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Delighting clients and driving action

Core development programme
Intermediate

go beyond

vgc

MAKE
YOURSELF
AT HOME

LCALINE

THE Sun

WHAT A SWEDE IDEA! Ikea lets hundreds of stranded motorists sleep in store's beds for the night after M25 crash chaos

Monster tailbacks on the motorway meant stranded shoppers at Ikea Thurrock were offered beds to sleep in for the night while the M25 was closed

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Agenda – Delighting Customers

1. What is it to go beyond – the WOW factor.
2. Anticipating client needs & ensuring client satisfaction
3. Helping to put a man on the moon!
4. Internal versus external customers – measures of satisfaction
5. Continuous improvement
6. Rapport ladder
7. Mindsets
8. Belief table

Go beyond

As a customer when have you experienced a **WOW** moment?

What was it that made the experience exceptional?

Activity

Go Beyond

- Here at VGC what examples do you have of people *going beyond ?*

How customer- centric are you?

Every company believes it is customer-centric.
However most are product and service centric first.
Focusing on how to enhance their offer
rather than putting themselves in customer shoes.

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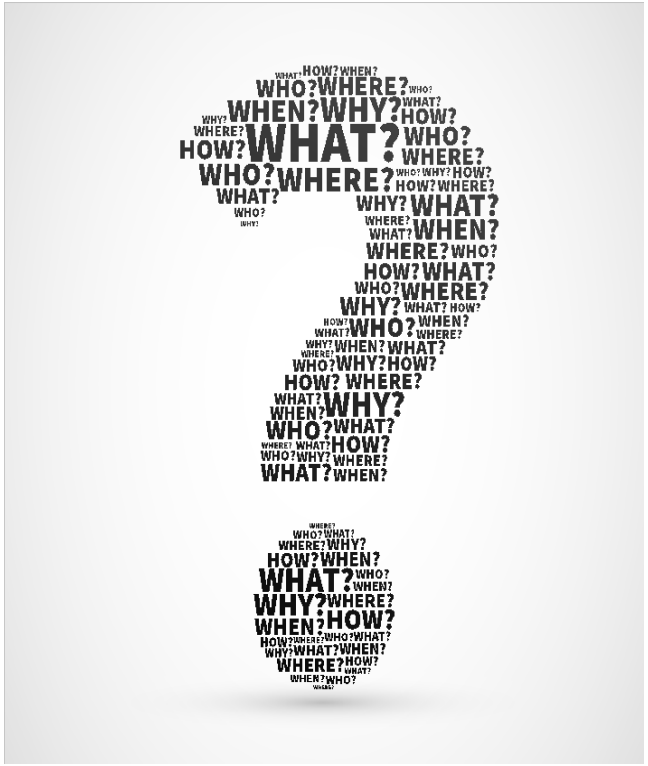
Client satisfaction – queues

Underpromise and over deliver!

1. Providing wait-time estimates reduces customer's average wait time.
2. Pessimistic estimates are better than optimistic ones - pessimistic views may weed out less patient customers. Also if the wait is less than expected this has a small positive impact on the customer experience.
3. More frequent customer experience updates improve the customer experience. They experienced faster perceived progress.
4. Customers who wait longer then take longer when it's their turn! Maybe as they take time to complain!

Client satisfaction

1. How do you measure client satisfaction?
2. What criteria do you use?
3. Do you measure internal & external customer satisfaction?
4. What could you do differently?



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Helping put a man on the moon

JFK and the Janitor: Understanding the WHY that is behind what we do

The story goes like this. President John F. Kennedy was visiting NASA headquarters for the first time in 1961. While touring the facility, he introduced himself to a janitor who was mopping the floor and asked him what he did at NASA.

"I'm helping put a man on the moon!"

The janitor got it. He understood the vision, his part in it, and he had purpose.

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Your Purpose

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Start with WHY

Apple marketing if they started with WHAT

" We make great computers.

They are beautifully designed, simple to use and user-friendly.

Wanna buy one?"

From "Start with WHY" Simon Sinek

Start with WHY

Apple marketing if they started with WHY

" Everything we do, we believe in challenging the status quo.
We believe in thinking differently.

The way we challenge the status quo is by making our products beautifully designed, simple to use and user-friendly.

And we happen to make great computers.

Wanna buy one?"

Your Purpose

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Internal & external customers

- **Who are your internal customers?**

  The people that have a relationship with, and within, your company, either through employment or as partners who deliver your product or service to the end user, the external customer.

- **Who are your external customers?**

  The people that pay for and use the products or services your company offers.

Treat everyone as a customer!

- Treating everyone as a customer may also encourage employees to take each other just as seriously as they would take a referral or complaint from an external customer.

- What is your mindset and attitude to internal customers?

Service Level Agreements (SLAs)

A service-level agreement (SLA) is a contract that establishes a set of deliverables that one party has agreed to provide another. This agreement can exist between a business and its customers, or one department that delivers a recurring service to another department within that business.

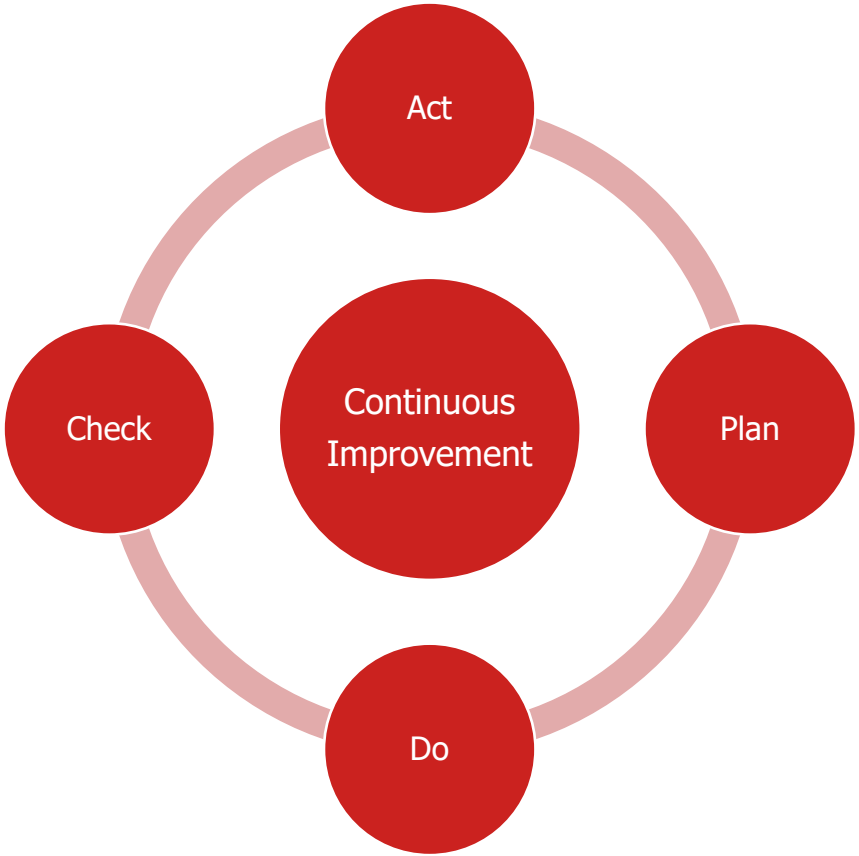
Working in pairs, create SLAs for your department.

Continuous improvement

Lean principles include:

- Defining value from the standpoint of the end customer.
- Identifying each step in a business process and eliminating those steps that do not create value.
- Making the value-creating steps occur in tight sequence.
- Repeating the first three steps on a continuous basis until all waste has been eliminated.

Cycle of continuous improvement

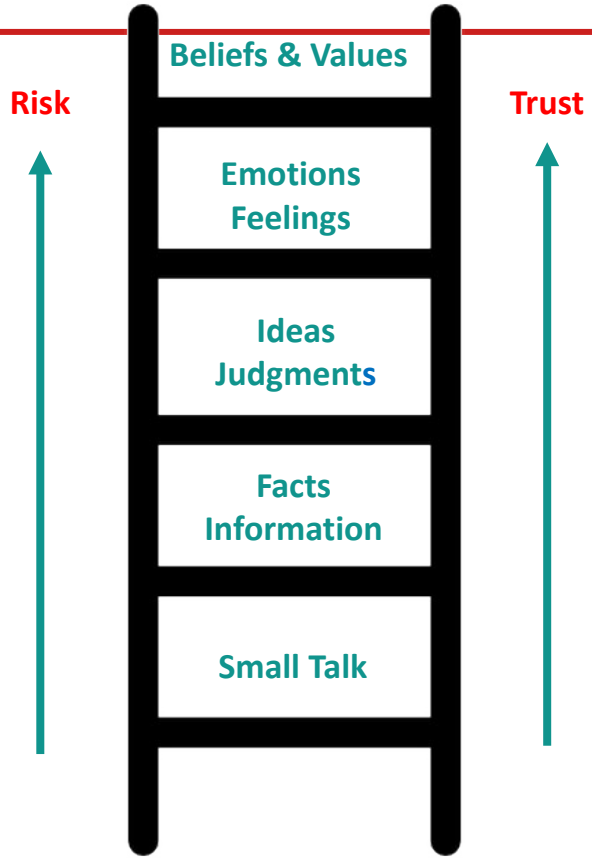


Cycle of continuous improvement

- **Plan:** Identify an opportunity and plan for change.
- **Do:** Implement the change on a small scale.
- **Check:** Use data to analyse the results of the change and determine whether it made a difference.
- **Act:** If the change was successful, implement it on a wider scale and continuously assess your results. If the change did not work, begin the cycle again.

