



## Recommending Approaches for Results

### Role Play Introduction – Player A

You will be continuing the role you played last week, involving a fictitious “smart building” company called McConnell Environmental Systems and Controls (see box below). To prepare for your role as a McConnell representative, read the background on page 2 and make notes on page 3 to guide you during the role play.



McConnell Environmental Systems and Controls, a rapidly growing division of McConnell Industries, designs, manufactures, and distributes a broad range of products for energy management and controlled environments. McConnell products and services are grouped into these four categories:

1. Environmental Management Systems, such as the MC-2200, are computer-based systems to monitor and control environmental quality and achieve energy efficiency. These systems control a building’s HVAC (heating, ventilation, and air conditioning), lighting, and security systems.
2. Environmental Control Products include thermostatic controls, devices to monitor air quality, energy-use monitors, and a broad array of electronic, pneumatic, and mechanical controls.
3. Energy-Efficient Lighting Products include a variety of automatic switching devices as well as a complete line of energy-efficient fluorescent and incandescent lamps.
4. A full range of services including field service, technical support, consulting, training, implementation and site planning, 24/7 support, and remote system monitoring. McConnell has full-service capabilities to maintain its own systems and related equipment as well as systems from other suppliers.

## Role Play 1: Global Medical Instruments

### YOU ARE THE MCCONNELL SERVICE REPRESENTATIVE

**Instructions:** Your objective is to guide the customer in solving or avoiding problems that could get in the way of optimal results. Follow the R3 Service principles and processes and take notes on the following page. In preparation, read the information below.

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**Your Role:** You are a McConnell service representative who maintains and repairs the MC-2200 system and devices related to the monitoring and control of building environments.

**Customer Organization:** Global Medical Instruments manufactures a broad range of high-quality plastic health-care products. In order to ensure manufacturing quality and reduce energy costs, Global relies on the MC-2200 system, which monitors and controls the facility's HVAC (heating, ventilation, and air conditioning), lighting, and some machinery.

**The Situation:** Pat King, Global's production manager, called McConnell to complain that the MC-2200 is set up improperly and is not managing energy efficiently. After your diagnostic interview with King, you met with Terry Walker, the programmer from IT who manages the MC-2200 (and has been "fine-tuning" the system to help production resolve quality-control problems). You also examined the system and the current software configuration.

After completing these diagnostic activities, you delivered the following assessment to King:

- About half of the increase in energy costs since last year can be attributed to three legitimate and uncontrollable factors: (1) the exacting environmental requirements of Global's new line of surgery products, (2) a 17 percent increase in total production (requiring more overtime and longer plant operation), and (3) a 2.9 percent increase in the price of electricity.
- The rest of the increase in energy usage is due to the fact that several settings on the MC-2200 system have been overadjusted in an attempt to minimize quality-control problems with Global's new line of surgical products. This results in inefficient use of energy.

**Your Perspective:** You've noticed that there is little communication between the production staff (who must control quality) and the IT staff (who greatly affect quality through programming of the MC-2200 system). It is clear to you that many of the problems attributed to an improperly configured MC-2200 system could have been avoided if Terry Walker had better understood the specific environmental requirements of Global's products.

**Your Recommendation:** For Global to achieve optimal results with the MC-2200 system (i.e., the greatest energy savings without compromising product quality), you recommend that King and the production staff work more closely with Terry Walker and the IT staff to understand requirements, monitor results, and fine-tune the system as requirements change.

The skill application will begin when you focus the discussion on optimal results.

## **Role Play 1: Global Medical Instruments**

### **McConnell Service Representative (notes).**

1. Focus on optimal results
2. Explain your perspective
3. Gain customer's perspective
4. Recommend approach
5. Listen/Probe for agreement