

MANAGERIAL CHALLENGES

Another current source of pressure on managers is the constant change occurring in most industries. For example, Student Express Ltd. of Richmond Hill, Ontario provides student transportation. In 2001, Student Express was struggling to keep up with the volume of calls coming into its charter department, which grew 45 percent in 2000. Employees were stressed out and working too much overtime, and the company was receiving complaints about declining service levels. “There’s zero tolerance for error in our industry,” says Marnie Walker, president of Student Express. “If a bus is a half-hour late, that’s not good enough.” To solve this problem, Walker assembled an employee taskforce charged with fixing it. It took nine months, but the result was changes in process and technology. Walker quickly noticed a difference in the volume the company could handle, and when it

surveyed customers again, “they were delighted.” Rapid changes make it more important than ever to have a clear goal that enables the company to stay focused.



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