Questions ignite the mind ….

The Rapport Ladder



Source: Barnes, P & University of Strathclyde (1997)

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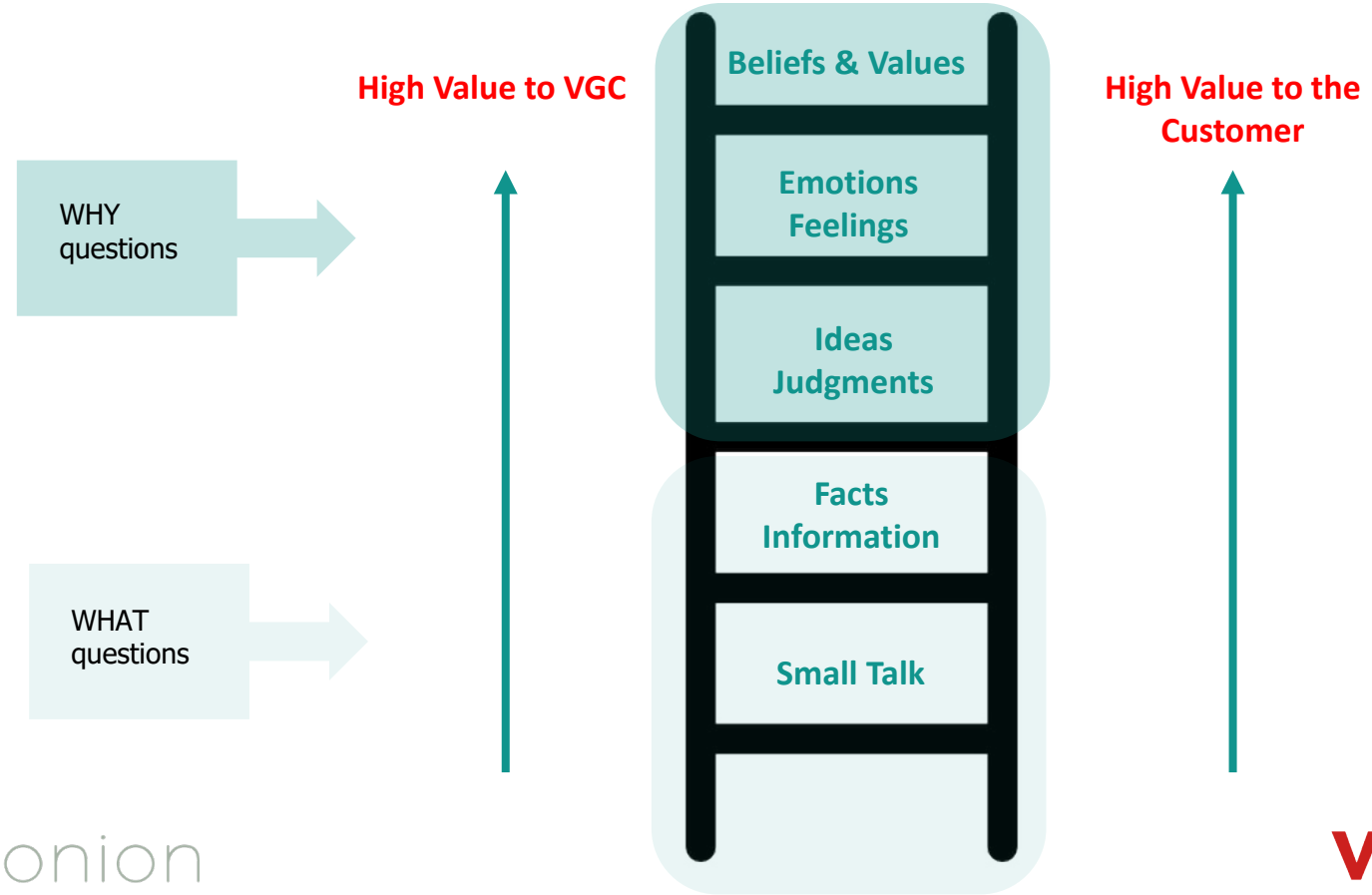
Using high value questions



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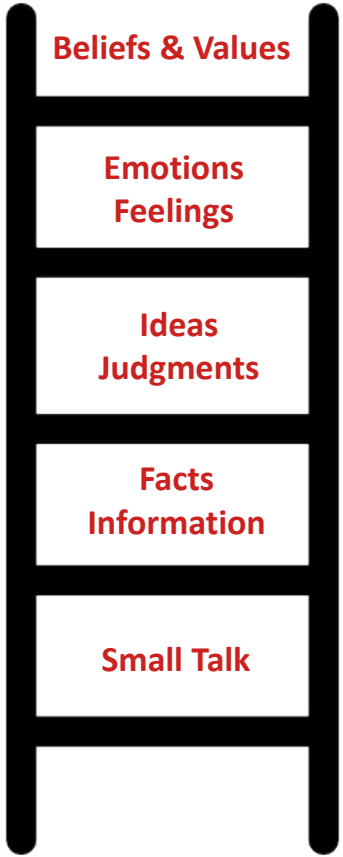
Draw a ladder and place your questions on the relevant rung

e.g., *"Why is having the latest phone important to you?"*

e.g., "Why do you tend to change your phone?"

e.g., *"How often do you upgrade your phone?"*

e.g., *"How was your holiday?"*



- Sequential questions are important – you do need to climb the ladder
- There is an opportunity to craft our questions to add higher value to our customers
- One way of doing this is to change from What to Why questions

Choose 1 of your what questions and craft into a why question

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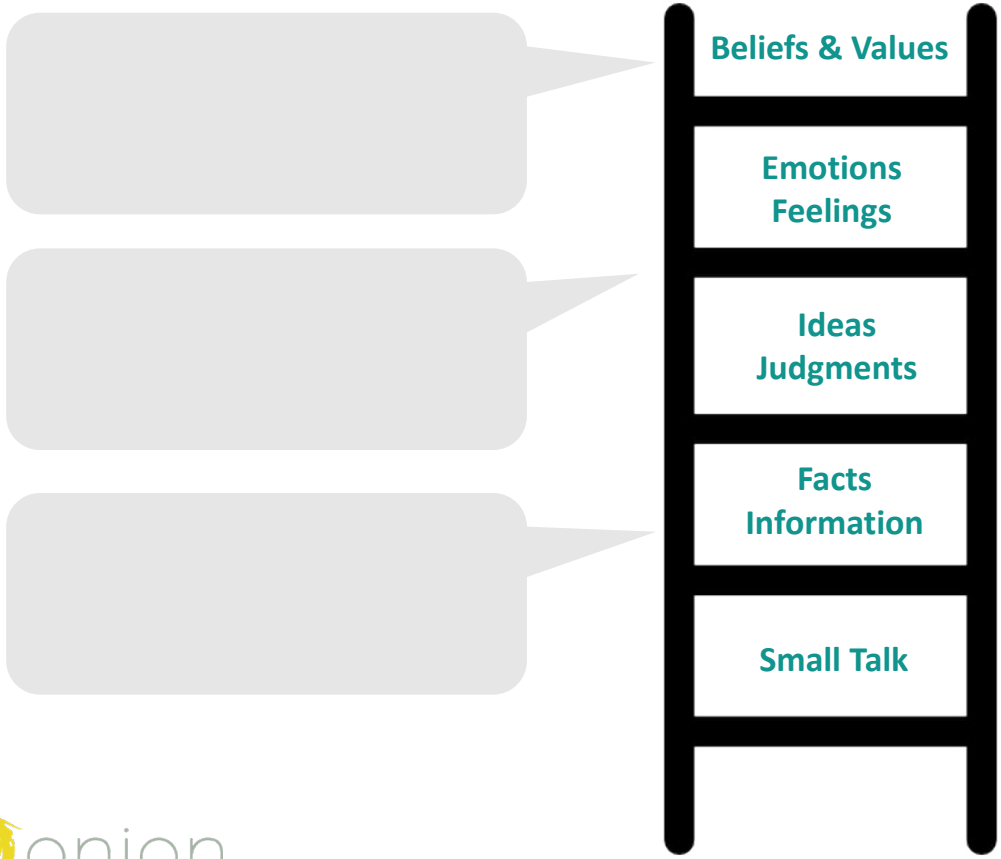
Place your questions on the relevant rung



- Sequential questions are important – you do need to climb the ladder
- There is an opportunity to craft our questions to add higher value to our customers
- One way of doing this is to change from What to Why questions

Choose 1 of your "what" questions and craft into a "why" question

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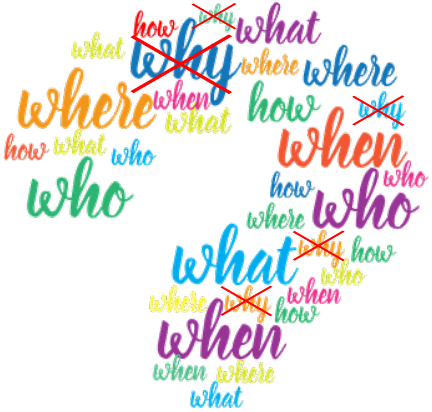
Framing questions using alternatives to why

The interesting thing about asking ‘why’ questions is that **it puts the receiver on the defensive** and **delays the ability to explore better alternatives faster.**

When you did that what were you hoping to achieve?
When that occurred what outcome were you after?
What makes that important to you?
Please can you describe it for me
Tell me a little more about the last time you used that or did that.
How do you see the best way of moving forward?



