



Celemi Solutions

IDX turns to Tango™ to reinforce “Big Picture” Agenda *in Action*

The Background

Founded in 1969, IDX Systems Corporation is a leading provider of healthcare information systems to integrated delivery networks, including group physician practices, managed service organizations, hospitals and health plans within the United States.

The company’s 2,000 employees are segmented into five functions: Marketing, Product Development, Sales, Client Services, and the various corporate infrastructure groups. IDX uses a team model to develop and support individual products and services, each managed under the direction of a team leader.

The Challenge

The executive team was looking for a tool to help IDX leaders and departmental managers develop broader strategic thinking and planning skills. They needed to look beyond their highly structured team environments and work together toward achieving common business goals.

Their “big picture” agenda to improve the company’s financial outlook by considering overall profitability, all the costs of doing

business, instead of focusing on revenues alone. Were they spending their time and resources in the best places? Were they concentrating on acquiring and servicing the most “profitable” customers for their business? Was their client list helping them develop the desired company image?

The Solution

The Product Development department was in the midst of a leadership development initiative when the vice president learned of Tango™. Celemi’s knowledge management simulation brought Product Development and Client Services (which, combined, make up over half of the employee population) together and provided an ideal tool for addressing companywide challenges.

Tango helped participants discover how to look beyond revenues and consider the measurable worth of their company’s intangible assets. The two departments realized the inherent value in employee knowledge and created a “Career Development Program” based on core competencies. They now work with Organizational Development to develop



customized programs for each employee which outline their career development goals and the activities they need to accomplish in order to achieve them.

IDX found Tango to be such a valuable leadership development tool it is now the anchor for its broad-based Leadership Academy. IDX sends 30 to 40 of its top leaders through a week-long interactive skill building session that begins with a two-day Tango exercise and also introduces system thinking and change management skills. During the Academy, participants begin using their newly acquired skills to work together on IDX projects with cross-functional implications. Three months later, they present their project results to the IDX executive team in terms of Tango concepts, profitability, know-how and image value.

The Results

Once IDX leaders understood the value of staffing strategically, they began paying more attention to developing the best skill level mix for each project, a team with all senior professionals may accomplish a lot, but it's expensive; a team with all mid-level professionals may not produce top-level work.

Team leaders now consider only the mix they need to staff each project or program efficiently.

By focusing more on image value and profitability per customer, IDX is in the midst of redesigning its customer support organization. Its goal is to increase the efficiency and effectiveness of customer service to acquire higher levels of customer satisfaction.

IDX is also addressing employee retention and development more actively. Because of the Career Development Program, and other initiatives, employees now have a better-defined career path and feel IDX is investing in them and their futures.

“We are weaving Tango concepts into how we do business on a number of levels. Every time a leader embarks on a project or improvement initiative, he or she uses a disciplined approach which accounts for intangible assets. Our people now look at things like profitability per customer, the staffing mix per project and measuring average length-of-stay for professional employees. They are developing a good, working knowledge of how all of these aspects together affect the performance of our company.”

Susan Berardi,
Employee Development Manager, IDX

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