



Overview of Everyday Excellence

Welcome

Everyday Excellence

Welcome

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Welcome

- I'd like to welcome everyone today as we take an important step into the future of our company to explore what leading Everyday Excellence means to us.

Welcome

Everyday Excellence

Everyday  Excellence

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Everyday Excellence

- As people leaders, one of our key responsibilities is bringing out the best in our people. Doing so has always been important.
- Going forward, our contribution as People Leaders will be significantly guided and shaped by our new customer experience platform which we proudly refer to as Everyday Excellence.
- Everyday Excellence inspires us to be our best every day with every person in every interaction.

Why Are We Changing?

Everyday Excellence

- To deliver a noticeably different customer experience
- To ensure all employees understand they are on the frontline and responsible for customer experience
- Because Everyday Excellence is for every employee
- To create a sustainable future
- To be the provider of choice in a changing healthcare marketplace
- This is not about “they should do that” or “this is good for them.” It’s for each and every one of us to live by every day as we all move in the same direction.

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Why Are We Changing?

- We will drive our future by a noticeably different customer experience.
- Everyday Excellence is the next chapter in our company’s decade-long tradition of superior customer experience, which began with our Patient Care Gold Standards program in 2005.
- To coincide with the new brand, the program was re-launched as Everyday Excellence and simplified to have five guiding principles that extend to all 45,000 employees at Quest.
- As part of the expansion of Everyday Excellence this is now for every employee in the company.
- As leaders, we need to be clear that Everyday Excellence is driven by our need as a company to create a sustainable future and our desire to be the provider of choice in a changing healthcare marketplace where the customer’s needs are complex and not driven by price or location alone.
- Everyday Excellence is about all of us moving in the same direction to meet our goals.

Expertise And Change

Everyday Excellence

- The healthcare industry is constantly changing.
- We need to change our recipe for growth.
- Doing the same things in the same ways won't get us different results.

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Expertise and Change

- A lot has happened in healthcare and in business in general over the past decade.
- Organizations have had to respond, adapt, and be agile to stay in the game. And, so do we.
- Our major competitors are growing faster than we are.
- Doing the same things in the same ways won't get us different results, no matter how hard we work.
- It comes down to this: our future. It is up to us.

Check In

What are your thoughts about what I have shared so far?

Disruption Is All Around Us

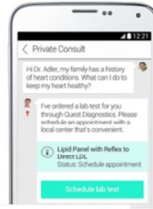
Everyday Excellence

Rethinking Industries

- Uber caused the taxi industry to rethink itself overnight.



- We have new and exciting partnerships such as HealthTap and Inovalon.



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Disruption Is All Around Us

- I am sure that most of us are familiar with Uber. Uber caused the taxi industry to rethink everything overnight.
- There are people who think the healthcare industry needs the same kind of wake-up call. We have new partners like HealthTap and Inovalon that hint at the disruption in the healthcare industry.

Disruption Is All Around Us

Brands We Used To Know



Disruption Is All Around Us – Brands We Used to Know

- Let's take a minute to look at some companies that did not evolve to meet the changing market place. The stories of companies who failed to do so are legendary.
- They chose not to or could not survive disruption.

Ask for a show of hands – Do we need to change? Ask as yes/no polling question for virtual meeting.

- It is a choice . . . we have a choice.

Disruption Is All Around Us

Brands We Know Today



Brands We Know Today – Brands We Know Today

- While some of the brands we used to know are still around, some of them have disappeared.
- Look at this list. How many of the companies weren't on our radar five or ten years ago? And, how many of them are now household names?

Ease, Effectiveness, Emotion

Everyday Excellence

Our Experience With the Brands We Love

- Ease
 - How easy was it to accomplish what I wanted to do?
- Effectiveness
 - Was I able to do what I wanted to do?
- Emotion
 - How did I feel about it when I was done?