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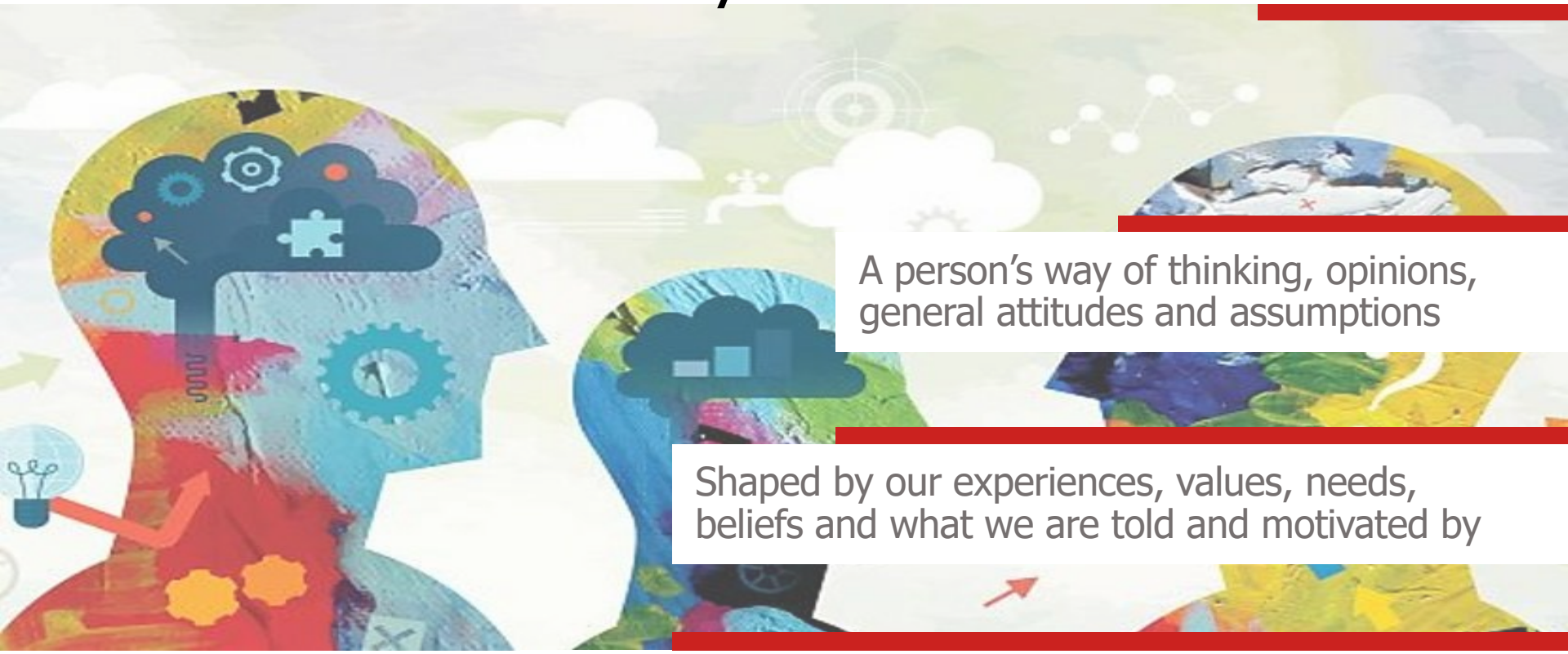
What do we mean by mindset?

What do we mean by mindset?

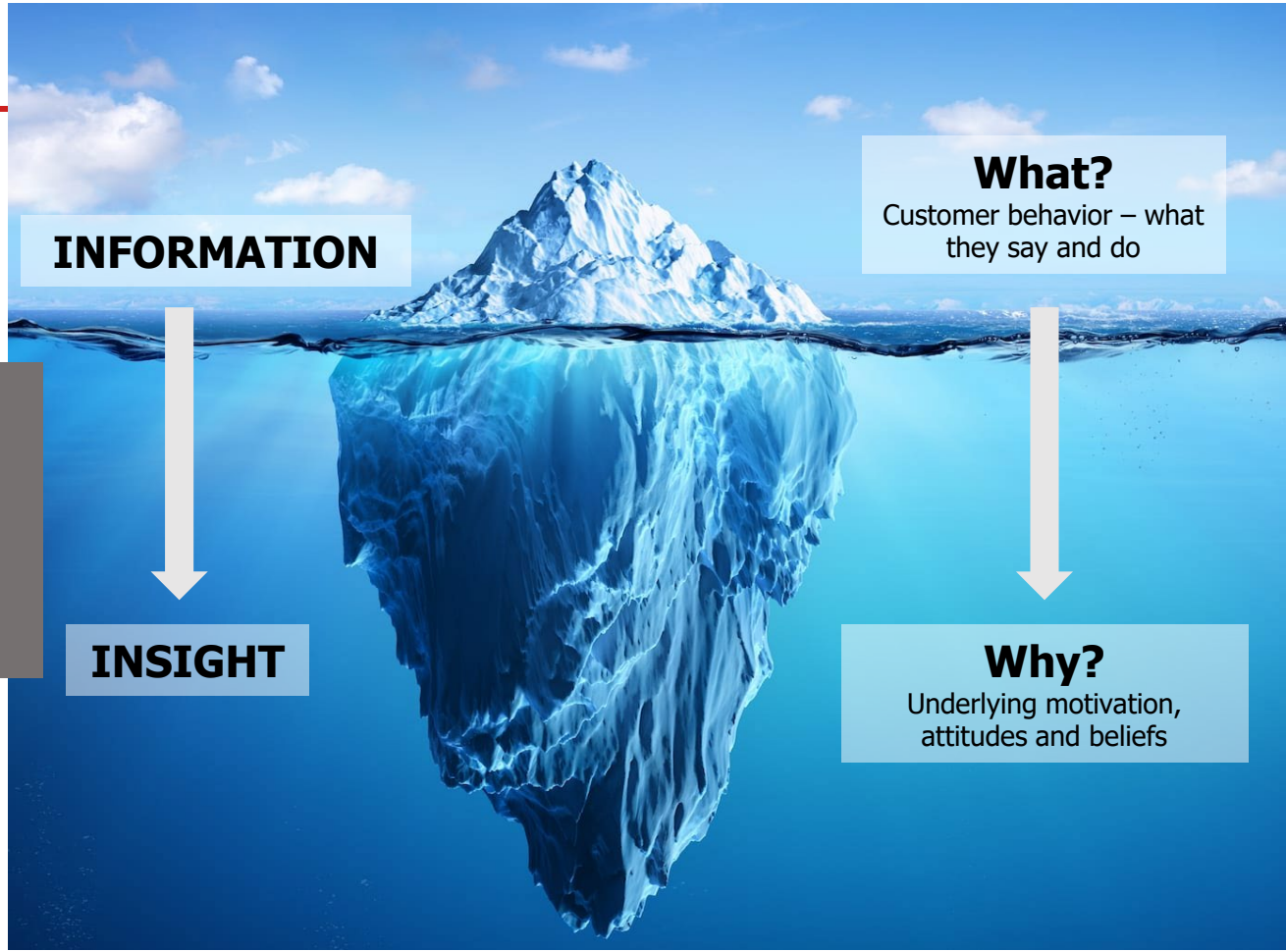


A person’s way of thinking, opinions, general attitudes and assumptions

Shaped by our experiences, values, needs, beliefs and what we are told and motivated by

You can’t see a person’s mindset but there are clues from the person's behaviour

Moving from the WHAT (Information)
to the WHY (Insight)



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Customer mindset is demonstrated through behavior → what the customer says and does…

What drives your behavior?

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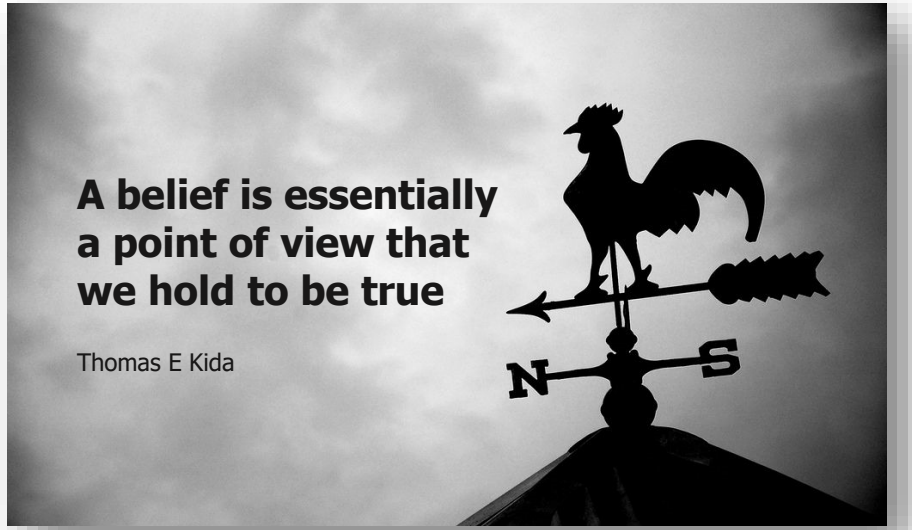
Exploring Beliefs

Beliefs are the things we hold as **true**, regardless of whether we have any proof of their objective truth

Beliefs can change
Shifting perspectives and new insights change beliefs and change behaviour

Think about a personal example of your belief changing and as a result changing your behavior



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Beliefs can be based on many things -

What is my own experience of this?

Experience

What does my own research tell me?

Evidence

What do people I consider to be an authority on the topic think?

