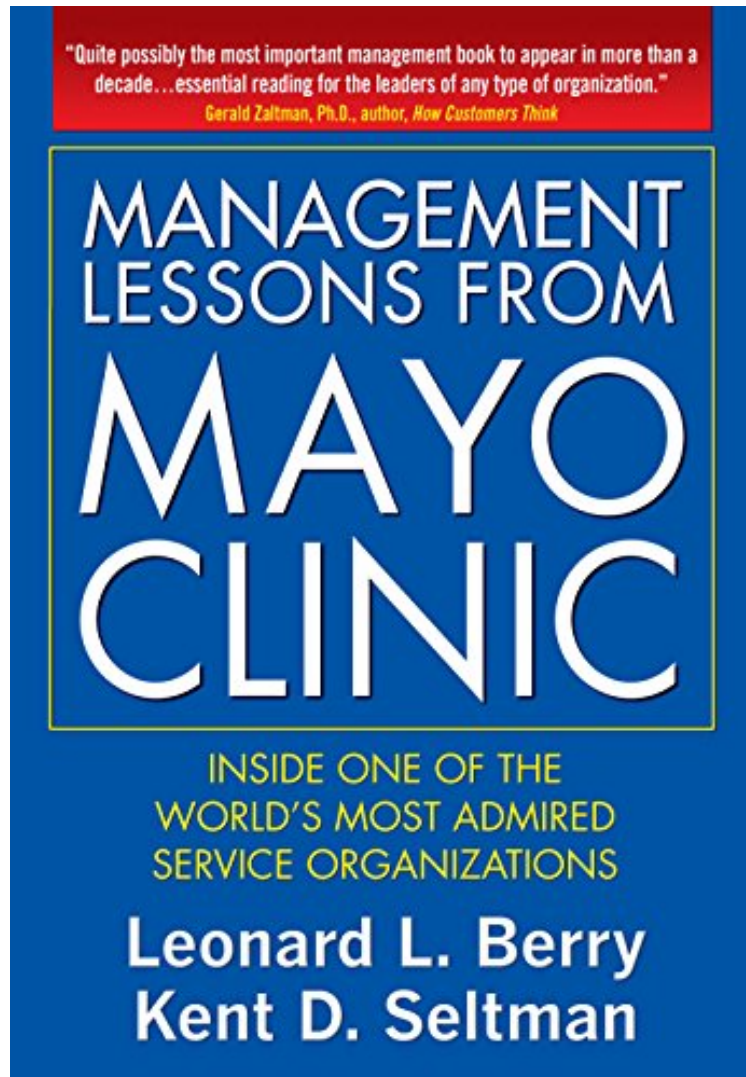


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Management Lessons from Mayo Clinic: Inside One of the World's Most Admired Service Organizations (Management Leadership)

Kent D. Seltman, Leonard Berry

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Kent D. Seltman, Leonard Berry : Management Lessons from Mayo Clinic: Inside One of the World's Most Admired Service Organizations (Management Leadership) before purchasing it in order to gauge whether or not it would be worth my time, and all praised Management Lessons from Mayo Clinic: Inside One of the World's Most Admired Service Organizations (Management Leadership):

1 of 1 people found the following review helpful. Required reading for managers and entrepreneurs By Dr. Yuval

