

Q-STUDY No. 7

LYNNE: Account Manager

“Saving the account.”

I met Lynne in a workshop I presented. A few days later, she sent me an email sharing an accomplishment she was proud of for my consideration.

I very much like this accomplishment because it reinforces the idea that doing what you do and doing it well can be an accomplishment in its own right.

Lynne was a rock star with a global player in the electronic print services industry. Her statement below succinctly sums up her achievement in my “What & Wow” format, after which she goes on to describe the “save” in the same sort of detail she would use when discussing this issue with senior management.

Here’s what she did and how she did it:

“Rescued a troubled program implementation for [a Fortune 500 client] resulting in \$50,000,000 of revenue and the retention of the client.”

Her story is in italics and unedited.

Most of the accomplishment was convincing client management that I cared about the business relationship.

The Situation: *The external client was getting ready to cancel their agreement for a Managed Print Services solution implementation and a five-year on-going support contract. The contract was valued at \$10,000,000 annually. This was a strategic client with a long relationship with the company, and we were on the verge of being kicked out of the account. The client was mad that the project was behind schedule, and they questioned our ability to deliver the value of the business solution they had purchased. I was managing a project management office at the time and because the project was high profile and the relationship with the client was so strained, I assigned the project to myself.*

What Did I Do? *I got the project back on track.*

How Did I Do It? *I immediately forged a trusting relationship with the Senior Vice President (who was the Business Sponsor). I handled yet another mistake that was made by the company (this one was caught on camera) two days after I arrived on-site in Manhattan.*

Re-scoped the client requirements, re-wrote the implementation contract, re-baselined the project scope, schedule, and cost, documented the roles and responsibilities and necessary skill sets of the personnel working on the project implementation and the personnel who would provide on-going support, recommended

the addition of a very senior level network architect to the project team, and recommended the replacement of several support personnel.

Gained agreement from the executive management of the company I worked for and the client to move forward with the new project plan. When the project was back on track, I turned it over to one of the project managers on my staff, and the implementation and on-going support were ultimately very successful.

Benefit of My Actions? *Saved my company \$50,000,000 in revenue, and kept the client relationship.*

Lynne's QTNT(s)

Based on the information we have; we know that Lynne saved the contract in the first year of the five-year agreement. At the time, her salary was \$125,000 per year. Here is that calculation:

Single year value of the account Lynne saved = \$10,000,000
Lynne's Annual Salary = \$125,000

Lynne's QTNT for saving this account = 80

If, however, Lynne was able to present this accomplishment as *having saved the entire* \$50,000,000 account in this single year, she *might* (note italics) be able to present her QTNT calculation to her managers like this:

Total value of the account over 5 years = \$50,000,000
Lynne's salary = \$125,000

Lynne's QTNT for saving the (entire) account = 400

Admittedly, this is a stretch, but her bosses might agree that she did save the entire 5-year agreement from the dust bin and allow her to make this claim.

