



WELCOME



“Using Simulations to Create Raving Fan Customer Service”

Presented by Bruce Hodes
CMI

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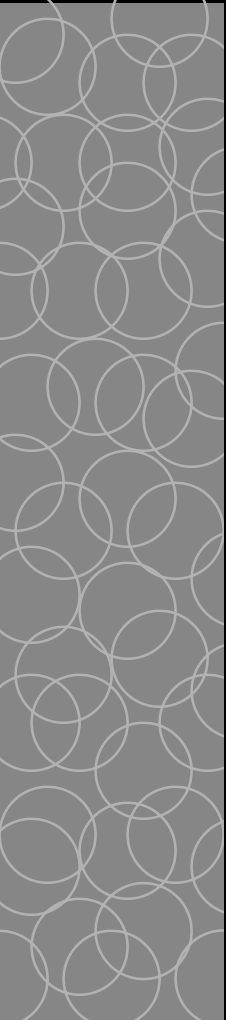
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THE OBJECTIVES OF THE SESSION ARE:

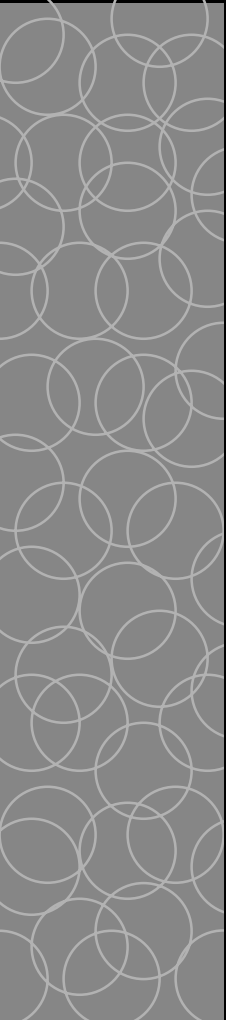
- 
- **To learn tools that will focus groups on customer service**
 - **To learn how to facilitate groups in improving customer service and teamwork**
 - **To have fun and learn in a new way**

GROUND RULES

- ✓ This is highly participative & an aerobics class
- ✓ Be safe -- be aware of yourself & others
- ✓ Ask a lot of questions
- ✓ Be prepared to apply this material
- ✓ Have a group in mind who you want to improve their customer focus

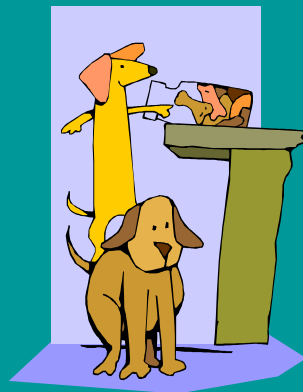


Why use Experiential Education for Teambuilding?

- 
- ✓ Creates a practice field
 - ✓ Can see task-driven vs. customer-driven
 - ✓ Participants can fail forward with NO consequences. People can learn, develop, fail, and learn again

TENT POLE

- ✓ Did the teams collaborate?
- ✓ What was the customer service strategy?
- ✓ Where was high performance?



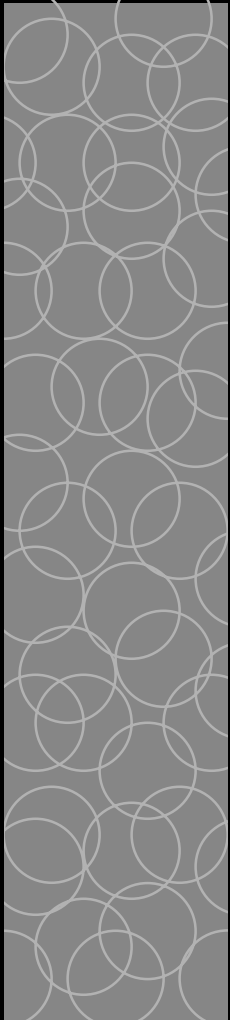
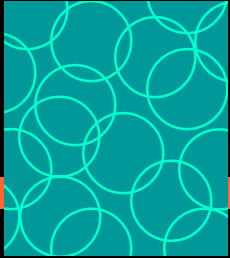


