edge classes into that department. She says that Effective Edge Engagement Learning Consultant, Thomas Ramsey, "Graciously worked with us to make it work for the Parking department knowing it would grow from there. Since then, he's offered classes in the Parking Department for senior leaders, one on one coaching with the VP of that department, and open enrollment classes." While all of that was getting going, the AVP of Human Resources role was filled with someone who also had experience with Effective Edge in his previous role, showing that Effective Edge graduates make great hires.

After that, Tami's success stories were bolstered by the success in the Parking department pilot and the new AVP's personal experience, which convinced the VP of Human Resources to authorize a pilot in the HR department. This led to more sessions and one on one coaching for the VP and his admin. Now a believer, the VP of HR authorized spending for DFW to be able to offer Effective Edge through open enrollment throughout the organization. Tami says that the open enrollment classes were so full with waiting lists so long, she had to add two more sessions to this year. "The buzz has definitely started," Tami says; "When a leader attends the class, and she afterwards says, 'I want all five of my direct reports to take this,' that's an amazing thing."

"It's having an impact team-wide and cross-functionally, as they communicate. It helps everyone."

“As a facilitator I love to be able to share the work where people are excited,” says DFW’s Effective Edge Engagement Learning Consultant, Thomas Ramsey. “People are coming in saying, ‘I’m overwhelmed, I thought I had a good system.’” Echoing Tami’s experience as a new leader almost fifteen years ago, Thomas has found that new DFW leaders coming to the classes are saying, “I had a pretty good skill set to get me where I am, but now I need to step up to have a whole new system.” He adds, “It’s so much responsibility, you have to have a higher level of visibility.” Thomas adds that with a program like Effective Edge, “Once you see, ‘Here’s a solution to the problems we didn’t even know we had’ that brings about a change in culture. We’re seeing a large buy-in at DFW because not only is it having an impact on people individually, but it’s having an impact team-wide and cross-functionally, as they communicate. It helps everyone.”

Thomas remembers his work with the DFW parking department, including one on one coaching with VP of Parking, Armin Cruz, fondly. He chuckles as he shares, “Armin’s team had the most amount of e-mail that I’ve seen in the inbox in North America. Within one session, we were able to have a system in which they could store all of their reference information and now execute with excellence on everything coming at them. Those are the stories I’ve enjoyed hearing while working with the folks at DFW.” Thomas adds that since working with the Parking department, Armin Cruz won International Parking Institute’s 2018 Parking Professional of the Year award. “He said that all the work he put in, and the investment he made into his team to get organized and stay focused on their most important strategies and initiatives, allowed them to even have the time to apply for the award, let alone win the award,” Thomas shares. He adds, “We are already seeing results outside the classroom, it’s exciting.” Tami concurs, “In my short tenure here I have seen measurable changes in pockets of the organization because of new programming initiatives, including Effective Edge. I’m heartened by that success.”

