



Graduates Reveal the Benefits of Dale Carnegie Training

As executive vice president and chief operating officer of Greenwich Hospital, Quinton Friesen has recommended and the hospital has sponsored more than 200 of the hospital's managers and employees through the Dale Carnegie course in communications and human relations. The scholarship program is part of the hospital's Service Excellence Initiative.

Friesen had taken the course early in his career, in the mid-1980s. "I was just amazed to see the transformation in the members of that class," he said. "They went from individuals who were very shy and hesitant to social butterflies."

Friesen took the course to sharpen his managerial skills, and he credits the course with helping him climb the ranks of hospital administration.

"It was a great investment in my career," he said. "It really helped to sharpen my skills."

Indeed, a new study provides solid evidence that Dale Carnegie training helps managers and employees alike become more effective leaders. A year-long doctoral research project shows that managers who took the course are 14 percent better at:

- Getting others to do more than they expected to do.
- Heightening others' desire to succeed and increasing their willingness to try harder.
- Being effective in meeting others' job-related needs and leading work groups.
- Meeting organizational requirements more effectively.
- Effectively representing his/her group to higher authority.
- Working with others and using methods of leadership that are satisfying to others.

The project, conducted by management consultant Don Osborne at Indiana Wesleyan University, showed that managers who took the Dale Carnegie course were 19 percent more likely to exhibit "transformational leadership" skills: treating other people as individuals and with respect, inspiring and motivating others, and challenging employees to generate solutions.

Transformational leadership increases loyalty, productivity and job satisfaction, Osborne said.

"We found a phenomenal increase," he said.

Osborne, who is a former Dale Carnegie trainer, recently earned his doctorate degree in education and organizational leadership. He said he was inspired to conduct the study after a CEO expressed amazement at the improvement he saw in the CFO who he'd sent through the course.

The study results come as no surprise to Friesen, who counts on Dale Carnegie training to instill service excellence in the workforce at Greenwich Hospital.

"It has been a tremendous benefit for our employees," he said. "Recently an employee was promoted, and his bio said he graduated from Dale Carnegie. He was selected for major responsibility because of his competence and his interpersonal strengths."

Since Friesen instituted the Service Excellence Initiative in 1999, the hospital has consistently ranked in or near the 99th percentile in patient satisfaction, measured against 976 hospitals nationwide.

"The Dale Carnegie program is consistent with our objectives to provide extraordinary care to every patient and to treat one another with respect within the care team," he said. "The last time, several emergency room doctors and staffers went through the training, and suddenly there is a whole new vocabulary in the department, a whole new interaction."

In speaking with Dale Carnegie graduates, a couple of themes emerge consistently: The course helps people develop self-confidence, and it helps people learn how to deal effectively with others. The course helps people starting out in their careers as well as veteran managers and employees. Brian Poe credits the course with helping him land a job after graduating from Western Connecticut State University in 2009. Today he works as an online media buyer.

"I wanted to expand my human relations skills and learn how to deal with people much better in my professional and personal life," said Poe, who enrolled just before graduation. "It was a little nerve-racking at first but I really got to grow as a person. It gave me the confidence to really go for what I wanted."

Sandra Torrey worked as an intern for Dale Carnegie of Western Connecticut in early 2010, and she said the experience helped her decide on a career direction: After obtaining her master's degree in organization development from the University of New Haven, she joined Citibank as a training specialist.

"Dale Carnegie helped me learn how to develop relationships with others, how to meet new people and find common ground," she said. "It helped to build my self-confidence, and I learned to be more considerate and more emotionally intelligent."

Torrey said the course also helped her become a more effective public speaker and learn to deal with the nervousness she feels when called upon to speak in front of a group.

At the other end of the spectrum, many companies use the Dale Carnegie Course to groom long-time employees for additional responsibilities. Kevin O'Neill, a senior project engineer for Siefert Associates, took the course after his company suggested it.

"We are developing the managerial structure, and I'm in a position to become a manager," said O'Neill, who joined the engineering firm in 2007. "Dale Carnegie was a great experience. Standing up and speaking in front of a group can open up some pretty emotional topics, and it really brings to light how capable you are of telling certain things that you thought you couldn't."