DEFINITIONS OF GROUPS AND TEAMS



REAL TEAM

- ✓ This is a small number of people with complementary skills
- ✓ They are equally committed to a common purpose, goals and working approach
- ✓ They hold themselves mutually accountable for the results

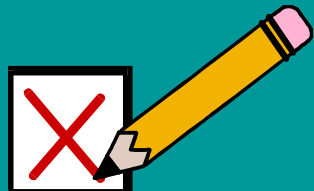


**Critical to define
and measure
customer service**

AUDIT FOR TEAMS

PURPOSE

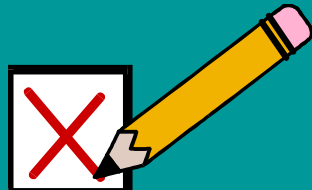
- ✓ Members are committed to common purpose and performance goals
- ✓ Goals are specific and relevant to purpose
- ✓ Strategies for achieving goals are clear
- ✓ Constructive conflict is taking place



AUDIT FOR TEAMS

APPROACH

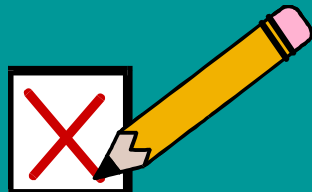
- ✓ Members' complementary skills in use as needed
- ✓ There is shared leadership
- ✓ Members are clear on their roles
- ✓ Various ideas are explored



AUDIT FOR TEAMS

PRODUCT

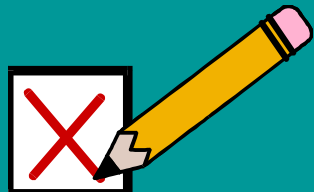
- ✓ Output is high
- ✓ Quality is excellent
- ✓ Decision-making is effective
- ✓ Customer expectations have been exceeded



AUDIT FOR TEAMS

INTERPERSONAL

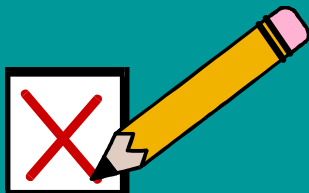
- ✓ Members feel good about the team
- ✓ Members are charged and motivated
 - ✓ There is pride and confidence
- ✓ There is commitment and trust between members



AUDIT FOR TEAMS

CUSTOMER SERVICE

- ✓ Customer kept informed on task progress
- ✓ Customer service strategy in place and operating
- ✓ Relationship with customer being developed
- ✓ Customer is overwhelmed with service





Raving Fan Customer Service

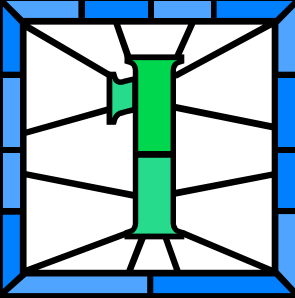


Kano's Model of Customer Perceptions



CRITERIA FOR RAVING FAN CUSTOMER SERVICE

- 
- ✓ **Must Have**
 - ✓ **More is Better**
 - ✓ **Delighters**

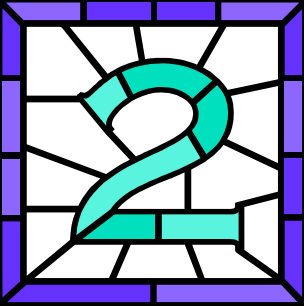


Five Steps to Building Raving Fan Customer Service

STEP ONE

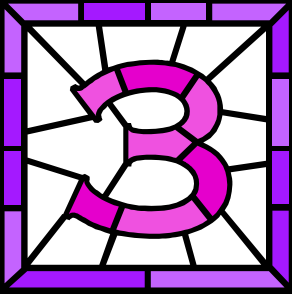
- ✓ Distinguish out the customer
- ✓ It's a special relationship
- ✓ Customer is not always right, but is always the customer

Five Steps to Building Raving Fan Customer Service



STEP TWO

- ✓ Distinguish between task behavior and service
- ✓ Service covers the product
- ✓ Service is a differentiation



Five Steps to Building Raving Fan Customer Service

STEP THREE

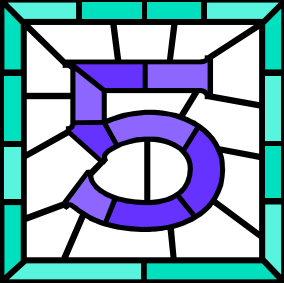
- ✓ Define the service strategy
- ✓ How do I make them Loyal?