Experts

What do many others think? What do most people believe & accept without challenge?

Consensus

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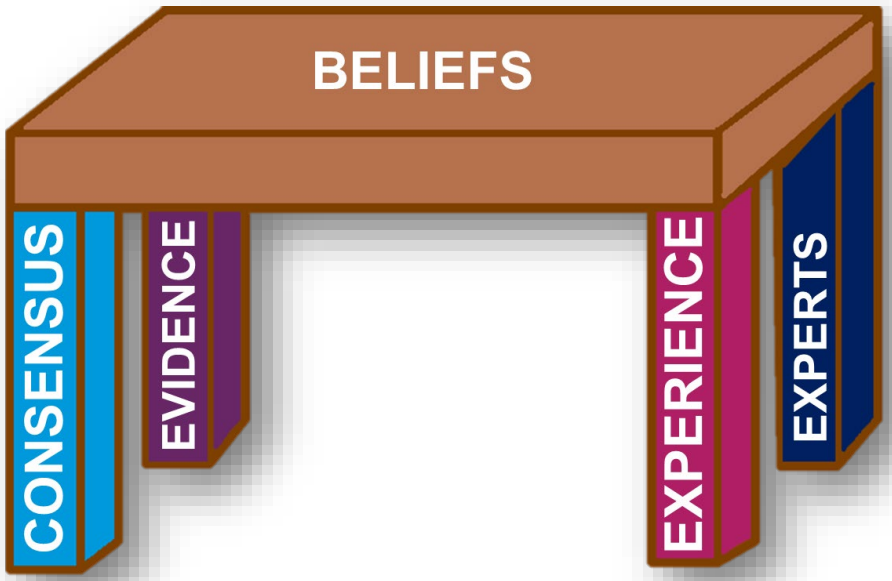
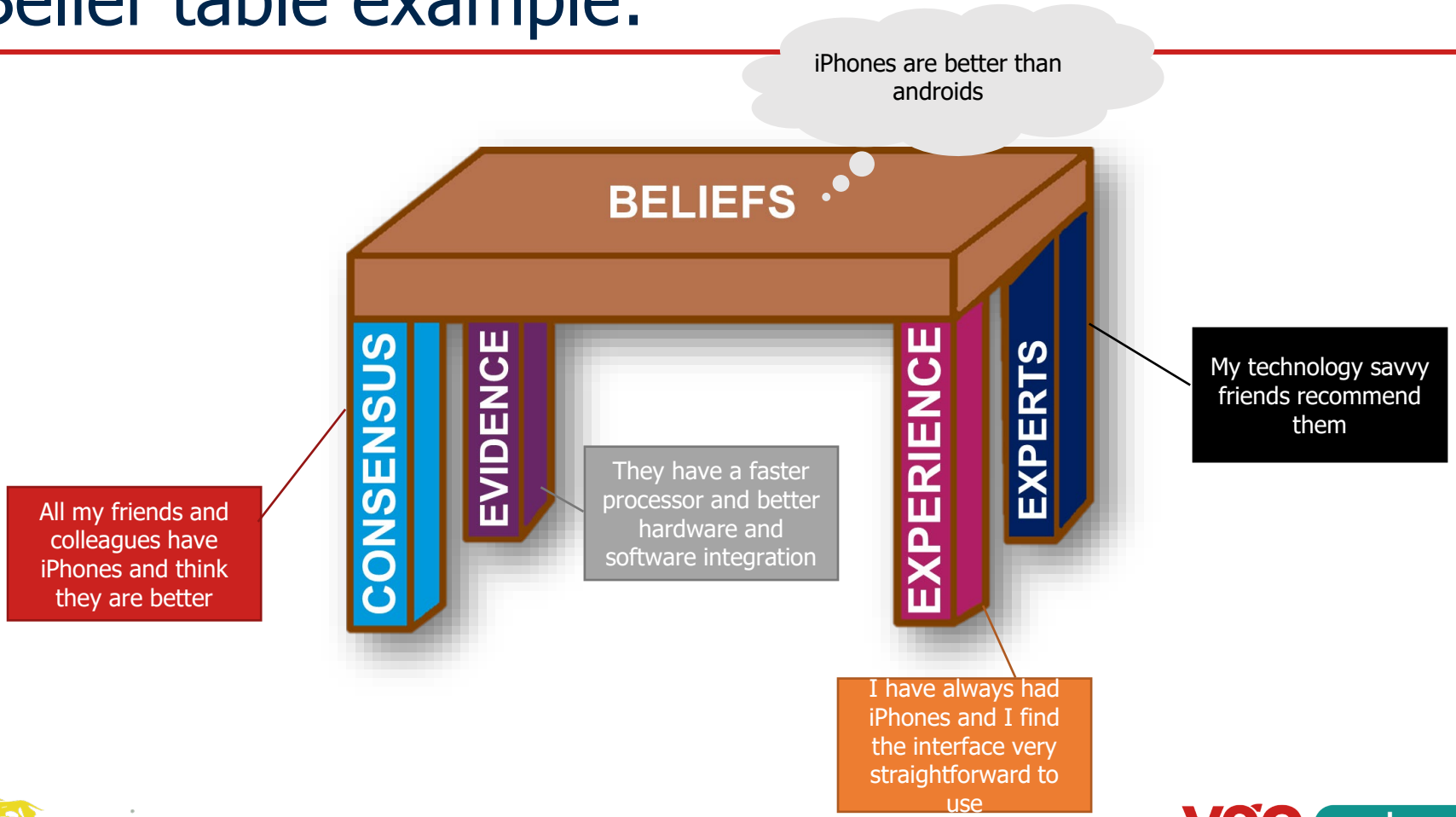
Exploring Beliefs – The belief table



- Beliefs are formed over time – sometimes the foundations of the belief are so strong that just challenging one of them may not be enough to change the belief
- These strongly held beliefs need challenging at multiple levels (experience, evidence, experts and/or consensus) before behaviour will change

Belief table example:



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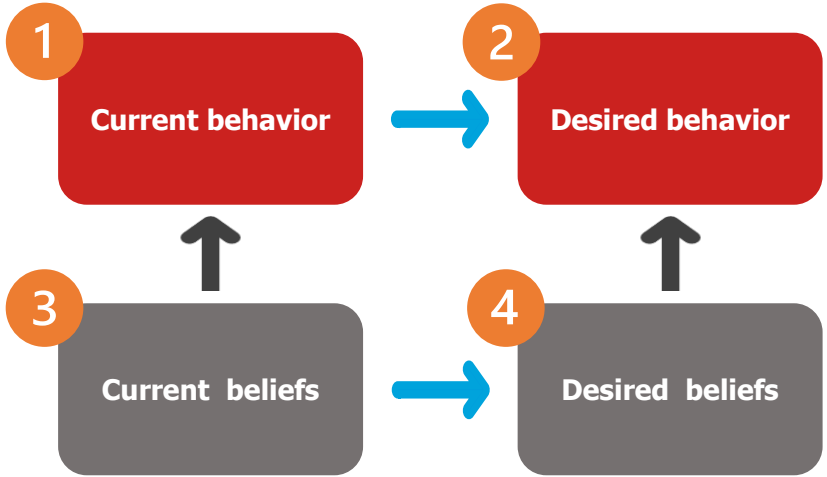
Belief Mapping



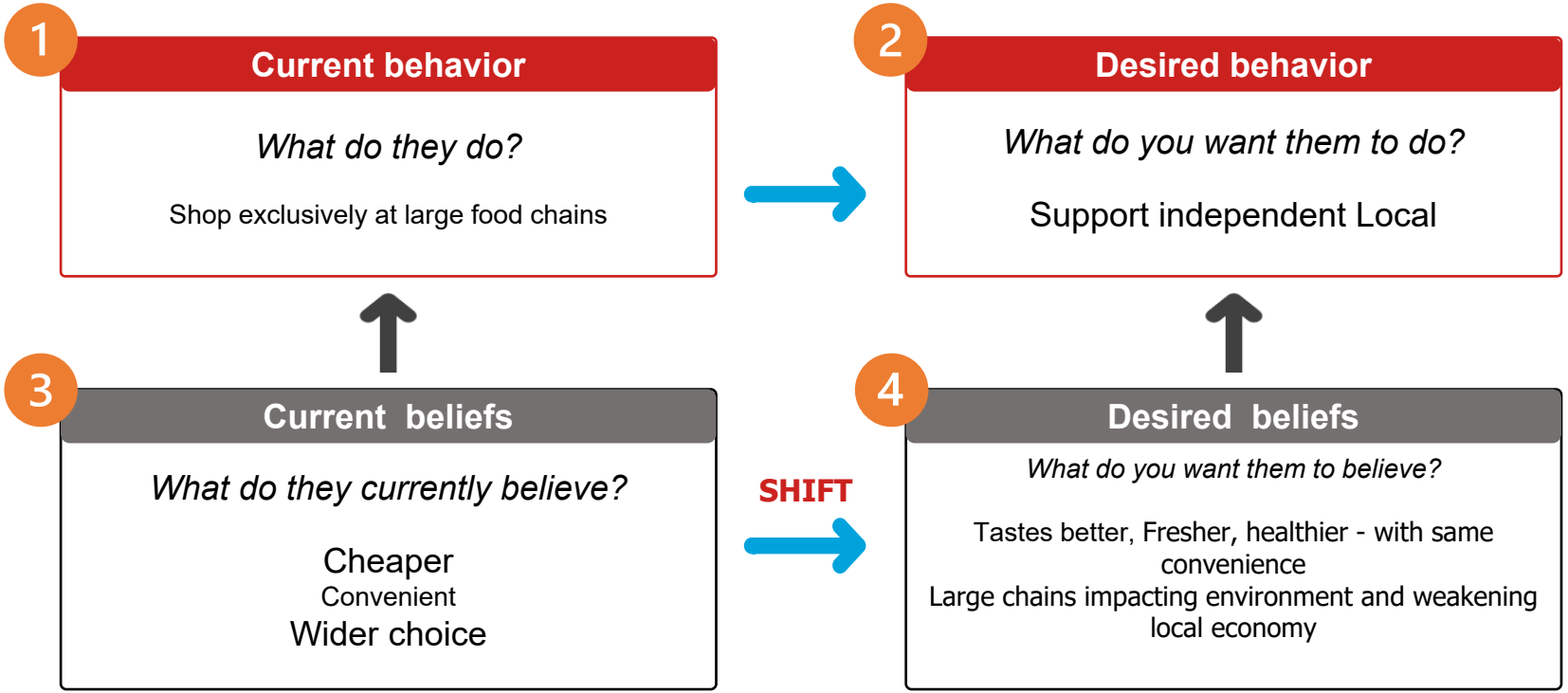
Belief mapping for behaviour change
~ Chris Bartley, 2014

