AMG Advance Management Group, LLC

Client teams own the results. Jim Rogers facilitates the work.

PROJECT VIGNETTE 1 OF 3

Building shared understanding among IBM global sales and marketing executives

Executive learning and process simulation

The problem

IBM's transition from territorial to global sales required executives to develop a common understanding of how the new sales transaction process would work. As part of its global customer relationship management (CRM) deployment, leaders needed to see how decisions across interconnected activities would affect performance and coordinate implementation.

The approach

Jim Rogers collaborated in designing and developing a process simulation and executive workshop, remaining personally involved from design through delivery. The simulation gave executives a shared representation of the proposed sales process. Participants explored how decisions, feedback, and delays affected their ability to meet specified revenue, profit, and customer satisfaction goals. Customer delight was central to understanding how the process should serve customers.

The result

Jim personally conducted 30 workshops for approximately 1,000 IBM sales and marketing executives in Europe, the Middle East, and Africa (EMEA). The workshops provided a common basis for discussing the new operating model, testing assumptions, and examining how coordinated decisions could influence results. For the program's delivery in North and South America, Jim trained the trainers. The contribution was a practical management learning tool that helped executives develop a shared understanding of the transformation.

Could this help your organization

Would your management team benefit from exploring a proposed change together before putting it into practice? AMG can work with your team to develop models and learning tools that make interdependencies visible and support a common understanding of how the work produces results. Jim stays personally involved from design through facilitation, helping your team examine choices and prepare to act together.

Basis: Jim Rogers' practitioner account, Learning to See the Work, and his clarification of workshop delivery. Revenue, profit, and customer satisfaction were simulation goals; this vignette makes no claim of measured financial gains.

Discuss your organization's challenge with Jim Rogers

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PROJECT VIGNETTE 2 OF 3

Emergency medical transport strategy into results

Mayo Clinic | Process ownership and sustained business improvement

The problem

Jim conducted a one-day strategic planning session with about 25 physicians and administrators that established objectives for the next five years. The emergency medical transport organization then asked Jim to help turn that plan into action.

The approach

Working with about 25 employees, Jim facilitated the design of a value chain for the entire business. The team named its processes, defined their charters and objectives, and assigned owners to critical processes. Improvement continued in subgroups coached by Jim and led by process managers. Even though the leadership changed, the new administrator continued the work, focusing on billing and receivables management. Software was selected to automate the redesigned processes.

The result

Billing cycle time fell from 63 to 15 days, and days revenue outstanding fell from 270 to 60 days. Approximately $18 million in cash was recovered from the receivables pipeline. The new software implementation went smoothly. Ten years later, the business manager told Jim that the system was still used daily and that the organization had moved from among the lowest financial performers to among the top.

Could this help your organization

Consider this approach when a strategic plan needs an operating structure that can sustain improvement through leadership changes. Could the collective wisdom of your team, organized around clear processes and accountable owners, turn your AI deployment objectives into lasting results?

Basis: Jim Rogers' firsthand account, September 2026; ten-year follow-up reported by the business manager. Figures describe this engagement. The approximately $18 million is reported cash recovered from the receivables pipeline, not annual recurring savings.

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Mayo dialysis: improving anemia management

Mayo Clinic | Simulation, clinical judgment, and measured results

The problem

Patients receiving long-term hemodialysis experienced harmful fluctuations in hemoglobin levels. Anemia treatment needed to account for individual patient responses and biological delays while reducing unnecessary medication use.

The approach

Jim led a multidisciplinary collaboration that developed the Mayo Clinic Anemia Management System (MCAMS). Patient-specific simulation supported individualized dosing recommendations. Clinical expertise, system dynamics, and performance measurement were brought together; clinicians retained treatment judgment.

The result

The published peer-reviewed quality improvement study reported that patients within the desired hemoglobin range increased from 69% to 83%, while those above the range fell from 26% to 6% (first six months of 2007 compared with first five months of 2010). The authors also reported about 40% less darbepoetin use. These results belonged to the client clinical team and were reported in a nonrandomized practice improvement project.

Could this help your organization

Consider the management lessons to be learned when recurring variation persists despite repeated adjustments. Examples abound among healthcare, manufacturing, engineering, administration, and service industries. Could combining the collective wisdom of your team with a model of feedback and delays in your value delivery system reveal a more effective way to design governance policies?

Sources: McCarthy et al., Mayo Clinic Proceedings 89(1), 87-94 (2014), doi:10.1016/j.mayocp.2013.10.022. Rogers, Gallaher & Dingli, System Dynamics Review 34, 121-153 (2018), doi:10.1002/sdr.1606. Historical results describe this project.

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