

Doug Prall, CEO and Bob McGill, CFO, HDS Driver Services
Interviewed by Linda Tennant, President, *Attainment, Inc.*



Goals and Teambuilding Process Leads to Significant Growth

Doug Prall's family began 40 years ago to help carriers find quality drivers and help drivers find quality employers. The company's commitment to meeting customers' needs along with the development of a top quality driver pool has made it a leader in the industry. Today HDS has developed into these multiple corporations with Class A drivers as the common focus:

- Three schools graduating over 400 new drivers each year
- Staffing and placement service of over 1,200 drivers annually
- Fleet of 140 trucks dedicated to service Swift Transportation
- Department of Transportation consulting service with over 200 Clients and 1,000 drivers
- Shop that services company trucks and is also open to the public

HDS leaders partner with *Attainment, Inc.* to take team performance to the next level.

Linda Tennant: What did you want to achieve with the Goals and Teambuilding Retreat?

Doug Prall: We wanted to build a team with a clear understanding and commitment to our goals. We wanted team members to understand how they contribute to the success and servicing of our drivers, customers and business. We wanted a measurement that would inform each person where they stand individually in meeting company and department expectations.

We were seeking a method to identify our critical success factors and to establish the discipline to track progress and identify barriers and action items.

Linda Tennant: To what degree were you able to improve performance?

Bob McGill: In our Phoenix operation we experienced an 86% improvement in the number of drivers leased and a 40% improvement in students graduating from our school. We have a higher quality driver, more responsible students. Our profitability has improved dramatically.

Linda Tennant: What role did Attainment, Inc. play in improving performance?

Doug Prall: They helped us identify company values and trained the team on goal setting, priorities, structure and measurements. Sometimes companies need outside help with this type of cultural shift although ultimately company leaders must embrace the change for it to stick.



"We increased the number of drivers leased by 86% and number of graduates by 40%."

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Interview with Doug Prall, CEO, and Bob McGill, CFO, Goals and Teambuilding Process Leads to Significant Growth at HDS Driver Services, *continued*

Linda Tennant: What other steps are you taking to improve performance?

Bob McGill: At our weekly teleconference meeting we measure progress toward the goals. We discuss the status of action items and identify new barriers and opportunities.

This meeting is powerful because individuals report their own progress and make recommendations on how to improve. Senior managers do not have to drive performance discussions. When we started, the meeting took over an hour; now it takes less than 30 minutes.

Linda Tennant: Is your team more on board with your vision and values now?

Doug Prall: Yes. We have greater teamwork and communication and the team knows senior management values their contributions and supports their success. We have also experienced more discipline and organizational momentum which results from people experiencing success.

Linda Tennant: What benefits have you seen from developing job descriptions with High Payoff Activities and Key Performance Indicators?

Doug Prall: The biggest benefit so far is clarifying individual roles and responsibilities. Our people want to do a good job so we must ensure our processes and structure support their success.

Bob McGill: We are growing from entrepreneurial roots. Our employees' scope of responsibility has been broad and reporting relationships not always clearly defined. We trust that prioritizing and tracking high payoff activities will continue to enhance focus and results.



“The retreat brought the team together and gained commitment to the goals.”



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