Many services, including practice management, share common dynamics with healthcare services in general:- Intangible core benefit; it comes from a performance, and customers incur an expense rather than acquire tangible assets (except for outsourced billing),- High risk service. Under-performance carries severe consequential damages,- Labor- and skill-intensive performance, contributing to considerable variability between service providers,- Physical presence of the customer receiving the service, requiring time and place synchronization with service provider,- Perishable service. When the resources available to deliver the service are unused, the value that they might have created, perishes,- Customer demand for the service is unevenly distributed and sometimes urgent,- Diverse customer needs and preferences, requiring the service provider to maintain a portfolio of skills and resources,- Multiple resources contribute to the customer experience, necessitating coordination of their performances,- Complex service chain with numerous interdependent components,- Service reliability - accuracy and dependability - are essential for success. The key question for any manager is: "if our organization were to disappear overnight, would customers really miss us?" For Mayo Clinic, the answer is yes, and that's why it attracts and retains talented people and inspires their efforts. Mayo offers the court of last resort for many patients. A career at Mayo clinic provides a daily opportunity to apply their core values. The Mayo Clinic model is built on three core values: place the interests of the patient above all other interests, pool talent to create teams of specialists working together, and deliver clinical care with time-condensed efficiency. At Mayo Clinic, the core strategies and core values converge - the strategies are so embedded that they become core values. Its most impressive accomplishment is how well they execute these strategies for more than a century. In organizations that deliver consequential, complex, variable, and personal service, the performance is critically important. The brand comes as the by-product of consistent focus on the service experience of patients. Customers become marketers and the conveyors of information that can help those they know. A labor-intensive service brand can be only as good as the people creating the experience that forms brand meaning. The Mayo Clinic has created its brand through emphasis on operations. They created a world-class service organization performing well for one customer at a time and relying EXCLUSIVELY on the word of mouth - for nearly a century, they had no marketing department. An astonishing 91 percent of patients praise the clinic to an average of 40 other patients and generates on average five new patients. Mayo Clinic brand heroes are the industrial engineers who design the service processes and the line employees who perform their services one patient at a time. They design their processes by paying a special attention to customer perception, by orchestrating the clues for quality. They understand that customers act as detectives continuously looking for clues in order to form an opinion about their experiences. For example, does a service experience make customer feel safe, confident, efficient, smart, respected. or worthy, or does it have the opposite effects? This book is required reading for anybody who wants to create and manage a service organization with a Mayo Clinic reputation. 1 of 1 people found the following review helpful. Significant, well-crafted work. By Adam Day Among the most important service marketing books ever written, Management Lessons from Mayo Clinic clearly and cohesively delves into what makes Mayo Clinic extraordinary. More importantly, however, the book reveals the principles, attitudes, and values behind Mayo's operations. The reader quickly discovers these principles and attitudes apply in every industry, and that many successful businesses have adopted the practices and policies that have guided Mayo Clinic to such lasting success. Every business, every manager, and every leader will benefit from Dr. Berry's insightful perspective. Recommending the book is almost too weak of an endorsement. As a student of marketing, and owner of a customer experience consulting firm, this book is essential. 6 of 6 people found the following review helpful. Great book for any manager By Ihab Mikhail This book merely deals with health care delivery at Mayo Clinic, one of the best run HSOs worldwide. It examines intricate processes at various practices or product lines and they how are managed. It exposes a culture that is well understood by the employees and how that culture is vivid in the care for every patient. With that said, the material is applicable to any service organization. The concepts can be applied in delivering service to customers. For example, personable and customizable service is a key to retaining customers and scoring high on customer satisfaction surveys. Treating customers differently than competitors is what keeps those customers coming back and become a free advertisement to the organization. The book is well written and easy to understand.

Management Lessons from Mayo Clinic reveals for the first time how this complex service organization fosters a culture that exceeds customer expectations and earns deep loyalty from both customers and employees. Service business authority Leonard Berry and Mayo Clinic marketing administrator Kent Seltman explain how the Clinic implements and maintains its strategy, adheres to its management system, executes its care model, and embraces new knowledge - invaluable lessons for managers and service providers of all industries. Drs. Berry and Seltman had the rare opportunity to study Mayo Clinic's service culture and systems from the inside by conducting personal interviews with leaders, clinicians, staff, and patients, as well as observing hundreds of clinician-patient interactions. The result is a book about how the Clinic's business concept produces stellar clinical results, organizational efficiency, and interpersonal service. By examining the operating principles that guide every management decision at this legendary healthcare institution, the authors Demonstrate how a great service brand evolves from the core values that nourish and protect it Extrapolate instructive business lessons that apply outside healthcare Illustrate the benefits of pooling talent

and encouraging teamwork Relate historical events and perspectives to the present-day Mayo Clinic Share inspiring stories from staff and patients An innovative analysis of this exemplary institution, *Management Lessons from Mayo Clinic* presents a proven prescription for creating sustainable service excellence in any organization.

