

Supplier Organizational Alignment Diagnostic

Evaluate Internal Readiness to Foster Customer Trust



How Thoroughly Does Your Organizational Infrastructure Support the Behaviors Necessary to Foster Customer Trust?

A Diagnostic Audit Tool

With so many suppliers aspiring to establish (or bolster) relationships with key hospital and IDN customers, organizational leaders recognize that strong relationships – and the innovative, lasting partnerships that come from them – emerge only from a foundation of mutual trust. But that trust doesn't just happen overnight. It comes from a collection of meaningful and sincere human actions that build over time.

What many leaders fail to realize, however, is that trust-building activities are most likely to occur when employees are supported by an organizational infrastructure that is thoughtfully aligned to encourage and reward those behaviors at every turn. Like a well-oiled machine, all parts of the HR infrastructure – from cultural values statements to recruitment strategies, from training to performance management – must align to foster the competencies your commercial staff need to succeed in this more value-driven health care marketplace.

The checklist below is designed to help you identify your organization's strengths— and perhaps, more importantly, its gaps and misalignments—when it comes to harmonizing your infrastructure to support the trust-building behaviors you want to encourage. The tool may also be used to identify potential areas of additional focus or investment, based on your organization's unique needs and objectives. For questions or thoughts about the diagnostic, please do not hesitate to contact Patrick Testa, Consultant, at testap@advisory.com.

Framework for Assessing Internal Readiness	
 <p>Organizational Leadership and Culture</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Senior leadership ensures trust-building is a strategic priority and champions efforts to execute on this commitment <input type="checkbox"/> The board of trustees integrates and clearly defines those principles required to build trust within the mission, vision, and value statement of the organization <input type="checkbox"/> The executive team communicates and reinforces the importance of customer relationship-building across multiple channels and forums <input type="checkbox"/> At least one senior executive is accountable for organizational commitment to trust-building <input type="checkbox"/> Employees understand how organizational values apply to their own job responsibilities and the role they play in building trust
 <p>Hiring and Recruitment</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Job descriptions accurately represent the new competencies, expectations, and evolving responsibilities required to foster customer trust <input type="checkbox"/> HR has updated its recruiting strategy to identify those key account manager (KAM) candidates with the right skills for relationship-building <input type="checkbox"/> Consistent firm-wide standards are in place to screen for and assess candidates for the desired competencies needed to build customer trust

Source: Advisory Board research and analysis.

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- ☐ Training equips existing commercial teams with the skills and competencies required to meet the evolving responsibilities of their roles
- ☐ Education offerings provide commercial teams with an in-depth understanding of their customers' needs, the health care environment, and how its changing
- ☐ Multiple avenues for ongoing training reinforce organizational values around trust-building and supply opportunities for employees to practice and refine skills
- ☐ Dedicated coaching for managers ensures they recognize how to evaluate and support employees in their efforts to build customer trust



- ☐ Incentives encourage sales reps and account managers to appropriately balance long-term relationship building efforts with short-term sales targets
- ☐ Non-cash motivators complement monetary rewards and are aligned to reinforce employee trust-building behaviors
- ☐ Performance reviews set clear metrics related to relationship-building and properly weight those competencies essential to strengthen customer trust
- ☐ Financial incentives promote collaboration, not competition, among sales team to achieve company and customer goals



- ☐ Local commercial teams have the tools and resources they need to share best practices with their counterparts across organizational silos
- ☐ A cross-functional team supports key account managers to improve their ability to respond quickly and thoroughly to customer needs
- ☐ The analytics team provides key account managers with useful, timely, and practical data on individual customers to help them do their job more effectively
- ☐ Reporting structures allow at least some commercial teams to represent the entire company and product portfolio, not just individual regions or a narrow set of offerings



- ☐ Every component of the HR infrastructure works in harmony to encourage the employee behaviors required to earn customer trust
- ☐ The organization continually refines the way it hires, trains, rewards, and supports staff to reflect changing market realities and new demands for employees
- ☐ Each employee, from senior leadership to front-line staff, is working toward the same objectives and share common cultural values needed for customer trust-building



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