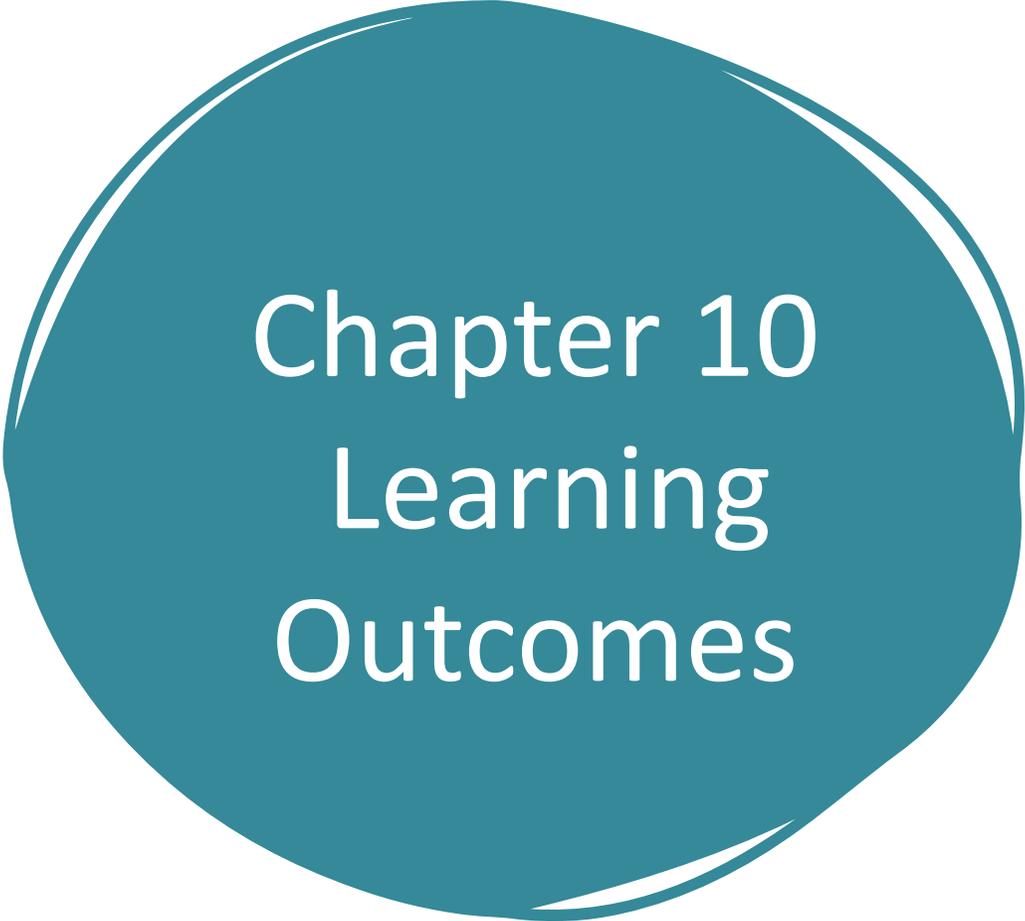


Leading a Customer Centric Strategy



Photo by [Suzy Hazelwood](#) from [Pexels](#)



Chapter 10

Learning Outcomes

1. Describe two challenges leaders encounter while building a customer-centric organization.
2. Describe three things a leader can do to make customer experience a company priority.
3. Describe three habits of a customer-centric leader.
4. Describe three characteristics of a strong customer service vision.
5. State three questions managers can ask employees to determine if they are engaged with the company's customer service vision.
6. Describe how to empower employees to deliver excellent customer service.
7. List three sources for establishing quality standards.
8. Discuss why it is important for contact centers to use the right metrics when measuring customer service quality.

Build a Customer Centric Organization

1. A customer-centric leadership structure should be designed to stimulate cross-silo activity and collaboration across the entire organization.
2. Leaders must commit to demonstrating behaviors and serving as role models to deliver customer-experience goals.
3. Metrics and incentives should be developed that will align typically siloed units into effective cross-functional teams.

Overcome Challenges

1. Lack of Buy-In
2. Disparate Data
3. Resistance to Change
4. Ineffectual Processes and Tools
5. Inadequate Employee Support



Become a Customer-Centric Leader

Leadership is so important to creating a customer-centric culture.



Image by [Alexa](#) from [Pixabay](#)

Prioritize Customer Experience

- Set up a dedicated team for customer experience.
- Establish C-suite engagement.
- Fit the customer-experience team into the organizational fabric.



Apply Leadership Principles

1. Model specific behaviours.
2. Foster understanding and commitment among employees and managers.
3. Develop capabilities and skills.
4. Reinforce behaviours through formal mechanisms.



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8 Habits of a Customer Centric Leader

- Gather customer data
- Continually learn
- Establish standards
- Incentivize actions
- Collaborate across teams
- Set the foundation
- Make customer informed decisions
- Leverage design thinking





Create a Customer Service Vision

A customer service vision is a shared definition of outstanding service that gets all employees working in the same direction.

According to Jeff Toister, a strong customer service vision has three characteristics:

1. It's simple and easy to understand.
2. It's focused on customers.
3. It reflects who the company is now and who the company aspires to be in the future.



Engage Employees in the Customer Service Vision

Employees need to know that organizational success is defined by the customer service vision.