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Summarize Key Output: Ease, Effectiveness, and Emotion

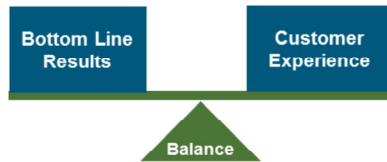
- As consumers, we love brands and are loyal to them based on the experience we have when we interact with them.
- It's about ease, it's about effectiveness, and it's about emotion or how we feel after the fact.
- It's not the surface stuff. It's about every person, every email, every communication, and every point of contact. It all counts.

Ease, Effectiveness, Emotion

Everyday Excellence

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Summarize Key Output: Ease, Effectiveness, and Emotion

- We need to balance bottom line results on the one hand, and the experience we covet as consumers on the other.
- Part of this means consciously shifting our mindset to be more customer-focused and empowered.
- It also means simplifying the way we work, making continuous improvement, reducing waste and growing our margins.
- It's both, the bottom line and the customer experience.

Check In

What are your thoughts about how we need to change?

Bringing Action From Insight To Life



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Bringing Action from Insight to Life

Note to facilitator: *This slide is critical to help participants understand what brand is and can be. This is key to tying it all together as a way of being, thinking, and acting every day, as opposed to a program to follow.*

- When we released our new brand last year, we made a promise to our customers and our market that they can count on Quest to:
 - Inspire action
 - Illuminate answers
 - Advocate better health
- **We are so much more than lab.**
- We work every day, to transform knowledge into insights, empower customers with the information they need to make decisions count

Bringing Action From Insight To Life



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Bringing Action From Insight To Life



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Bringing Action From Insight To Life



Everyday **Excellence**



Action from
Insight



Communications

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Bringing Action From Insight To Life



Bringing Action from Insight to Life

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Everyday Excellence

inspires us to be our best
every day
with every person
in every interaction.

Each person in our company, no matter where they sit, plays a crucial role in how our customers experience Quest Diagnostics.

Everyday Excellence was designed by our employees to have five guiding principles, which represent our commitment to our customers.

Inside Everyday Excellence

- Everyday Excellence inspires us to be our best every day, with every person in every interaction. Customers depend on us to put knowledge in the right hands, with the right context, creating powerful actions and better outcomes—bringing Action from Insight to life.

Our Five Guiding Principles of Everyday Excellence

I am customer focused.

Our customers are behind every decision I make. I connect with my customer to create a positive experience by listening and asking questions to anticipate and identify needs. I collaborate on solutions that add value.

I am service driven.

Each customer and situation is unique. I act with urgency and am empowered to do the right thing. By holding myself accountable and keeping my commitments, I contribute to a superior customer experience.

I am a professional.

The work I do each day plays an important role in the lives of our patients and in the experience of my customers. I bring the best of who I am to work every day.

I care about quality.

What I do and how I perform matter. My customers make critical decisions based on health information we provide. I strive to produce error-free work by relying on my skills, training, and experience.

I am knowledgeable.

My customers rely on my knowledge and experience. I earn trust by sharing what I know, and striving to learn more. My knowledge contributes to the health of patients and the future of our company.

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Our Five Guiding Principles

Refer to Five Guiding Principles handout.

- Everyday Excellence consists of five Guiding Principles that apply to every employee in every function. It is simple: five statements.
- I can remember five things to guide me in my work each day. These principles represent our commitment to our customers to be our best every day, with every person and in every interaction.
- Since you will be communicating, coaching, recognizing, and modeling based on these principles, I'd like to get your candid reaction to what you are seeing here.

Ask: "Who would like to read the first principle?" Then ask for a new volunteer to read each subsequent principle.

- We hope Everyday Excellence feels both new and familiar at the same time. New because it is a fresh way of looking at things and familiar because it is grounded in:
 - Our Values and Behaviors
 - Our 1 vision, our 3 goals and 5-point strategy
 - And, the Guiding Principles were written by a team of Quest employees

Check In

What are your thoughts about the principles we will be embracing on our journey ahead?

Everyday Excellence is our new approach to everything we do . . .
and it's up to each of us to ask questions and effect change.

- What are we already doing well that supports these principles?
- What do we need to do differently to support these principles?
- What do we need to stop doing to support these principles?
- What do we need to change (processes, systems, measures, rewards) to support Everyday Excellence?
- What resistance will we come up against?