Change the belief → change the behavior

To change a customer's current behavior, we need to understand the underlying beliefs that drive it…

We must then consider the change in behavior we want and what new beliefs the customer must have to support this shift

Belief Map Example

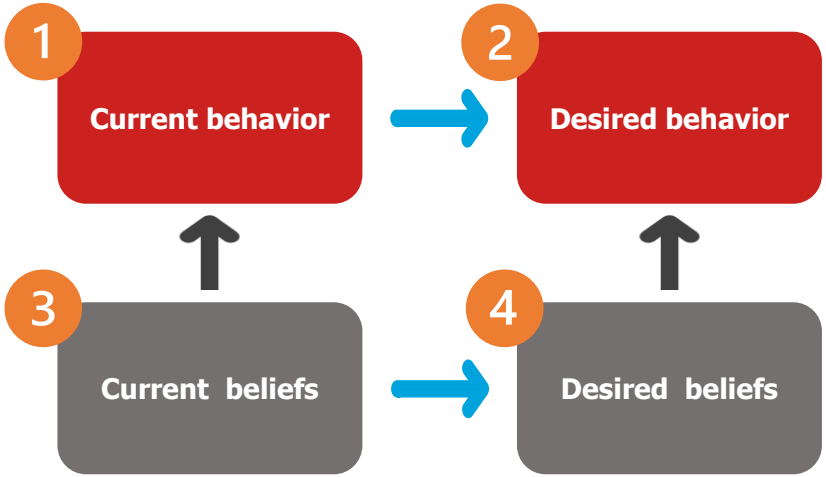


Chris Bartley (2014) *Marketing tools: belief mapping for behaviour change*

Belief Mapping

1. One person volunteer a challenging customer to build a belief map for. Group members will support by asking questions to discover items to complete the belief map.
2. Identify the customer's current behavior
3. Identify the desired behavior you would like to see
4. Identify the beliefs you think are driving the current behavior (think about Experience, Evidence, Experts and Consensus)
5. Identify the beliefs they would need to hold to support the shift to the new behavior

Be prepared to share back in Plenary



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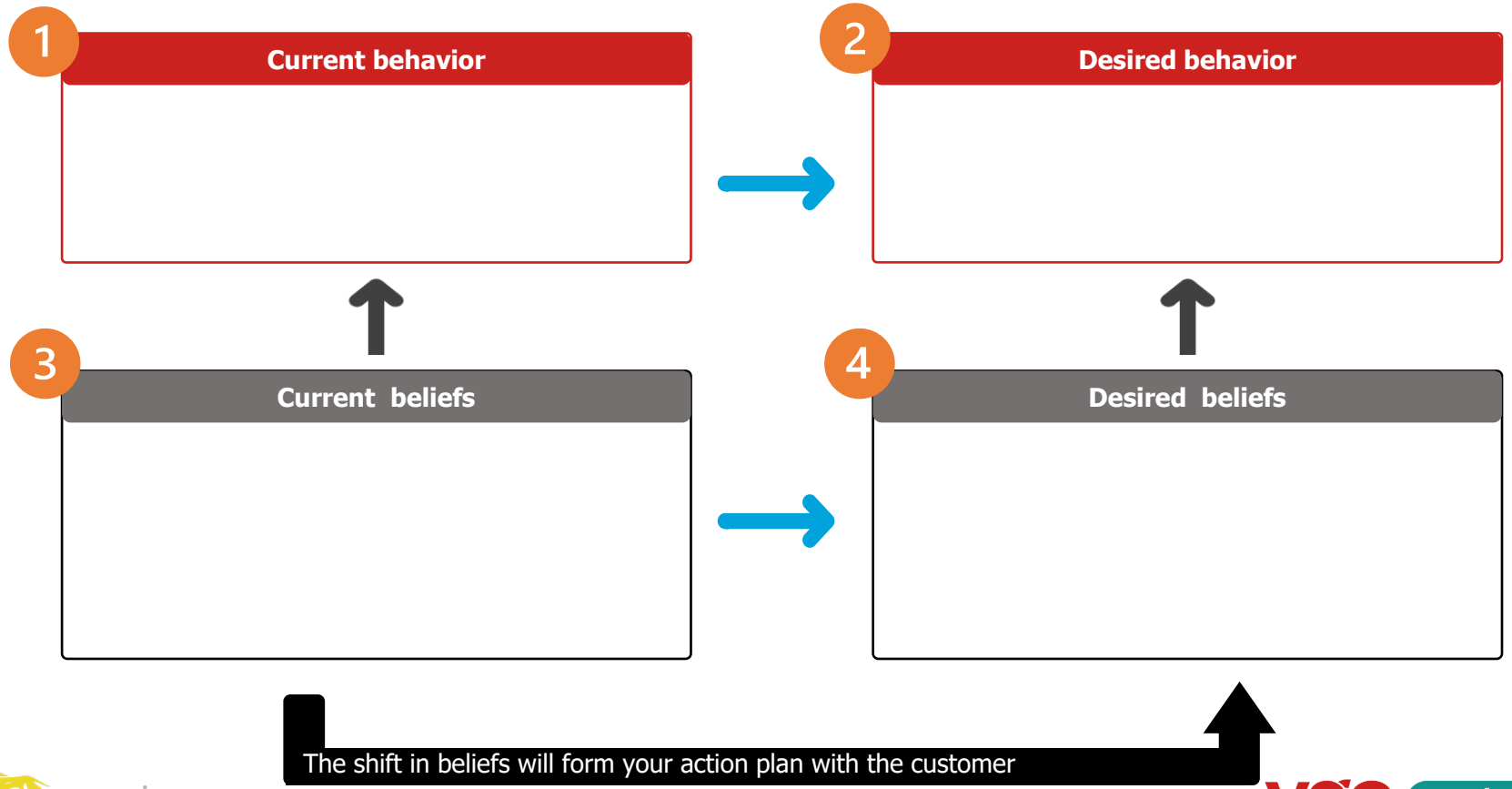
Belief Map Template



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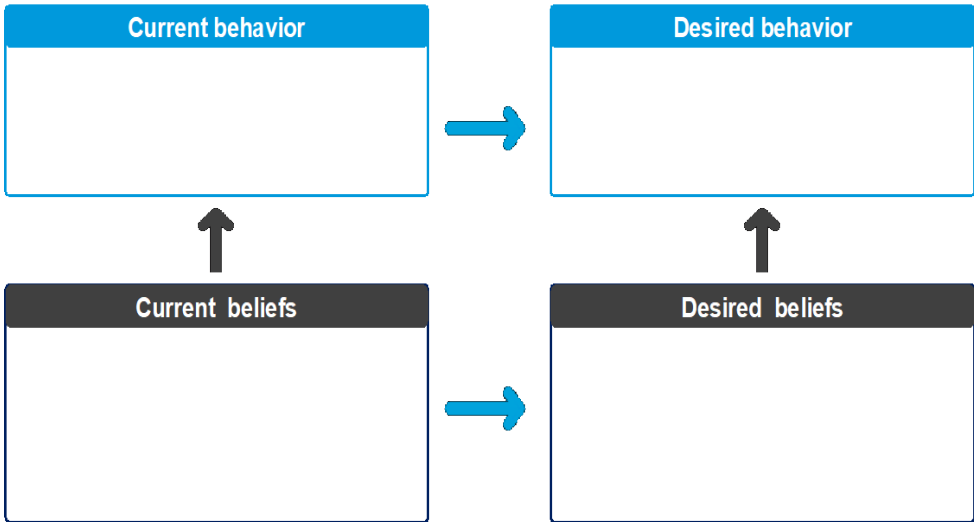
Identify any assumptions – create questions

- Which are FACTS and which are ASSUMPTIONS?



