

## Leadership Tips

Session three of the Leadership workshops was held in October. Below are some key takeaways from that workshop.

- Meet with your team members one-on-one weekly or bi-weekly; spend half of that meeting listening
- Ask WHY when it comes to disciplining an employee. Understanding the WHY behind an employee's action/choice can shed light on issues
- Leaders MUST be willing to have hard conversations
- Leave meetings knowing WHO is doing WHAT, by WHEN

There is one more leadership workshop in the series on November 10th. It is not too late to register for the final session.

Contact Becca ([becca.aikens@kabu.net](mailto:becca.aikens@kabu.net)) for more information or to register.



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## Calling All Problem Solvers!

When ESI advertises for employees, the ads often state that there are opportunities for career growth. What the ads don't get into are the best ways to tap into those opportunities. Often, those who experience the most career growth within the ESI client base and find themselves in leadership roles, have certain things in common. First, they tend to be problem-solvers. Second, they are typically very good at leading by example and are often a go-to person on a team.

What can you do to tap into career growth opportunities? Solve problems. Become the go-to person. Make life easier for the customer or for your co-workers. Create new ways of doing things that are more effective or more efficient. Deeply and fully understand the needs of the customer and develop ways to address those needs that are better than what currently exists.

As an individual contributor, you can become a problem-solver and find yourself with increased career growth opportunities. But, to create the most opportunities, it also takes a leader who knows what to do with a team member who is a problem-solver. Leaders within the ESI client base often come from independent contributor roles in which they were the go-to person, or the go-to problem solver on their team. They make their way into a leadership role and, as long as that new title/position doesn't change them in negative ways, they then successfully lead a small team. As their team grows in success, that leader should be looking for the next leader within their team because when a team gets too large, the leadership dynamics change. It becomes a greater challenge to lead a larger team, and that's when leadership can start to fall apart. If leaders are successful, and their team is growing, they should be looking to the next up and coming leader to lead the spin-off, and grow that to success.

The ESI client base is structured in a way that puts this process on steroids. With multiple businesses/divisions, and a desire to keep teams small, it allows for smaller teams to optimize for different customer segments. You might be an individual contributor today, but if you are a problem-solver, and you have a leader who recognizes that, you have a pretty good chance of someday leading your own team that is focused on a specific customer need.

## Thank You for Taking the Survey

A survey was recently sent to all Equipped newsletter recipients who work on teams of ESI clients, on the topic of health insurance. The survey was designed to assist in the decision on what health insurance carrier to utilize.

More than 250 recipients responded to the survey, with the results providing great value to the health insurance decision-makers. It was in-part because of the survey that the decision to remain with Priority Health was reached.

When you receive a request from ESI to participate in a survey, know that your participation is much appreciated and your input is of great value. Thank you to everyone who participated!

## The Referral Incentive is Back!

Refer people in your network for a career with an ESI client and you could receive more than \$2,500! This referral incentive program runs November 1, 2021 through January 31, 2022. Details are available from your leader or from

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## The Many Divisions of Omni Metalcraft Corp.

OEM, Distributor, Integrator 1, Integrator 2, IX, Roller - OMC WHAT?!

Omni Metalcraft Corp. (OMC) is so much more than a single organization. There is no doubt you have heard about the different ESI clients, and if you have had a long career with ESI clients, or read this publication, you may understand the reason for spinning off new businesses (in fact, see page one of this newsletter for more on that). When it comes to OMC, what is the history of the different divisions?

OMC started as one business with multiple function focused departments - sales, engineering, operations, etc., and was consistently at \$50 million in sales year after year. Although a big number, OMC was relatively stuck and not experiencing growth. In an effort to get unstuck and start to grow, OMC leadership went all in on the customer intimacy model (segmenting and targeting markets precisely and then tailoring offerings to match exactly the demands of those niches) and what changes they could make to the organization to better align with what customers need.

Working with the notion that the value OMC provides to their customers is unique, and not standard solutions, they chose to divide OMC up into divisions, giving each team a narrow focus instead of a broad focus. By sharpening the focus for each team, it allowed the people on that team to get very good at a specific area. OMC crushed the thought that people who do like-work (all engineers, all salespeople, for example) should all be on one team together



so they can master their trade. New teams were formed based on the type of customers (OEMs, Integrators, Distributors), sales volumes, and number of team members, keeping the teams small and agile to more closely align the entire divisions value proposition with the unique needs of each customer type. A goal was set for each team to grow their customer segment to \$20 million. Some teams quickly reached that goal, and were then divided again, allowing for an even more refined and specialized focus.

As an example to help illustrate the value of smaller businesses with a narrower focus, consider the OMC salespeople. Prior to this division, the sales team might deal with customers who were integrators, OEMs, or distributors. Each of those customers have very different and unique needs and the sales team was expected to sell to all of those customer types. Now, with the different OMC divisions, they can focus on one subset of customers, becoming very familiar with the unique needs of that subset of customers. The same goes for engineers, operations, and others in each of the smaller teams.

Since this restructure, the growth has been tremendous, going from \$50 million to more than \$140 million across the OMC footprint in about six years. This change also created more opportunities for career growth for individual team members because the structure requires individuals to step up and learn more and allows people to more clearly see a path for themselves to advance in their career as new divisions spin out dedicated leaders are needed. Other positive outcomes include the increase in team member commitment to the customer, empowerment to make change, and a great depth of care for, and understanding of, the customers' needs.