Five Steps to Building Raving Fan Customer Service

STEP FOUR

- ✓ Implement service strategy
- ✓ If it's not implemented, you have done nothing
- ✓ Thinking about it gives you zip



Five Steps to Building Raving Fan Customer Service

STEP FIVE

- ✓ Build feedback loop
- ✓ “Voice” of the customer needs to be shared & internalized

AND A FINAL REVIEW...

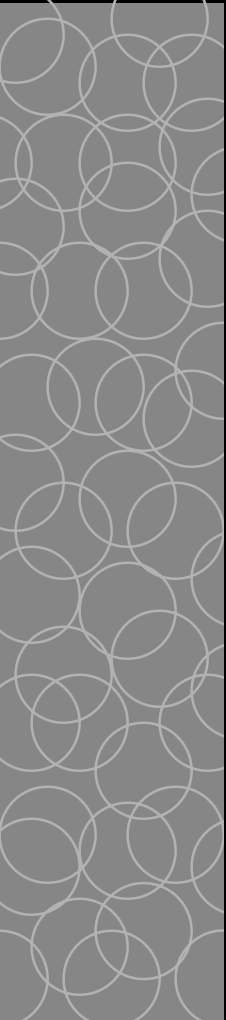
- ✓ Enemies and customer focused teams do not go together
- ✓ People have to be willing to have basic respect and regard for each other
- ✓ Conflict can be expected
- ✓ Because the standards are high, you can expect differing points of view on how to achieve them
- ✓ Dialogue and discussion are useful to keep moving things forward

AND A FINAL REVIEW...

- ✓ Experiment!
- ✓ Customer Service strategies need to be planned
- ✓ Be flexible
- ✓ Try new ideas that will make your organization indispensable to the people it serves



On Flip Charts List:

- 
- ◆ What did you learn about teams?
 - ◆ What did you learn about customer focus?
 - ◆ What did you learn about yourself?

AND AS YOU LEAVE, REMEMBER...



**“THERE IS VERY
LITTLE
DIFFERENCE
BETWEEN ONE
WHO DOES NOT
KNOW, AND ONE
WHO DOES NOT
USE WHAT ONE
KNOWS...”**

USE THIS STUFF OR YOU WILL LOSE IT!



THANK YOU!



**For spending your
morning learning how to
Create Raving Fan
Customer Service**

**If you have any questions,
please see Bruce!**

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Autobiography in 5 Short Chapters

By Portia Nelson

Chapter I

I walk down the street.
There is a deep hole in the sidewalk.
I fall in.
I am lost...I am helpless.
It isn't my fault.
It takes forever to get out.

Chapter II

I walk down the same street.
There is a deep hole in the sidewalk.
I pretend I don't see it.
I fall in again...I can't believe I am in the same place.
But it isn't my fault.
It still takes a long time to get out.

Chapter III

I walk down the same street
There is a deep hole in the sidewalk.
I see it is there.
I still fall in...it is a habit.
My eyes are open...I know where I am.
It is my fault
I get out immediately.

Chapter IV

I walk down the same street.
There is a deep hole in the sidewalk.
I walk around it.

Chapter V

I walk down another street.

CMI'S Team Rating Form

Think how your team would rate on a scale of 1-5
1 = low and 5 = high

Purpose

Members are committed to common purpose and performance goals.
Goals are specific and relevant to purpose.
Strategies for achieving goals are clear.
Constructive conflict is taking place.