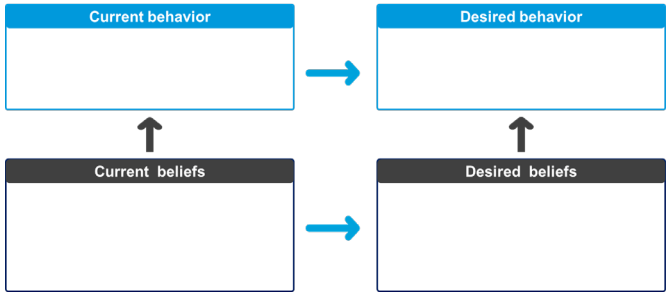
- Identify Assumptions - *Some facts are really assumptions!*
- **Assumptions need to be tested**
- Even facts can change

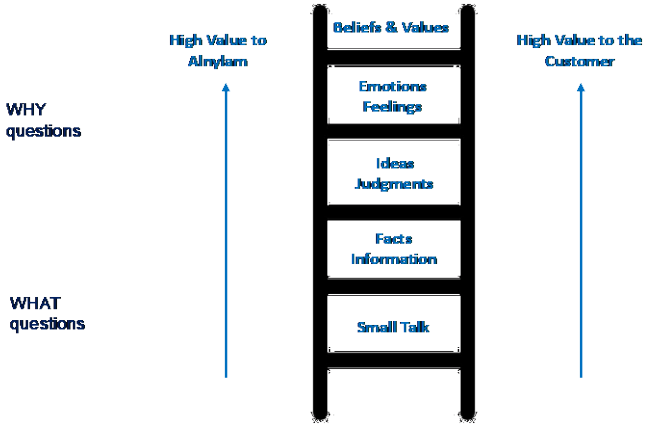
Generating high value questions from the Belief Map

1. Using a completed belief map
2. Write 2 questions to develop deep insight using the belief map
3. Identify any assumptions – choose 1 and write a question to help you test / validate it
4. Consider where these 3 questions fall on the ladder and now work as a group to craft these questions to add more value to the customer

   (use alternatives to Why to help you)

Be prepared to share your questions back in Plenary





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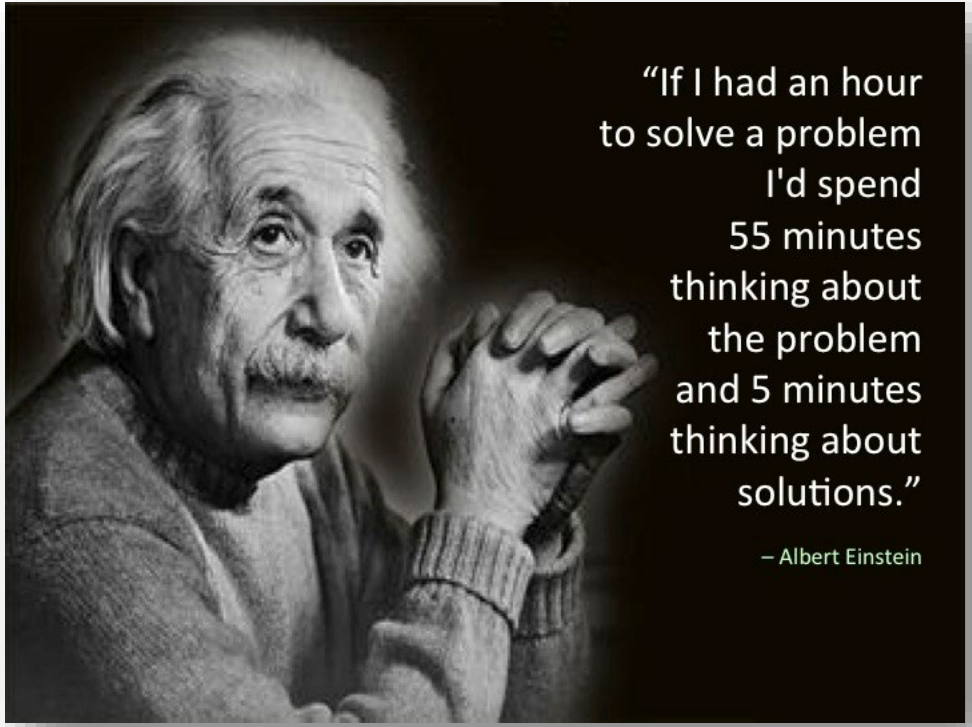
Driving Action



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Agenda – Driving Action

1. Model of prioritiastion
2. Thinking fast – Thinking slow
3. QISA – approach to innovation
4. Circles of Influence – using initiative
5. The Decision Tree
6. Managing up
7. Team working and collaboration

What do these buildings have in common?

Wembley Stadium

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Sydney Opera House

Houses of Parliament

Model of prioritisation

	Time Urgent	NOT Time Urgent
Important	25-30% **20-25%**	15% **35-80%**
NOT Important	50-60% **15%**	2-3% **1%**

Bold type represents high-performance organisations

Normal type represents typical organisations

Source: First Things First, Stephen Covey

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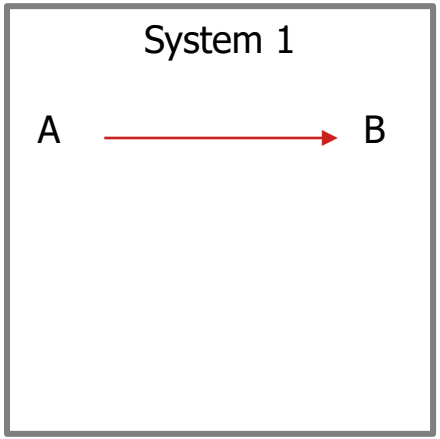
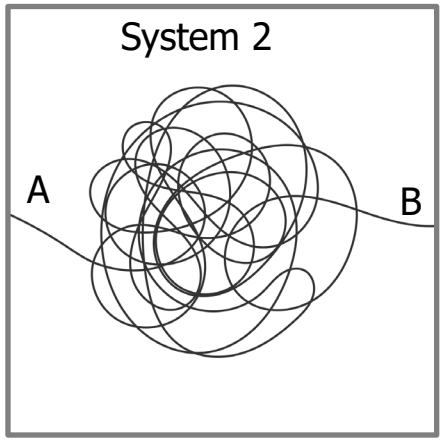
Thinking fast - Thinking slow

Decision making





System 1 is automatic and instant

System 2 is conscious and takes time

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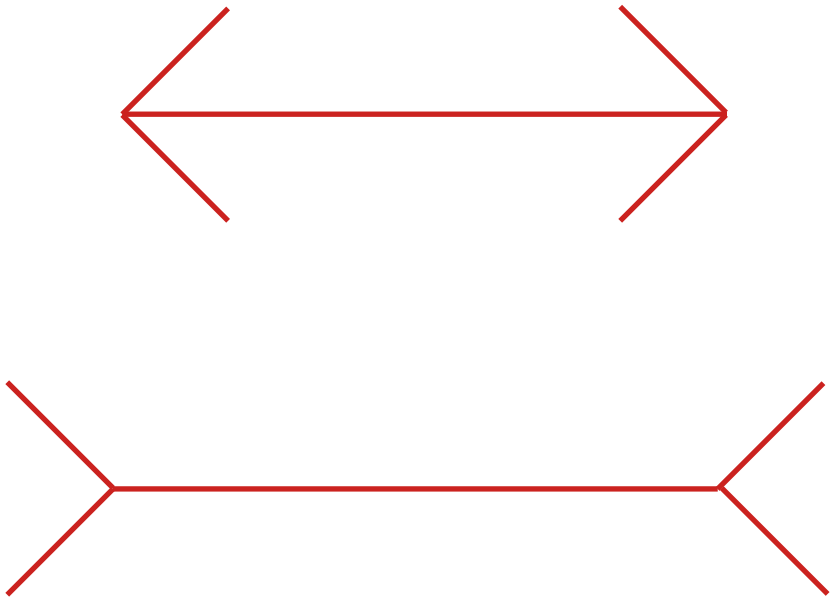
Which line is longer?



The bat and ball

- A bat and ball cost £1.10
- The bat costs £1.00 more than the ball
- How much does the ball cost?

The bat and ball

What number comes to mind? Is it 10p?
This is an easy puzzle and will usually generate an answer which is intuitive, **system 1 thinking** and WRONG!.
If you do the maths, if the ball costs 10p then then the total cost would be £1.20.
If the ball is 10p, and the bat is £1 more.
The bat would be £1.10.
£1.10 + 10p = £1.20

The correct answer is ?

How to avoid rushing to solutions

Albert Einstein said he'd spend 55 minutes thinking about a problem and 5 minutes thinking about solutions!!!

WELL Einstein wasn't trying to run a business in the middle of a pandemic.

When we are working longer hours, juggling home and work, when our mental fuel is running low we tend to conserve energy by either avoiding decisions or rushing to a solution before we fully understand the problem.

Crossing items from a to-do list and fixing problems provides a dopamine surge which is comforting

A four-step process to avoid the rush!

1. Go and see – talk to people. Data can only tell you so much
2. Frame your problem properly
3. Think backwards
4. Ask WHY?

