

## CASE STUDY

# Insperity breathes new life into company suffering growing pains

Number of employees: 30 | Headquarters: Carrollton, Texas | Founded: 2002

Airway Management was borne out of a dentist's desire to help patients with sleep-disordered breathing. As a dentist who treated temporomandibular disorders (TMD) for over 30 years, Dr. W. Keith Thornton used his experience to develop a device to treat snoring and sleep apnea.

Because of its simple design and ease of use, the Thornton Adjustable Positioner and the company, Airway Management, are recognized leaders in the field of oral devices.



### The Challenge

When Airway Management outsourced its human resources with Insperity in 2008, its needs were basic: employee handbook, workers' compensation, benefits and payroll.

But as it grew, it required staff development, management coaching and mediation. In particular, the leadership team needed cohesion, the organizational structure was out of alignment, and key employees were at odds with each other.

"You're only as good as your team, and your team has to function as one," says Charles Collins, Airway Management's chief operating officer. "I thought I was going to get some over-the-phone advice. But Insperity went above and beyond to keep us on track by providing the training we needed."

Airway Management was going through growing pains and the stress was felt throughout the company.

### The Solution

Collins says that Insperity helped keep things on an even keel at Airway Management during a difficult time by helping with change management, employee engagement and business alignment.

The Insperity client service team assessed Airway Management's needs then came up with a plan to align the leaders, managers and employees.

It included a vision training session with the owner that reviewed the company's organizational structure and whether it would support his goals and vision for the company. After aligning the company's structure to its vision, the training then moved on to managers and employees.

"Insperity brought better balance to the company," Collins says. "Leaders in innovation were now better equipped to be leaders of their people."

Training and development is a key element in growing a company. Insperity services include online classes, facilitated debriefing of classes, continuing professional education, digital books and videos, and virtual training.

"I don't feel like we're just a number with Insperity," he says. "I think of Insperity as a partner. I've worked with another company that was just a payroll service. But you guys really care for your customers. And, that's not something that's very common."

## The Value

Having the right people in the right jobs, who are focused on the same vision, is part of the foundation that builds a strong, growing company.

Collins says the work that Insperity has helped them do over the past few years has made a big difference in the company's success. "I really think it saved our company," he says. "You can't put a dollar amount to it."

The keystone to the Insperity experience is customer service, Collins says.

"Your people are what make the difference. Anyone – from the owners to the staff members – can call and speak to a live body at Insperity.

"Some of your team members are like a part of our team. It's the personal touch. I can't say enough good things."

**“Outsource what you’re not good at. We learned that. You can’t do it all and do it well. You do what you do best, and outsource the rest.”**

– Charles Collins  
Airway Management's  
chief operating officer

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