Engage, Energize, and Empower: Unleash Passion

Brian Andrews (@Loyaltyrocks) • Sr. CX Principal • Medallia
Employees + Customers → Shareholders
The Iceberg of Ignorance

Problems known to:

- Top Managers: 4%
- Middle Managers: 9%
- Supervisors: 74%
- Front Line Workers: 100%

Source: Sidney Toshida – International Quality Symposium 1989
Only three things happen naturally in organizations: friction, confusion, and underperformance. Everything else requires leadership.

PETER DRUCKER
Senior Leadership
How engaged is your leader?

**Change:** Customer has a ‘seat at the table’

**Engagement:**
Goals, scorecards, metrics: Managing the customer experience

**Context**
Customer at the center of the ‘turn-around’

**Data**
Rebuilt end to end measurement system
Senior Leadership

Call to action

Proactively Seek Commitment

- Create a rhythm of interaction with senior leaders
- Connect high quality insights to the operations of the business
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Engage Teams at ALL Levels
- Build a robust E2E CX measurement system
- Collaborate at the grass roots level to deliver results
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  - Build a robust E2E CX measurement system
  - Collaborate at the grass roots level to deliver results

- Pull Culture Levers (in addition to root cause problem fixes)
  - Hits: verbatim feeds in lobby, evaluative metrics, CX stories
  - Misses: unique customer goals across the org
### Senior Leadership

**Call to action**

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We've had three big ideas at Amazon that we've stuck with for 18 years, and they're the reason we're successful:

Put the customer first
Invent
And be patient

JEFF BEZOS
Amazon.com CEO
To our shareowners: (April 2014)

I’m so proud of what all the teams here at Amazon have accomplished on behalf of customers this past year.

Amazonians around the world are polishing products and services to a degree that is beyond what’s expected or required, taking the long view, reinventing normal, and getting customers to say “Wow.”

To our shareholders (1997):

Amazon.com passed many milestones in 1997: by year-end, we had served more than 1.5 million customers, yielding 838% revenue growth to $147.8 million, and extended our market leadership despite aggressive competitive entry.

But this is Day 1 for the Internet and, if we execute well, for Amazon.com. Today, online commerce saves customers money and precious time. Tomorrow, through personalization, online commerce will accelerate the very process of discovery. Amazon.com uses the Internet to create real value for its customers and, by doing so, hopes to create an enduring franchise, even in established and large markets.
Engaging Middle Management Through Change

Sal Webber

VP, Operational Excellence
You can never enter the same river twice

HERACLITUS
You can’t get there by staying here

“LEAP OF FAITH”
To bridge this gap we need to help our people believe through mindset and behavior changes.
Ladder of Inference

- Observe Data
- Select Data
- Make Assumptions
- Draw conclusions
- Adopt Beliefs about the world
- Take Action Based on Beliefs
Ladder of Inference

“I Believe...”

“I Know...”

“I Saw...”

“Let’s Go See...”

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Empower Frontline Leaders
Linda Verba, EVP Head of Service Strategy
Think Like A Customer

Our vision
Be the better bank

Our purpose
To enrich the lives of our customers, communities and colleagues

Our shared commitments

Think like a customer; provide legendary experiences and trusted advice
Act like an owner; lead with integrity to drive business results and contribute to communities
Execute with speed and impact; only take risks we can understand and manage
Innovate with purpose; simplify the way we work
Develop our colleagues; embrace diversity and respect one another
Engagement Matters!

**Engage**
- Human Connection
- Digital/Video Media Winning Ideas

**Listen**
- Employee Survey
- Executive Visits
- Call Listening Sessions

**Inspire**
- Know, Believe, Tell
- Our Story Catch the Wave Calls People Leader Toolkits

**Reward & Recognize**
- Daily FAN Mail
- Spirit of WOW! Rewards
- Thank You Thursdays
of Employees say being recognized is the most important motivator in their jobs.

Tomorrow, I will personally thank a person or Team and specifically highlight what they have done and the impact they have made.
Disengaged Employees Can’t Create an Army of Promoters

Employee NPS 20%

Customer NPS 75%???
Revolution