

A group of people in a meeting, smiling and engaged in conversation. The image is overlaid with a dark blue semi-transparent banner containing text.

Marcus Child

Growing into the Future

**TEC**  
The Executive Connection



**GROWING  
INTO  
THE FUTURE.**



**PEOPLE STRATEGY ON A PAGE**

DESIRED STATE  
^  
CUSTOMER BEHAVIOUR  
^  
DRIVERS  
^  
PEOPLE BEHAVIOUR  
^  
CONDITIONS  
^  
LEADER ACTIONS AND BEHAVIOUR

**PEOPLE STRATEGY ON A PAGE**

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According to research at Cambridge University, it doesn't matter in what order the letters in a word are, the only important thing is that the first and last letter be at the right place.

The rest can be a total mess and you can still read it without a problem. This is because the human mind does not read every letter by itself, but the word as a whole.

**“ The successful person has the habit of doing things unsuccessful people don’t like to do...They don’t like doing them either, but they subordinate their disliking by the strength of their purpose.”**

Albert E N Gray

<b>WIDE AWAKE</b>	<b>LEFT</b>	<b>BETA</b>
<b>DAY DREAM</b>	<b>RIGHT</b>	<b>ALPHA</b>
<b>LIGHT SLEEP</b>	<b>RIGHT</b>	<b>THETA</b>
<b>DEEP SLEEP</b>	<b>RIGHT</b>	<b>DELTA</b>

### PEOPLE STRATEGY ON A PAGE



## PEOPLE STRATEGY ON A PAGE



## WHY CUSTOMERS LEAVE



WOW...**ADVOCATE**  
EXCEED...**LOYAL**  
MEET EXPs...**SATISFIED**  
FAIL...**CRITIC**  
NEG VALUE...**TERRORIST**

## 5 Things We Learned From Talking to 100 Million People

2010 Service Management Group Research.  
90,000 businesses, 69 countries, 26 languages.

### Principle 1

#### **A satisfied customer is not a loyal customer.**

- 97% of Highly Satisfied Customers - highly likely to recommend
- 86% of Highly Satisfied Customers - highly likely to return
- 30% of Satisfied Customers - highly likely to recommend
- 42% of Satisfied Customers - highly likely to return

### Principle 2

#### **Loyal Customers Drive Sales and Profits.**

- ‘Highly Satisfied’ are twice as likely to return than those who are ‘Satisfied’
- ‘Highly Satisfied’ are three times as likely to recommend than the ‘Satisfied’
- Customers spend their largest ‘share of wallet’ with companies they are highly likely to recommend.

### Principle 3

#### **Inconsistent performance can kill a brand.**

- A company only tracking aggregate customer service performance will not know where the worst performers are, and how to fix specific problems.
- Poor performing locations eventually threaten the better performers.

### Principle 4

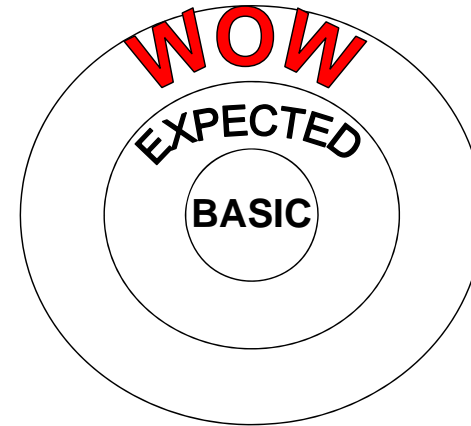
#### **Opportunities to win loyalty are cleverly disguised as problems.**

- 35% of customers were highly satisfied with service recovery.
- 71% of trouble-free customers are ‘highly likely’ to return.
- 84% of customers ‘Highly Satisfied’ with problem resolution are ‘highly likely’ to return.

## Principle 5

### **Brand loyalty begins at home.**

- As employee turnover increases, customer satisfaction levels decrease.
- Loyal employees create customer loyalty within the walls of the business...and recruit new customers outside.
- A loyal employee is a brand marketer.