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Everyday Excellence Leaders

- Everyday Excellence is a new way of working, an attitude, and an approach to everything we do. Let's take a few minutes to look at five key questions each of our functions will explore:

Read questions from slide.

- **Leadership in Action**

- As leaders, we need to facilitate our employees' success by ensuring that we are all looking through this lens.
- As leaders, we also need to model that there is no "they" anymore. It's all we, and us.
- As leaders, if a process is slowing us down, or negatively impacting our customers' experience, we need to call it out, to address it.
- As leaders, we need to be willing to challenge our habits, our sacred cows and the elephants that may be in the room.
- This is not a shift that will happen overnight. It will happen over time, when we are all in.

Model The Shift

Everyday Excellence Is Lived Locally

Model Everyday Excellence

- Set the tone for those around you
 - If we are not noticeably different, how can we expect those we lead to be different?



Don't Go It Alone

- Create your support team:
 - Managers
 - Supervisors
 - Trainers
 - Leads
 - High-potential employees
- Enlist your team to help you:
 - Carry the message.
 - Catch people doing things right and recognize wins along the way.
 - Find solutions to the challenges you face in moving the needle on how you think, act, and lead.

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Model the Shift

- As people leaders, we have a powerful responsibility to model what the shift to Everyday Excellence means.
- You don't need to do this by yourself. Create your own support team and enlist them to help you communicate the Everyday Excellence message in all that they do from helping with sessions to recognizing team members to finding solutions to challenges.

Check In

Let's circle back to the question we started with: How do I need to change to be a credible leader of Everyday Excellence?

Session leader can make a reference to looking in the mirror and share something he/she will change or do differently based on Everyday Excellence.

Note: It is not necessary for everyone to respond. The idea is to create a candid and inspiring moment of truth.

- The old adage, "actions speaks louder than words," is never more true than when you are leading.

We Are They: They Are Us: It Starts With Me

They are us.



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We Are They: They Are Us: It Starts with Me

- Steve Rusckowski is on the frontline, I am on the frontline, and so are you. We all are because every person in every function contributes to growth and is the voice of our brand.
- This is why **Everyday Excellence is for every one of us. This is not about ‘they should do that,’ ‘this is good for them.’ It’s for each and every one of us to live by every day.**
- Everyday Excellence – it starts with me!

Sample From Capsule 1 – I am customer focused

Sample Capsule Content

Common Ground – Weeks 1 & 2, Do Both	Leader's Choice – Weeks 3 & 4, Pick One/Week
1 Who Is Your Customer?	3 What You Say and How You Say It Telephone
2 What I Can Do Right Now	3 What You Say and How You Say It Face to Face
	3 What You Say and How You Say It In Writing
	4 People or Process I Serve Internal Customers
	4 People or Process I Serve External Customers

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Capsule Overview from Capsule 1 – I am customer focused.

- Here's how we're asking you to lead Everyday Excellence by having regular conversations with your team about the guiding principles and what they mean to you and your work group.
- Here's a snapshot of the Common Ground and Leader's Choice activities you will see in the first capsule, "I am Customer Focused."
- There are:
 - Two Common Ground activities and
 - Five Leader's Choice activities from which you will choose two. One for the third week of the month and one for the final week of the month.
- The Common Ground and Leader's Choice activities are between 10-25 minutes each and you have three options on how to present them.
- Expect a monthly communication from the Everyday Excellence team with instructions on next steps.

Facilitating The Everyday Excellence Capsules

Delivery Styles

Structured Style

- This style provides everything you need: what to say, what to ask, what to write on a flipchart, masters for handouts, etc.
- Prepared content makes it easy for you to lead the sessions and focus on interacting with your team.
- This approach makes greater use of audio and video examples and role plays than conversational or virtual style does.

Conversational Style

- Use this style if you are a skilled facilitator who enjoys drawing out and engaging employees.

Virtual Style

- These tips and techniques engage employees you cannot reach in a face-to-face meeting.
- Send handouts and audio/video links ahead of time or assign work to be completed before the team call.
- You've likely already developed a set of tools that work for you and your team that you can incorporate along with these tips and suggestions.

