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## The Process of Modeling Excellence in Business

Modeling excellence in business has been the focus of my engineering consultancy since 1988 when my book, *When America Does It Right—Case Studies in Service Quality*, was published. That book, which was based on NLP presuppositions and techniques, took three years to research and write: it contained over fifty case studies and a service quality implementation model that showed how America's leading companies were providing outstanding customer service. In 1993, *Managing Quality in America's Most Admired Companies*, was published. This book provided models of excellence in quality management, demonstrating how the winners of the highest quality award in American business, the Malcolm Baldrige National Quality Award, were able to use the Award's criteria to enhance competitiveness, increase profitability, and improve the effectiveness of employees in their efforts to work together and to satisfy customer expectations.

All of the above work as well as applications for clients were inspired by my training in modeling at the Southern Institute of NLP in Indian Rocks Beach, Florida.

Well, no sooner had my last book been published when I received a call from my publisher asking me to write a book on the subject of persons with disabilities in the workplace. My first reaction was, "What is this all about?" Now, two years later, I have submitted my manuscript to the publisher, and am writing this article to describe the process by which I applied NLP modeling techniques and principles to demonstrate how over thirty companies and rehabilitation organizations have enabled individuals with a broad range of both

physical and mental disabilities to be as productive, and produce to the same quality levels, as their non-disabled peers. A complementary objective was to show how companies had been successful in implementing the requirements of the Americans with Disabilities Act (ADA) of 1992.