- **Customer Journey**
- **Moodogram**
- **Touchpoints**
- **Wobbly Trolleys**
- **Signatures**

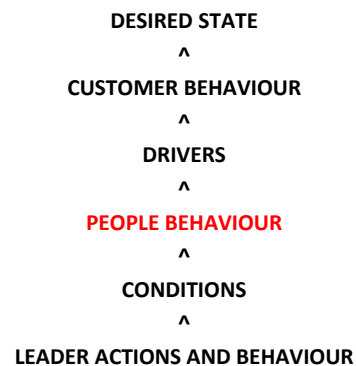
# TNTs

**BOURNE LEISURE  
DAVID LLOYD  
STARBUCKS  
CARNIVAL  
CLARKS  
PREMIER INN  
RITZ CARLTON**

### PEOPLE STRATEGY ON A PAGE



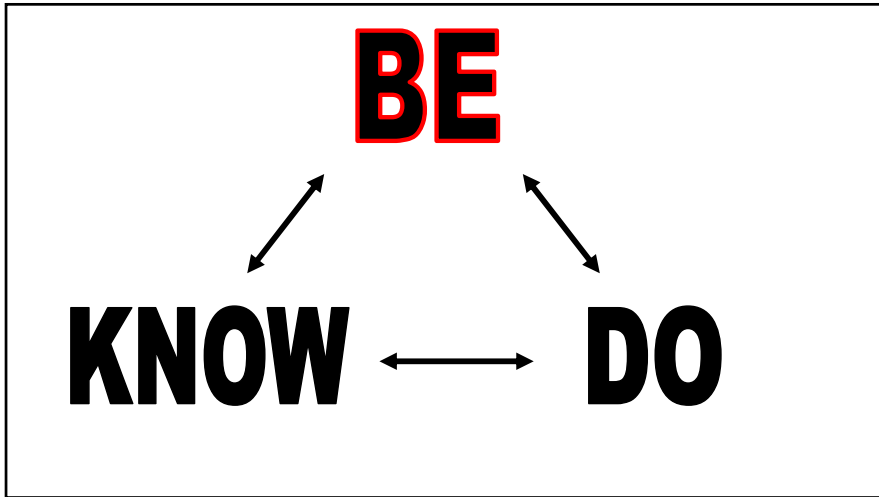
### PEOPLE STRATEGY ON A PAGE



**“THE MAIN THING  
IS TO KEEP  
THE MAIN THING  
THE MAIN THING.”**

Stephen Covey

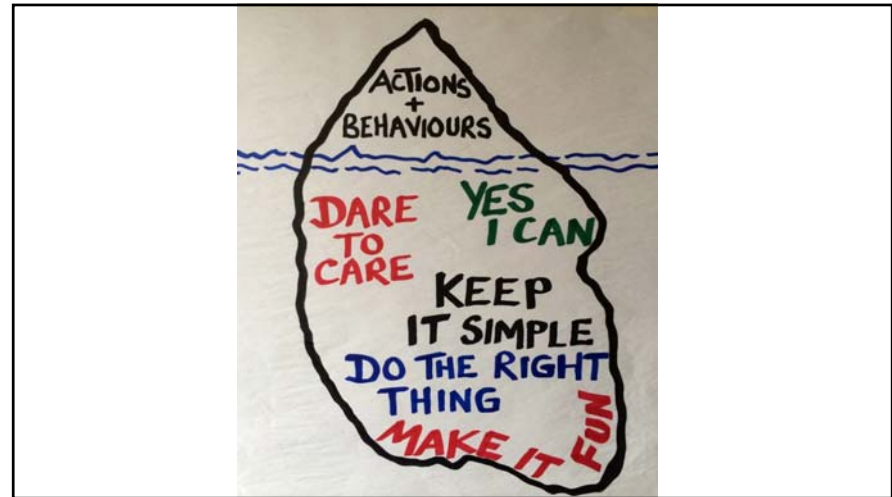




### People Behaviour

Logos for Esso, British Gas, and Marriott. The Esso logo is a blue oval with the word "Esso" in red. The British Gas logo features a blue and green flame icon above the text "British Gas" and the tagline "Looking after your world". The Marriott logo is the word "Marriott" in red script with a red diamond icon above the "i". Below the Marriott logo is a red rectangular sign with two white arrows pointing in opposite directions.