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Pick Your Style

- The style and feel of the capsules will be similar to what you experienced today.
- The three delivery options make it easy to choose how to best communicate with your team.
- *Read style descriptions from slide for each style.*
 - Structured Style
 - Conversational Style
 - Virtual Style
- You know yourself and your team. You may decide that based on your team's performance, the culture in your workgroup, and your own comfort level that you want to use the structured approach until you are experienced facilitating these sessions and your team is used to sharing their thoughts and ideas.
- Remember – these are capsule conversations. They are not trainings. They are explorations into what this means for us, in our individual work streams, in our individual roles.
- This is not a download from you to your team; it truly is a conversation.
- The idea is to make it work for you and for your team.
- It's about everyone stepping up to the plate to help create a future that sustains all of us and allows us to grow and be our best selves.

Check In

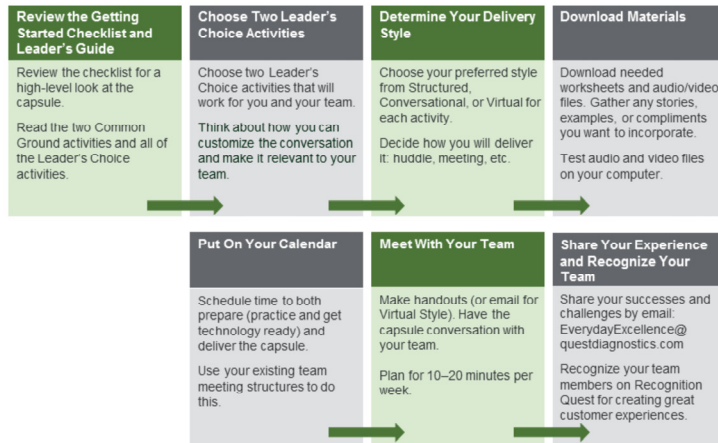
These are new and different kinds of conversations than we've had internally before.

So let's talk about that. What do you need to be able to facilitate the discussion and to explore these topics with the leaders you support and with their direct reports?

What can we do to support you?

Monthly Everyday Excellence Roadmap

Follow each step in sequence.



Everyday Excellence Roadmap

- It may feel like we've covered a lot but we want you to know that we've created a map for you to follow as you start on your Everyday Excellence journey. We won't get into detail on this today, but we want you to know it is available in another session on how to facilitate the capsule conversations on IntelliQuest. Now, let's look at the big picture.

Everyday Excellence 2016

People Leader and Frontline Calendar

Quarter One			Quarter Two		
January Everyday Excellence Team Meetings	February Introduce Everyday Excellence	March Introduce Everyday Excellence	April I am customer focused Capsule 1.0	May I am service driven Capsule 1.0	June I am a professional Capsule 1.0
Onboard People Leaders			Everyday Excellence team will evaluate feedback from first two capsules and update future content.		
Quarter Three			Quarter Four		
July I care about quality Capsule 1.0	August I am knowledgeable Capsule 1.0	September I am customer focused Capsule 2.0	October I am service driven Capsule 2.0	November Flex Capsule 2.0	December Flex Capsule 2.0

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2016 Everyday Excellence Calendar

- Here's a snapshot of our 2016 calendar.
- You can see that we start with our launch, and then look at each guiding principle individually in a capsule. Then, later this year, we'll review what we've learned and review each guiding principle again in a second capsule on that topic.

Check In

What thoughts and questions do you have about the rhythm of our Everyday Excellence capsules?

Commitment Counts

Everyday Excellence

Identify a strength you will contribute as you lead Everyday Excellence.



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Commitment Counts!

- We have had quite a conversation today. Thank you!
- So, in the spirit of Everyday Excellence, I'd like to invite each of you to consider a specific personal strength you will contribute as you lead yourself and others to express their own Everyday Excellence. Here's mine: _____.

(Write on poster – activity does not apply to virtual meeting)

Questions

Q & A

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Closing, Thank You, Questions