Learn more about OMC at [omni.com](http://omni.com)

# From Skype to Teams...What You Should Expect

Starting in late November, clients of Sabre Technologies, Corp. will be migrated from Skype for Business to Microsoft Teams for Voice and Meetings. Although this is a big undertaking, Sabre team members have been working to do everything they can to make the transition as smooth as possible.

The reason behind the change is Microsoft's 'end of life' plan for Skype for Business and all development efforts in the future invested in the Teams product. Microsoft has also developed Microsoft Teams into a product that is fitting, and will likely be more valuable, for Sabre's clients.



As a Skype user, what should you expect during this transition?

- The migration will happen in groups over the course of a few weeks; you will receive communication when it is your turn for the migration
- As soon as the migration is completed for you, Skype will no longer be available to you
- Meetings you had scheduled through Skype will be migrated to Teams without you having to do anything extra
- You will still be able to use your same headset
- Common area phones (lobbies and shop floors, for example) will be replaced
- If you are using the Skype for Business app on your personal cell phone, you can access and download a Microsoft Teams app via the company portal
- It is recommended that you view the help videos in Microsoft Teams to learn more about the product and how to utilize the many features in Teams; those videos can be found under the "Help/Training/Manage chats and calls" in Teams; questions can be directed to Sabre at this time (Paul Diamond, Collin Gohl, or Kurtis Gerow)

Some of you have already been utilizing Teams for meetings, sharing files, or other tasks, while others haven't even opened the app on their computer. You can start getting used to Microsoft Teams by opening the app, and making calls to other ESI clients, messaging other team members, or accessing the help section to learn more through their useful videos and tutorials. Look to future editions of Equipped for insight on features and shortcuts in Microsoft Teams.

## Leadership Brags

The following was submitted to ESI for publication.

### **Dave Bauer Retires from Omni Metalcraft Corp.**

In 1995, Dave Bauer started working at OMC. Now, 26 years later, Dave has decided to retire. Dave started in sales and shortly after moved into an estimating role. He has dedicated his expertise to estimating ever since. Over the years Dave has honed his skills and provided various groups with exceptional workmanship of estimates for belt, wire mesh and plastic belt products. Dave's last day in the office will be in late November. Dave and his dedication to the team will be greatly missed.

This section is new to Equipped and is reserved for leaders to submit work-related brags about their team. Promotions, retirements, earned credentials, and more!

## On-Site Hiring Events

ESI is willing to try almost anything to get people in the door for work. One event ESI has hosted for several of their clients is an on-site hiring event.

You may have seen ESI team members invade your facility anywhere from half a day to a full day, bringing applicants in for interviews and walk-throughs of the facility.

Overall, these on-site events have been successful but, as the hiring climate gets more difficult, so does finding success at these events.

The benefit to the business is potentially finding more team members. The benefit to the attendees is a more streamlined hiring process. The attendees can interview, tour, receive an offer, and complete new-hire paperwork all in one day if they are a desired applicant.

If you see promotion of these events, please assist in spreading the word - on social media or word of mouth. Your referrals are still the best way for ESI clients to find quality new team members.



# Your Health Matters!

A message from USI, ESI's health insurance broker.



## Contact ESI

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While you should always see a doctor when you're seriously ill or injured, there's no copay for expert advice from your local pharmacist. Pharmacists do more than just fill prescriptions — they can work closely with your medical provider to give you valuable information and healthcare guidance.

### Pharmacists support your health by:

- **Talking to you about medications and supplements.** Your pharmacist can review your medication record for potential interactions, see if you're taking drugs with duplicate effects, and check on prescription refills. They can also advise on the best time to take medications and supplements to maximize effectiveness. If you're a family caregiver (i.e., you legally have access to a family member's health information), pharmacists can also help answer your questions about your family member's medications and supplements.
  - **Suggesting ways to help you take your medicine.** Your pharmacist can help you learn how to take your medications as directed, as well as solve any problems you might have doing so. For example, your pharmacist can suggest routines or tools such as a daily pillbox to help you take your medicine at the right time and in the right dose.
  - **Advising you about medicine safety.** Your pharmacist can give you important advice on which over-the-counter medicines, such as pain medications and dietary supplements, are safe to use in combination with your prescription drugs.
  - **Identifying or helping you manage health problems.** For example, if you get your blood pressure checked at the drugstore, share your numbers with your pharmacist.
- Your pharmacist can talk to you about your risk for high blood pressure, help you monitor your blood pressure, and direct you to medical care if needed. Your pharmacist can also consult your doctor to ensure you get the best treatment available.
- **Providing immunizations, training on health equipment, and recommending over-the-counter treatments.** Pharmacists can provide certain immunizations, such as flu shots and COVID-19 vaccines, and can also teach you how to use health equipment, such as blood glucose monitors for diabetes or inhalers for asthma. If you're trying to manage a runny nose, sinus congestion, coughing or other minor symptoms, your pharmacist can determine the best over-the-counter treatment with the fewest side effects for you. Tell your pharmacist about significant notes in your medical history, or medications that might interfere with over-the-counter treatments.
  - **Helping you to save money.** Pharmacists can help you find over-the-counter medications that offer the best value for the symptoms you need to treat, as well as connect you to prescription discounts and aid programs. Your pharmacist can also work with your doctor to switch prescription medication to a product that is equally effective but less expensive.

Sources:  
<https://www.cdc.gov/healthcare/pharmacists/>  
<https://www.ohd.com/a-to-z/guide/learn-pharmacists-they-do-more-than-fill-prescriptions>

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