Logos for Clarks, Bourne Leisure Limited, orange, and Cosatto. The Clarks logo is in a black script font. The Bourne Leisure Limited logo features a yellow circle with a blue "B" above the text "BOURNE LEISURE LIMITED". The orange logo is a solid orange square with the word "orange" in white. The Cosatto logo is a red rectangle with the word "COSATTO" in white and the tagline "BABY STUFF WITH PERSONALITY!" in yellow below it.



### COSATTO...The Way We Aim To Do Stuff.

Think outside the box.  
Dot the I's and cross the T's.  
Enjoy the ride and get happy.  
Say what we mean and mean what we say.  
Fly the flag.  
Go the extra mile.  
Stand up and be counted.  
Show respect, give support and above all care.  
Keep raising the bar.  
Look after the pennies.  
Finish what we start.  
Just do it.

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**ENGAGED**

**NOT ENGAGED**

**ACTIVELY DISENGAGED**

---

**100%**

<b>ENGAGED</b>	<b>17</b>
<b>NOT ENGAGED</b>	<b>63</b>
<b>ACTIVELY DISENGAGED</b>	<b>20</b>
	<hr/>
	<b>100%</b>

**ENGAGEMENT IMPACTS...**

- EMPLOYEE TURNOVER
- EMPLOYEE ADVOCACY
- ACCIDENT RATES
- INVENTORY SHRINKAGE
- ABSENTEEISM
- PRODUCTIVITY
- CUSTOMER SERVICE
- CUSTOMER ADVOCACY
- PROFITABILITY

David Macleod 2009

**5:1**



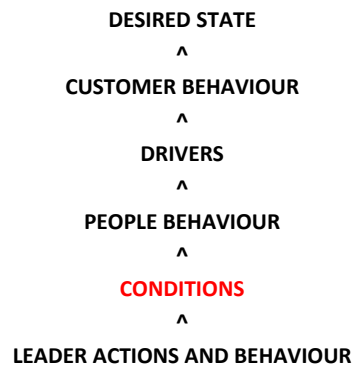
*"We have never lost a game  
just sometimes  
we ran out of time"*

*Sir Alex Ferguson*

I KNOW WHAT...  
 I HAVE ALL...  
 I HAVE THE OPP...  
 IN THE LAST...  
 MY MANAGER SEEMS...  
 SOMEONE ENCOURAGES MY...  
 MY OPINIONS...  
 THE MISSION AND...  
 MY COLLEAGUES...  
 I HAVE A...  
 IN THE LAST 6...  
 IN THE LAST 12...

I KNOW WHAT...IS EXPECTED OF ME AT WORK.  
 I HAVE ALL...THE MATERIALS AND EQUIPMENT TO DO MY JOB WELL.  
 I HAVE THE OPPORTUNITY...TO DO WHAT I DO BEST EVERY DAY AT WORK.  
 IN THE LAST...7 DAYS I HAVE RECEIVED RECOGNITION OR PRAISE FROM MY LINE MANAGER.  
 MY MANAGER SEEMS...TO CARE ABOUT ME AS A PERSON.  
 SOMEONE ENCOURAGES MY...DEVELOPMENT.  
 MY OPINIONS...SEEM TO COUNT AT WORK.  
 THE MISSION AND...PURPOSE OF MY COMPANY MAKES ME FEEL LIKE MY WORK IS IMPORTANT.  
 MY COLLEAGUES...ARE COMMITTED TO DOING QUALITY WORK.  
 I HAVE A...BEST FRIEND AT WORK.  
 IN THE LAST 6 MONTHS...I HAVE TALKED WITH SOMEONE ABOUT MY PROGRESS.  
 IN THE LAST 12 MONTHS...I HAVE HAD OPPORTUNITIES TO LEARN AND DEVELOP.