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Frame your problem properly

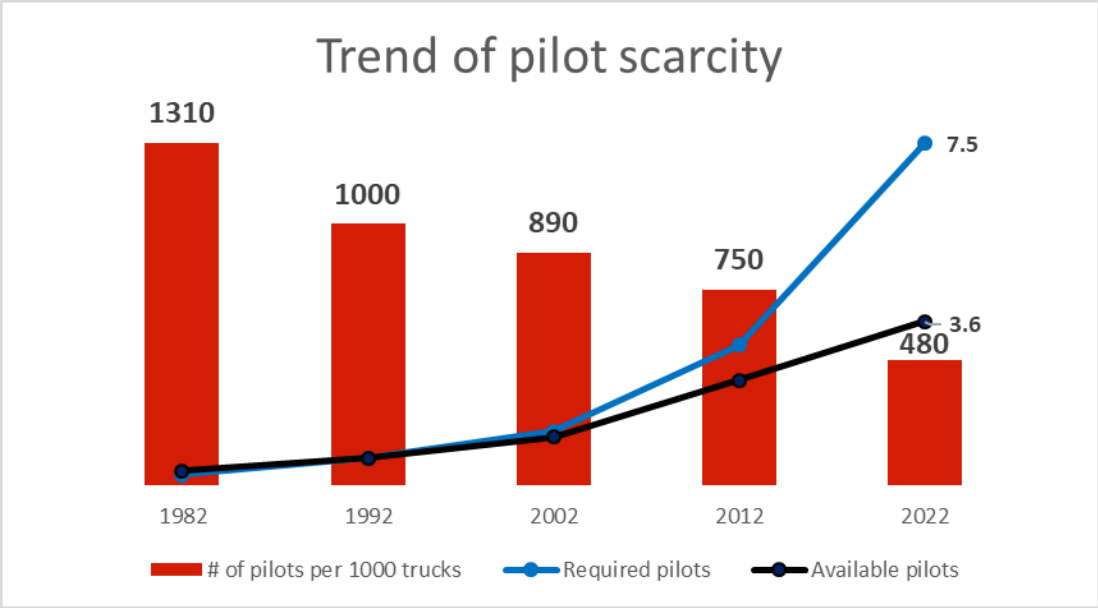
Consider these two problem statements:

1. Our hospital needs more ventilators
2. Our hospital needs more ventilator availability

Our hospital needs more ventilator availability

- How many machines are currently being repaired?
- Are we doing enough preventative maintenance to keep them operable?
- Do we know where all the ventillators are?
- Do nurses have a hidden stash?
- What's the turn around time to move a ventilator from one patient to the next?
- Do other local hospitals have excess capacity?
- Could we share our resource?

Indian economy faced with its biggest risk



a chronic shortage of truck drivers

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So how did they solve this problem ?

- First understand why there is a shortage?
- What is stopping people wanting to become truck drivers?

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Truck drivers considered 37th caste!

- Truck drivers were considered 37th caste in India, lower than the untouchables
- The Indian culture frowned upon truckdrivers spending time away from their families
- Potentially living a wayward life in bars and hotels

The solution?

- Our mission is to ensure each truck driver, the pilot, now spends less time away from his family, thereby leading a life of meaning, dignity and respect

- Built truck stops four hours apart – drivers work in relays and technology allows it to happen

- A breakthrough RELAY model.

The Rivago Relay model

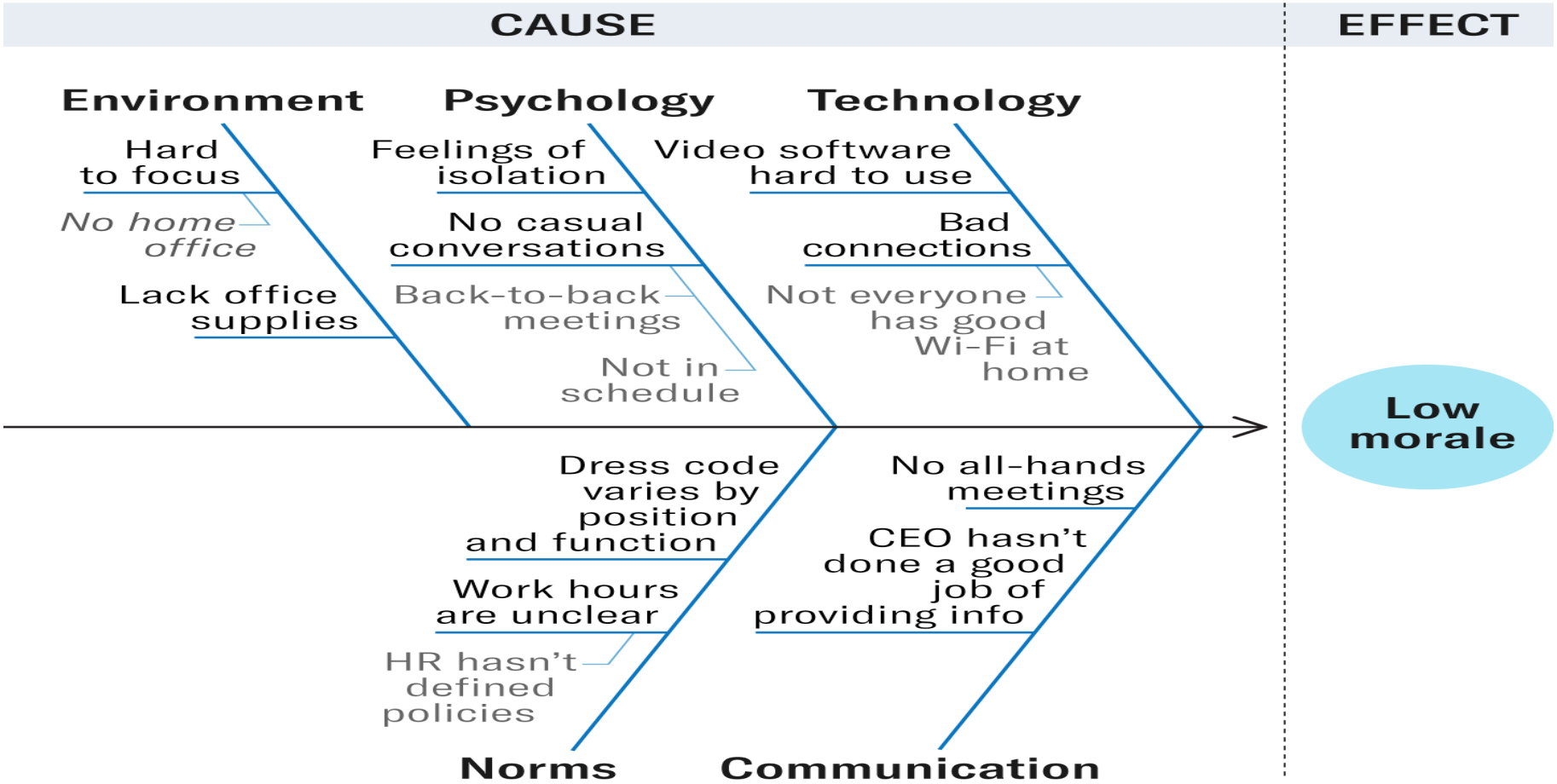
- 50-70% reduction in transit times.
- 4 times safer than industry
- Pilots return home every day – no longer outcasts
  They are considered key enablers of India's economic growth

Rivago transformation….and another thing!

- From truck driver to truck pilot
- Being at home to support the family
- Home food – better health
- Impact on the children – no longer ashamed! Study and scholarships
- On time payment (digital payments) More savings
- Technology through smart phones assists with every activity
- Health insurance
- Financial inclusion

An Example of a Fishbone Diagram

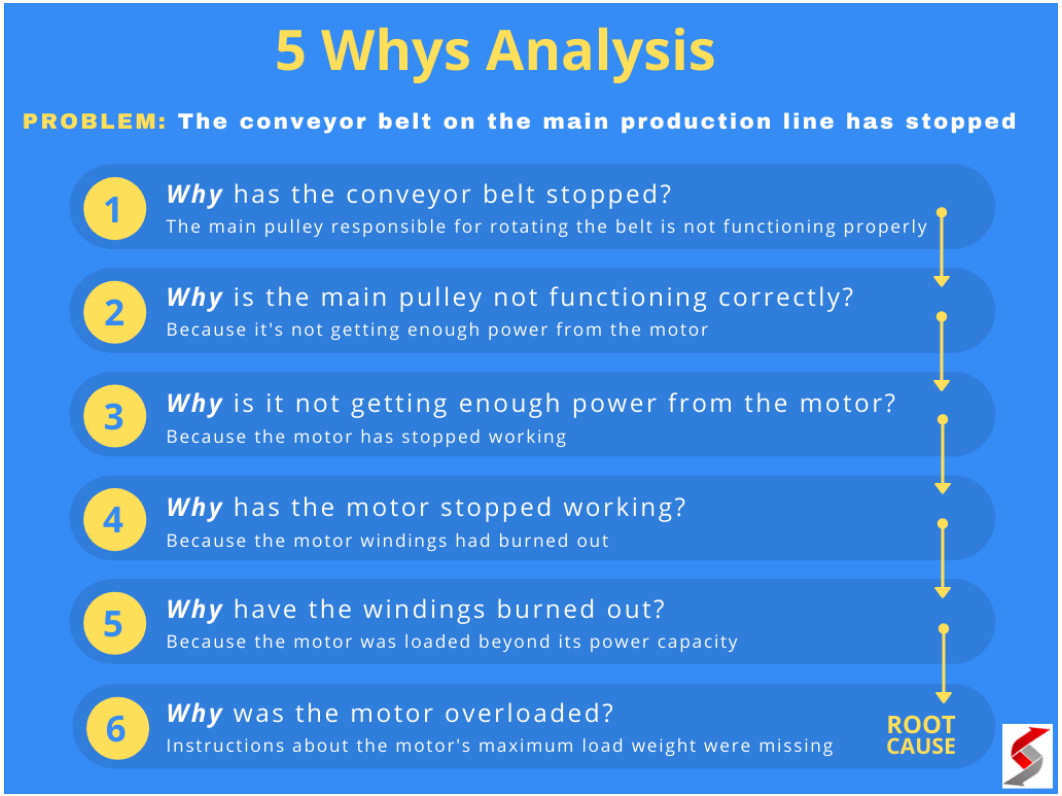
What are the causes of low morale?



