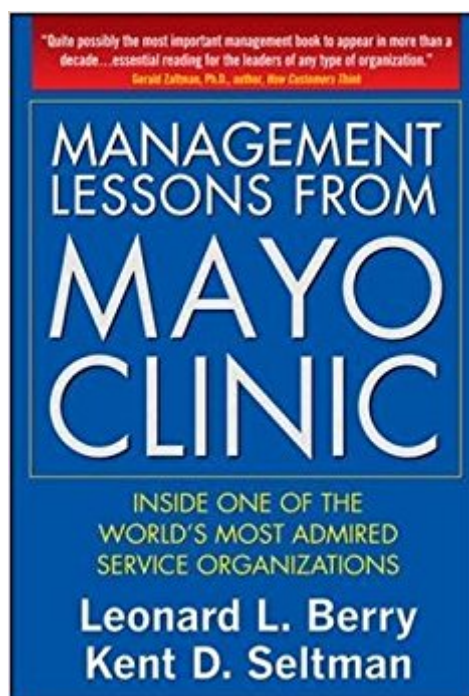




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# Management Lessons From Mayo Clinic: Inside One Of The World's Most Admired Service Organizations (Management & Leadership)



## Synopsis

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.

## Book Information

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## Customer Reviews

Prescriptions for Service Success – “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, 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, Ph.D., S.C. Johnson & Son 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, M.D., MPP, president and CEO, 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, Ph.D., Geoffrey T. Boisi Professor and codirector, Mack Center for Technological Innovation, Wharton School, University of Pennsylvania – “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, chairman/CEO, Kampgrounds of America Inc. – “An extraordinary book that provides wonderful lessons in 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, Ph.D., Executive Director, Center for Services Leadership, W.P. Carey School of Business, Arizona State University

Leonard Berry, PhD, is Distinguished Professor of Marketing, and holds the M.B. Zale Chair in Retailing and Marketing Leadership in the Mays Business School at Texas A&M University. He is also Professor of Humanities in Medicine, College of Medicine, Texas A&M Health Science Center. Dr. Berry is the author of several service quality bestsellers and the recipient of the 2007 American Marketing Association/Irwin/McGraw-Hill Distinguished Marketing Educator Award and the 2008 Paul D. Converse Award. Kent Seltman, PhD, served as director of marketing at Mayo Clinic from 1992 through 2006. With more than 25 years of experience in healthcare marketing, Dr. Seltman writes and lectures frequently on marketing and branding. He also served as editor of *Marketing Health Services*, published by the American Marketing Association.

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.

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.

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.

I was a patient at the Mayo Clinic in Phoenix and could not believe how wonderful the hospital is to all of its patients. Read the book and I understand! Great read, and the stories are incredibly heartwarming. I am forever grateful and proud to have been cared for by such a wonderful team. The book is definitive and a model for how a hospital must be operated!

I had to purchase this book for a class. It is easy to read and follow. I found it very interesting and it really did enhance my understanding of management in healthcare

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