Approach

Members' complementary skills in use as needed.
There is shared leadership.
Members are clear on their roles.
Various ideas are explored.

Product

Output is high.
Quality is excellent.
Decision-making is effective.
Customer's expectations have been exceeded.

Interpersonal

Members feel good about the team.
Members are charged and motivated.
There is pride and confidence.
There is commitment and trust between members.

Customer Service

Customer kept informed on task progress.
Customer service strategy in place and operating.
Relationship with customer being developed.
Customer is overwhelmed with service.

The Observer's Sheet

Use these questions to stimulate your observations.

Communication and participation

- What specific behaviors could be increased and reduced?
- Did the group members listen to ideas when offered?
- How does each member feel about the group as a cooperative working body?

Decision making

- How were group decisions made?
- What barriers did the group face in solving problems?
- In what different ways did the participants contribute to the problem's solution?

Conflict

- Are feelings being suppressed or expressed?
- How openly and honestly is the group functioning?
- What feelings were expressed non-verbally?

Leadership

- Who has assumed leadership roles?
- How many of these leadership suggestions were followed?
- What feelings do members have toward those who take leadership roles?

Goals

- What could the group do differently next time to achieve goals?
- Is the group progressing toward their established goals?

Group norms

- What group norms are being demonstrated?
- What group norms have been stated?
- What stage of development was the group in?

Adapted from:

The One Minute Manager Builds High Performing Teams

By K. Blanchard, D. Carew, & E. Parisi-Carew

and "The Art and Science of Processing Group Experience"

by C. E. Knapp

Kano's Model of Customer Perceptions

(Taken from the book Fourth Generation Management written by Brian L. Joiner)

HOW CUSTOMERS DEFINE QUALITY

A chemical company was mystified about why its revenue figures continued to increase only modestly. It had, after all, invested a lot of time and research into making sure its products had the most sought-after attributes identified by customers. Finally, the senior executives started talking directly to customers, asking broad, open-ended questions: "What do you like about doing business with us? What don't you like?" The customers responded with many things that were on their minds.

The executives were shocked to find that customers loved their products but hated everything else about doing business with them. The complaints were numerous: inaccurate bills, trucks showing up with dirty or incorrect fittings, failure to return phone calls quickly, and on and on. In the customers' eyes, the product simply wasn't worth the hassle!

The moral of the story? To customers, "quality" means more than just the characteristics of the product or service they receive. Customers pay attention to all their interactions with your company. The products and services you sell are not just the physical item or one-time experience that the customer gets but rather all the services that go with it: the 800 number for technical help, warranties, need-based selling, reservation service, and so on. You are selling a "bundle" of products and services to your customers to satisfy some need. Poor quality of the services associated with a product can drive customers away almost as quickly as poor quality in the product itself. On the other hand, if the service and product together are perceived as a good value, you will develop loyal partners who will be pleased to do business with you.

A Model of Customer Perceptions

As a frequent hotel guest, I find there are some things that **must be** present or I am disappointed. A characteristic that falls into this category is having a room available when I check in with a guaranteed reservation. There are other characteristics where **more is better**, such as the size of the room, the size and thickness of the towels, the quickness of the check-in. Of course, there are limits! I wouldn't want a towel the size of a bedspread, or need a room the size of a football field. Finally, there are some characteristics that have **delighted** me by their presence because they met a need I didn't expect the hotel to address. For example, I spend a lot of time in the evenings on the phone catching up with voicemail and contacting other consultants. When I'm in my office, I always use a speaker phone because it allows me to move around and take notes more freely. When a hotel in Dallas provided a speaker telephone in my room, I was delighted - and began to wonder why other hotels didn't do the same.

These three categories of customer perceptions -- Must Be, More Is Better, and Delighter -- have been summarized by Dr. Noriaki Kano, as shown in the diagram.