Source: *The Conclusion Trap*, by Daniel Markovitz

HBR

Root Cause analysis

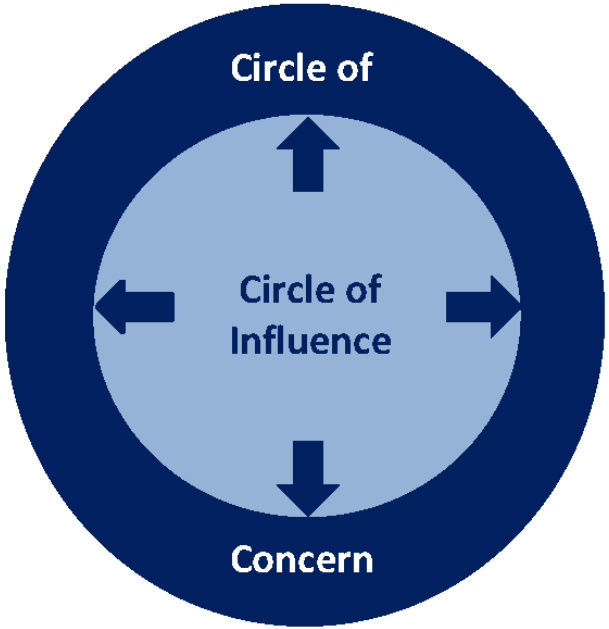


- Write down the specific problem.
- Writing it down helps you formalise the problem and describe it accurately.

- Ask why the problem occurs, write the answer down

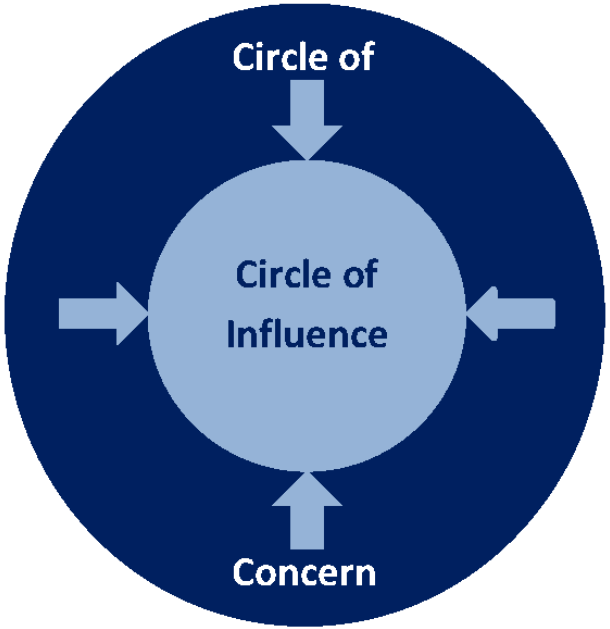
- If this answer doesn't identify the source of the problem, ask 'why is that?' again and write that answer down

Steven Covey's Circle of Influence



Proactive Focus

Positive energy enlarges Circle of Influence



Reactive Focus

Negative energy reduces Circle of Influence

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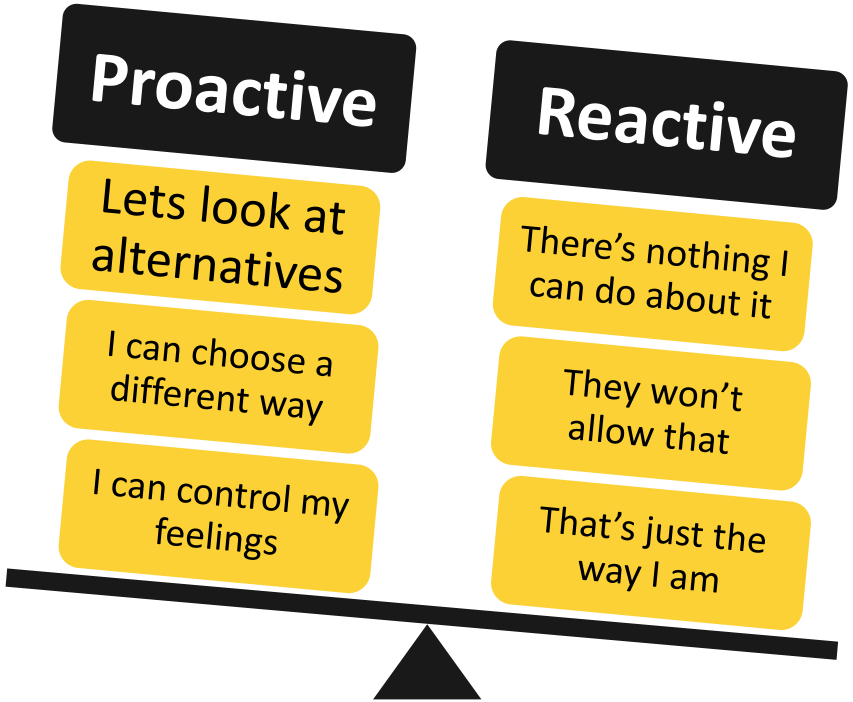
Taking a proactive approach

- **Proactive people** focus their efforts in the circle of influence. They work on things they can do something about. They **increase their circle of influence** with positive actions and diminish their circle of concern.
- **Reactive people** focus their efforts on concerns, the weakness of other people, the problems in the world that they have no influence or control over. So long as we are working in the circle of concern we empower the things within it to control us.

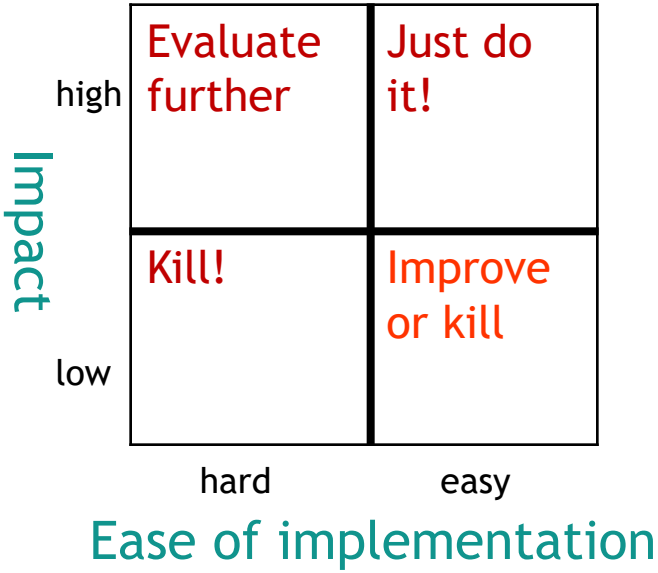
Watch your language

Proactive versus Reactive Language



Selecting Ideas

Quick filter



Criteria matrix

Gym	Close to home	Close to work	Open late	Classes	Gut feel	TOTAL
	10%	30%	30%	20%	10%	100%
Example 1	5	2	2	4	1	2.6
Example 2	2	4	3	2	4	3.1
Example 3	1	3	2	2	3	2.3

ACTION - What needs to be agreed?

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Consensus and Decision Making

Do you remember Rock, Paper, Scissors?

….try the FIST of 5!

Consensus Method

1. All participants state their opinion, using a robin technique where one person starts and each member takes a turn
2. Participants ask questions to clarify statements by other members.
3. Discussion of ideas continues until someone thinks consensus has been achieved
4. A trial decision is stated and all members check to see if this incorporates their opinion
5. If it does not, go back to (2)
6. If all members find the decision agreeable, consensus is complete

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Who do I need to work with?

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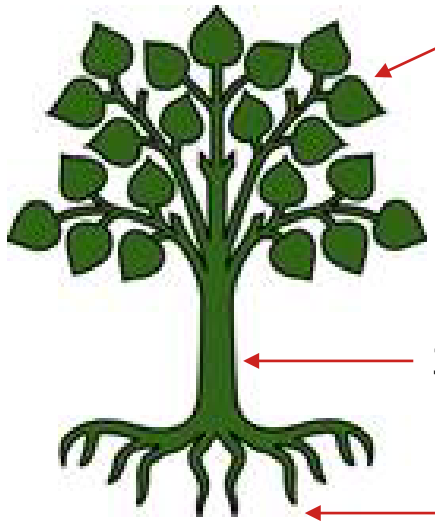
The Decision Tree



1. A leaf decision
2. A branch decision
3. A trunk decision
4. A root decision

The Decision Tree

- A leaf decision – If you pull a leaf off a tree, it won't kill it. These are decisions you can make and you do not need to let anyone know.
- A branch decision – These are decisions you make and let your manager know after you've taken action to keep them in the loop.
- A trunk decision – A trunk decision has wider implications. You need to make a decision and discuss with your manager to explore the impact on others before you take action.
- A root decision – Cutting the wrong root can kill a tree! These decisions are complex and the impact is wide reaching. These decisions require consultation and joint decision making.

Your Decision Tree

	You	Your team
Leaf decisions		
Branch decisions		
Trunk decisions		
Root decisions		

Managing up – a partnership

Partnership does not necessarily imply equality. So what are the characteristics and expectations of a true partnership:

- Both partners are committed to the organisation's overall goals
- Both partners are committed to the success of each other
- The more junior partner needs to be proactive – its not about waiting to be told what to do
- The more senior partner needs to be honest with you and you with them
- This requires transparency, which involves more direct communication

Managing up – a partnership

- You need your boss and your boss needs you
- In good times and in times of difficulty there is an interdependence
- In response to helping your boss, the boss gives honest feedback and opportunities to learn and develop
- The inequality is also understood. The more senior partner can make the final decision. The junior partner has to accept the senior's right to override

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