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O'Neill said the course has helped him deal with clients more effectively, as well. "I needed to correct my attitude or stress level when talking with clients," he said. "It was easy for me to fly off the handle and say things I shouldn't. Dale Carnegie training helps you learn to step back and reassess what you're about to say."

O'Neill said he plans to take the advanced Dale Carnegie managerial course as well. Anthony Rescigno, president of the Greater New Haven Chamber of Commerce, said taking the Dale Carnegie Course in the 1960s helped him in his life and career.

"I've recommended the course to many people," said Rescigno, who is the former mayor of North Haven, Conn.

Rescigno said he was selling cars when he took the course at 23 years old, and soon afterward began a successful, 16-year career in the concrete business, moving from salesman to co-owner.

"Dale Carnegie training gave me confidence, and when you put that down on your job application people know you've had some decent training there," he said. Jill Leonard Tavelo, executive vice president of culture and communication at Stew Leonard's, a Connecticut grocery chain, has had a lifelong involvement with Dale Carnegie. Her father took the course and made it mandatory for all managers.

"Our managers know how to listen to a problem and react to it," Tavelo said. "Stew Leonard's has been one of Fortune magazine's '100 Best Places to Work' for 10 years in a row, and Dale Carnegie helped us to achieve that success because of the people skills and management skills it teaches."

Tavelo has gone through the course three times, once as a teenager, once after college, and once after several years in management.

"Each time I had a different experience," she said. "The first time it was more about friendships and my personal life. It helped me relate to other teenagers. The second time I was thinking about my career and I learned how to manage and motivate people. The third time I was thinking about how I could renew the things I knew and practice being a better listener and manager."

FROM STUDENT TO TEACHER: DALE CARNEGIE GRADS GIVE BACK

Many of the trainers who teach the Dale Carnegie courses started out as Dale Carnegie students.

"The program was very impactful for me. I looked at it as a turning point in my career, so I wanted to help other people in that same way," said Kathleen Lynch Cartine, who took the course in 1995 and became an instructor in 2001.

Today Cartine is the learning and development consultant for the Yale-New Haven Health Care System, and leads the Institute for Excellence at Greenwich Hospital. She also remains a Dale Carnegie instructor.

Cartine was in advertising when she first took the course, hoping to get better at making presentations.

"I was surprised that it was so much more than just a public speaking class," she said. "Dale Carnegie helps you deal with different people and personalities. I gained skills to more efficiently and effectively deal with my professional and personal relationships. And I was getting more and more comfortable speaking in front of people."

Cartine got a promotion within a year of taking the course, and her manager did not know she had enrolled. Over the years she became more interested in training others, starting with an overseas stint in Russia with the advertising company, where she was tapped to train Russian employees. "They needed improvement in customer service," she said.

After going to work for Greenwich Hospital she started teaching an in-house Dale Carnegie course there, and has seen it help improve employee relations.

"We opened it up beyond managers to those who have leadership potential, from receptionists and housekeeping to physicians," she said. "It breaks down silos and barriers and replaces them with effective communications and human relations skills."

Robert Hedges became an assistant trainer for Dale Carnegie three years ago after taking the course as an executive with UBS in Stamford, Conn.

"I felt that I needed some help in communicating with people, and it has helped me take my career to a new level," Hedges said, noting that UBS recently sent him to London on an overseas assignment.

Hedges said he became an assistant trainer with Dale Carnegie to retain what he learned taking the course. "Going through a second time you spend less time getting your head around big concepts and you see more nuances. You are able to show people how you used the things you learned."

Lynch Cartine and Hedges are just two examples among hundreds of Dale Carnegie graduates who made such powerful professional and personal gains using Dale Carnegie's principles and concepts that they now are passionately committed to fostering similar growth in others.

Tavelo's son and daughter both went through the Dale Carnegie Course over the past year.

"I can already see the difference in them," she said. "My daughter was already outgoing, and the course helped her learn how to tell a story and be precise. My son is a little bit more reserved, and it helped him with standing in front of a group and communicating sincerely."

Teresa Wells, administrator of The Mary Wade Home in New Haven, Conn., took the course two years ago. Her organization was growing and she needed to interact more with business and community leaders.

"For me it was to learn how to communicate more effectively with a wider variety of people," she said. "The Dale Carnegie Course really gives you a framework for being able to interact positively and with confidence with a broad range of people."