- **Must Be** -- characteristics or features we take for granted, like clean linens and hot water in a hotel room. Since we expect them to be there, we notice more when they are missing than when present. Thus “absence” annoys us but “presence” only brings us up to neutral. In fact, *all* of the Must Be’s must be present; if any are missing, we will be disappointed; but, even when all are present, we still only get up to neutral.
- **More Is Better** -- in this category, we are disappointed if a need is poorly met but have increasing satisfaction (and perhaps even delight) the better that need is met. For example, slow response to a customer query will disappoint that customer; instantaneous response may delight the customer; something in between would probably evoke no response at all.
- **Delighter** -- these are the features or characteristics that surprise customers -- in a good way! They solve a need the customer didn’t know we could solve, or didn’t think anyone would solve. Since they are unexpected, there is no negative effect if they are absent; but, when present they have a positive effect.

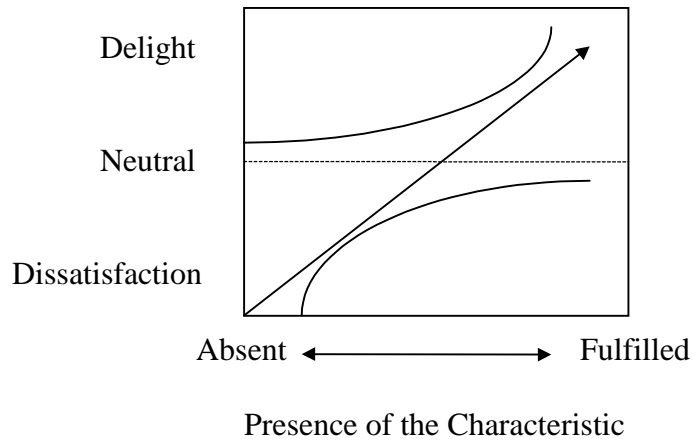
Remember, too, that customers are a moving target. We need to stay close to them if we are to serve them well. A Delighter one year quickly becomes a Must Be the next: TV remote controls were Delighters a few years back, but now they are Must Be’s for most people. In addition, many times, customers cannot articulate their needs, either because they don’t know how or because they don’t think it’s in the realm of possibility to have those needs met. It is our task to describe and deliver the means for meeting those needs if we want to delight our customers.

Value of the Kano Model

The notion that there are different categories of customer perceptions may seem old hat to specialists. But it is refreshingly new to others. When taught to employees, it can aid their understanding of customer needs.

1. **It helps employees set priorities in their own work.** Working on a Delighter generally has little effect if the service or product is missing crucial Must Be’s -- such as going to a hotel with speaker phones only to find that no room is available despite a guaranteed reservation. We should first get rid of the things that are disappointing customers or driving them away: these are usually Must Be’s. then we can turn our attention to the More Is Better features and Delighter.
2. **It helps people avoid the trap of thinking that “no complaints” equals customer satisfaction.** Many companies keep score on customer satisfaction only by the number of customer complaints they receive. The implicit assumption is that if there are no complaints, customers are satisfied. The absence of a negative has never created a positive. Eliminating dissatisfiers stops driving customers away but does not and never will create a loyal, delighted customer. Also, a lack of customer complaints may mean that customers are simply unaware of any alternative, better product or service, not that they are satisfied or delighted with ours.

Finding the Must Be and the More Is Better characteristics is relatively easy: customers will tell us what annoys them if we just ask. Finding the Delighters is much harder. Customers are seldom aware of these. Our challenge is to create them -- get ahead of the customer.....



The Company and Customer Service

By Bruce Hodes

Chapter I

We walk down the street.
There is a deep hole in the sidewalk.
(It's called not giving good customer service and value.)
We fall in.
We are lost...We are helpless.
It isn't our fault.
It takes forever to get out.

Chapter II

We walk down the same street.
There is a deep hole in the sidewalk.
(It's called not giving good customer service and value.)
We pretend we don't see it.
We fall in again...We can't believe we
are in the same place.
But it isn't our fault.
It still takes a long time to get out.

Chapter III

We walk down the same street
There is a deep hole in the sidewalk.
(It's called not giving good customer service and value.)
We see it is there.
We still fall in...it is a habit.
Our eyes are open...we know where we are.
It is our fault.
We get out immediately.