Engaged employees help fulfill the vision with the customers they serve.

Are Employees Engaged? Ask Employees Three Questions?

1. What is the customer service vision?
2. What does the customer service vision mean?
3. How do you personally contribute?



Empower Employees To Deliver the Vision

Setting customer service goals can serve an important role in managing service teams.

Good goals focus attention on the right things, while poorly shaped goals focus attention on other things. Set SMART goals.



Set SMART Goals Aligned with the Vision

Goals can be an important signal to employees about what to focus on and how to prioritize their work.

The danger is some goals can push employees away from the customer service vision rather than towards it.

Set SMART goals that are in alignment with the customer service vision and performance expected.



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Create Quality Standards

There are many benefits to improving quality and customer service, including a positive impact on customer loyalty, revenues, profitability, word of mouth, and employee engagement to name just a few.

Three Sources for Creating Quality Standards

1. Customer expectations
2. The organization's mission, vision, and values
3. Stakeholders





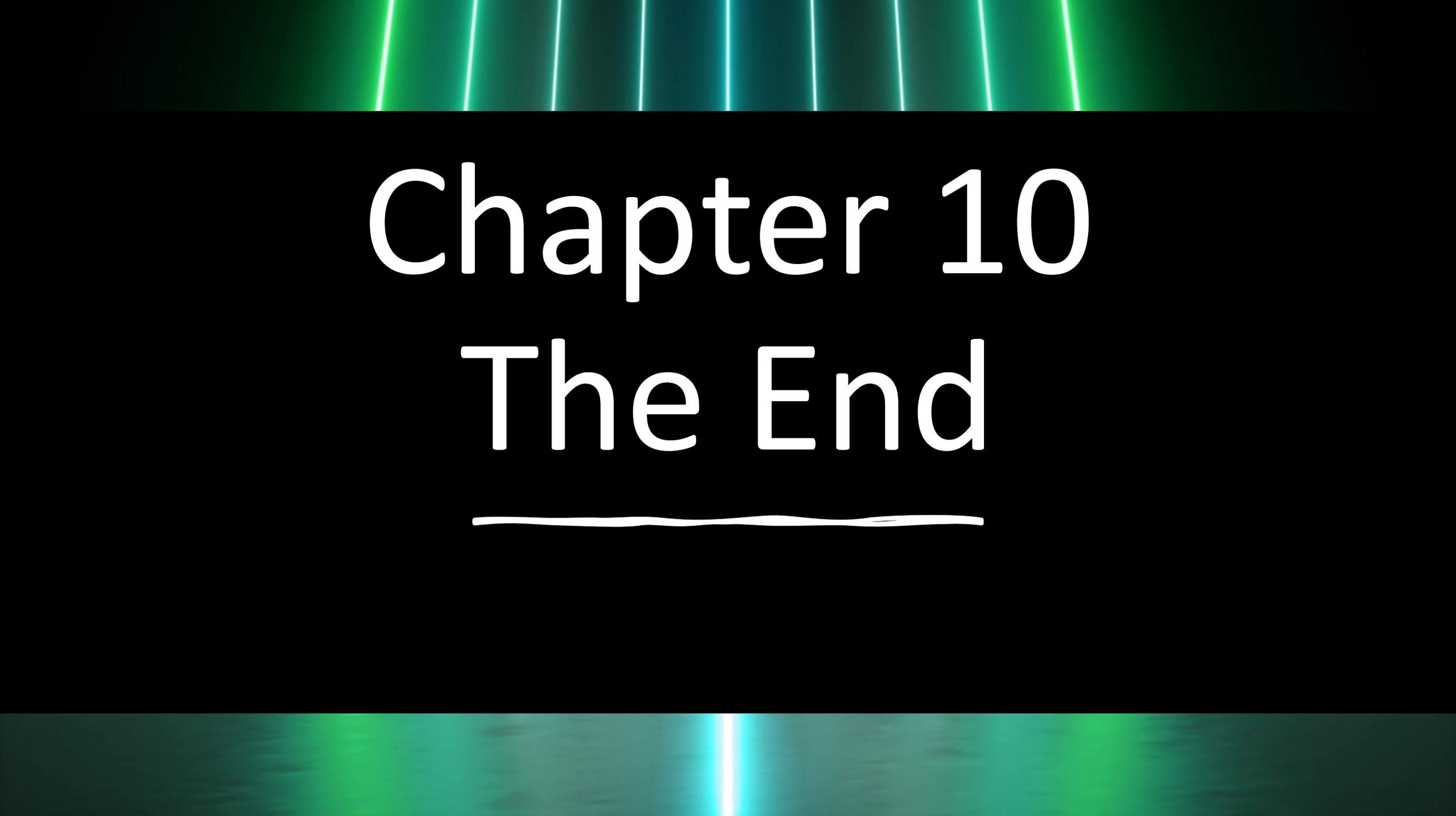
Use Metrics That Matter

When measuring the degree to which quality standards are being met it is important to consider the scoring system as it should directly reflect your quality standards and behaviours you want to encourage.



The Right Metrics

Historically, contact centers focused more on quantitative metrics such as Average Handling Time (AHT) and Calls per Hour. However, modern service centers recognize the importance of measuring customer experience and agent behavior more than quantitative metrics.



Chapter 10

The End