From the Back Cover: "Quite possibly the most important management book to appear in more than a decade . . . essential reading for the leaders of any type of organization." Gerald Zaltman, PhD, Joseph C. Wilson Professor of Business Administration Emeritus, Harvard Business School, and author of *How Customers Think*; "This book reads like a thriller taking you into the heart of a great organization and peeling off, layer by layer, the secrets of creating incomparable performance for your customers and your partners. It should be read by everyone in business." Philip Kotler, PhD, S.C. Johnson Distinguished Professor of International Marketing, Kellogg School of Management, Northwestern University; "A landmark. Through deep study, respectful listening, and eloquent reporting, the authors connect service success to the very core of healthcare's mission and to the very soul of the healthcare workforce." Donald M. Berwick, MD, MPP, former Administrator, Centers for Medicare and Medicaid Services, and President Emeritus and Senior Fellow, Institute for Healthcare Improvement; "This book is an essential read for those managing labor-intensive, highly interactive service businesses, and offers thought-provoking guidance to anyone seeking to build a customer-focused culture." George Day, PhD, Geoffrey T. Boisi Professor Emeritus, Wharton School, University of Pennsylvania; "An extraordinary book that provides wonderful lessons on how to build and sustain service excellence in any business organization. It also offers superb insights on how unshakable core values can drive a successful culture." Stephen W. Brown, PhD, Edward M. Carson Chair and Professor of Marketing Emeritus, W. P. Carey School of Business, Arizona State University; "Great insight into how a successful service organization operates . . . offers valuable information for businesses striving for service excellence." Colin V. Reed, Chairman and CEO, Ryman Hospitality Properties, Inc.; "Mayo Clinic is an amazing management story. . . . This book gives more than an inside look into one of the world's most famed and revered brands, it provides a detailed and inspiring blueprint for what it takes for any service brand to truly achieve greatness." Kevin Lane Keller, E.B. Osborn Professor of Marketing, Tuck School of Business, Dartmouth College; "A must-read for organizations looking to restore service to its rightful place." Dan J. Sanders, New York Times bestselling author of *Built to Serve*; "Berry and Seltman speak eloquently to what an organization can achieve when it has clearly defined its core mission and focuses every aspect of the enterprise on that mission." J. Michael McGinnis, MD, Leonard D. Schaeffer Executive Officer, Senior Scholar, and Executive Director, NAM Leadership Consortium; "Powerful and valuable insight into how to create a culture and environment that provide the best quality and experience." Gary Shorb, former CEO, Methodist Healthcare, and Executive Director, The Urban Child Institute; "Whether part of healthcare or an executive in a corporation, the lessons to be learned from Mayo are both inspirational and timeless. This wonderful book is a must-read for anyone in pursuit of excellence." Charles S. Lauer, former VP, Publisher, and Editorial Director, *Modern Healthcare Magazine*; "Berry and Seltman have now defined a new gold standard for service with their extraordinary assessments of the prestigious Mayo Clinic's service culture and management." James D. Rogers, former President and CEO, Kampgrounds of America, Inc.; "Management Lessons from Mayo Clinic can help all service managers build better businesses and better brands that endure and thrive no matter how complex and difficult the environment." Ian Morrison, PhD, author of *Healthcare in the New Millennium*; "Management Lessons from Mayo Clinic should be required reading for every healthcare leader." Quint Studer, Founder and CEO, Studer Group; "Full of strategies and tactics managers can use every day to lead with creativity, compassion, and communication." Kip Tindell, former Chairman and CEO, The Container Store; "A remarkable story of a dynamic business model driven by customer-first advocacy and passionate teamwork." Joe V. Tortorice Jr., Founder and CEO, Jason's Deli; "About the Author Leonard L. Berry, PhD, is University Distinguished Professor of Marketing at Mays Business School, Texas A&M University. Kent Seltman, PhD, is Emeritus Chair of Marketing at Mayo Clinic, having served as Director of Marketing from 1992 to 2006."