Chapter IV

We walk down the same street.
There is a deep hole in the sidewalk.
(It's called not giving good customer service and value.)
We walk around it.

Chapter V

We walk down another street.
It's called delighting the customer with our service.

Tent Pole

Task:

- *Have the group balance a tent pole on their fingers.*
- *Once the tent pole is balanced it needs to be lowered to the ground without any fingers losing contact with the tent pole.*
- *No other body parts can touch the tent pole, only 1 finger.*
- *Encourage the participants not to poke their eyes out with the tent pole; this will cause a crimp in the day.*

GROUND RULES FOR INSANITY

- The object is to get all the items you see in the center hoop into your own hoop
- Each person can carry only one item at a time
- You may not throw items
- Once the center hoop is empty, you may take the items from any other hoops
- You may not guard any of the hoops. If you are on the bottom of a pile of people, you're doing it wrong.
- You win when all items are in your hoops



INSANITY

Materials:

- 5 hula-hoops, one in the middle, the others at the compass points from the center.

Preparation:

- Arrange the hoops with several feet between them (the greater number of participants, the more space between the hula-hoops)

Instructions:

- Divide the participants into four groups. Have each group go to one of the outside hoops. Place all the items in the center hoop.

Task:

- The object is to get all the items you see in the center hoop into your own hoop.
- Each person may carry only one item at a time.
- You may not throw any items.
- Once the center hoop is empty, you may take items from any other hoops
- You may not guard any of the hoops. If you are on the bottom of a pile of people, you are doing it wrong.
- You win when all the items are in your hoop.

Instructions:

- Then, without giving the participants any time to strategize, yell, "Go!" Allow the resulting frenzy to go on about 1-2 minutes, and then stop the activity. Tell the group that you gave them 2 minutes to strategize, and then you will start round 2.
- At the end of the 2 minutes, start the next round. If more rounds are necessary for the participants to make the shift from competition to cooperation, continue the sequence of 1-2 minutes and 2 minutes strategizing.

Facilitator Notes:

- Most groups "win" by everyone placing their hoops on top of each other and putting all the objects in them. Everyone wins!
- There are other ways a group can "win". One group can intimidate the others or outlast them. I have seen an alliance form between 2 groups who won working together against the other 2 groups, although the scenario is very rare.
- Various issues may be the focus of your debrief. The direction of your discussion may have been predetermined by the specific goals of the group, or it may be suggested by the dynamics present during the activity. Nevertheless, here are a few issues that typically surface from this experience:
 - Futility of the work – impossible task
 - Competition vs. cooperation – shifting paradigms
 - Who is the "team"
 - Sabotage (someone holds back an item so no one wins)
 - Communication processes
 - Trust

→ Certainly, this is not a comprehensive list of topics, only the more common ones. So, as always, when facilitating these activities, be prepared for anything!

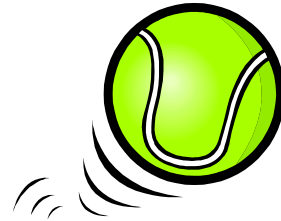
Tennis Ball Transport

Materials:

- Each group of 10 requires 2 stands, 2 tennis balls, 2 PVC pipes, and 2 rings with 10 strings attached.

Task:

- To transport the tennis balls from one PVC pipe stand to another PVC pipe stand without dropping the ball on the ground.



Rules:

- If the ball drops, everyone starts over.
- Participants need to hold the strings at the edge, not holding onto more than 6 inches.
- If the participants starts out in a corner and cannot physically be at the end of the string, the can be closer until enough space is created so that they can move back the full length of the rope.

Uses:

- This is a task that looks simple but can be very difficult, especially if the group does not realize that when one ball hits the ground, starting over means all balls start over. Also, the tasks can be used for issues of sharing best practice, communication between divisions or functional groups, and the role of planning in a complex task involving several areas, which can be widely separated.

Time:

- Team – 10 Minutes
- High performance – 7 minutes