### PEOPLE STRATEGY ON A PAGE



### PEOPLE STRATEGY ON A PAGE



### HOW DO YOU SHAPE AN ORGANISATION'S CULTURE?

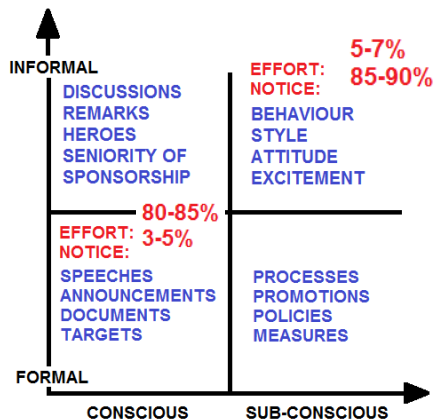
- WHAT THE LEADER ATTENDS TO, MEASURES, REWARDS AND CONTROLS
- CRITERIA FOR RECRUITMENT, PROMOTION, RETIREMENT AND EXIT
- FORMAL AND INFORMAL SOCIALISATION, INDUCTION
- RECURRING SYSTEMS AND PROCEDURES
- ORGANISATION DESIGN AND STRUCTURE
- LEADER REACTION TO CRITICAL INCIDENTS
- DESIGN OF PHYSICAL SPACE
- STORIES AND MYTHS ABOUT KEY PEOPLE AND EVENTS
- FORMAL STATEMENTS, CHARTERS, CREEDS, CODES OF ETHICS
- LEADER ROLE MODELLING, COACHING

### 80-90% OF BEHAVIOUR IS SHAPED BY

- WHAT THE LEADER ATTENDS TO, MEASURES, REWARDS AND CONTROLS
- LEADER REACTION TO CRITICAL INCIDENTS
- LEADER ROLE MODELLING, COACHING

Towers Perrin

### LEADER TRANSMISSIONS



**YOU CAN  
IF YOU THINK  
YOU CAN**

**BENEFIT** *'I want'*  
**SELF-BELIEF** *'I can'*  
**PRESSURE** *'I must'*



**Ex**  
**C**  
**I**  
**T**  
**E**

**Exemplify The Values**  
**Challenge The Process**  
**Inspire A Shared Vision**  
**Transfer Power**  
**Encourage The Heart**

## 'LEADING FOR PROFIT' MAP



*"Begin with the end in mind."* **Stephen R Covey**

*"The main thing is to keep the main thing the main thing."* **Stephen R Covey**

*"If everything is important then nothing is."* **Patrick Lencioni**

*"Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion."* **Jack Welch**

*"If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you."* **Steve Jobs**

*"Your vision of where or what you want to be is the greatest asset. Without having a goal it's difficult to score."* **Paul Arden**

*"A vision is not just a picture of what could be; it is an appeal to our better selves, a call to become something more."* **Rosabeth Moss Kanter**

### OBJECTIVE

This session is designed to help you to:

- express the the cultural/people strategy of your organisation on a single memorable page
- unite your team around a compelling, exciting, jointly agreed goal - expressed in words which they own and can promote and defend
- drive a team commitment to actions and behaviours which they can justify as direct drivers of employee engagement, customer loyalty and commercial success
- enable your senior leaders and key opinion-formers to see, explore and articulate the key part they play in enabling a can-do service-focused culture in your organisation

Once you have built your map together – through debate, even argument - you and your team will have a common purpose, ambition or cause. This gives you clarity as a leadership team, a compelling single story to engage your teams, packed with reasons for change, extra effort and more focused, values-based work.

Furthermore, it provides you with a complete and logical map, showing how your culture and the behaviours which prevail in it are the products of your goal and purpose. When finalised it is effectively a behavioural contract, setting out what behaviours you require, demand even, from your team -and why- and the actions you commit to take as a leadership team to support your team to serve your customers amazingly well.

Your challenge is to produce something which is credible yet aspirational. It should be ambitious and testing. It should stretch you and provoke more focus and higher performance from everybody. At the same time, your team needs to believe it is plausible, that their striving for improvement will be worthwhile, will make a difference and will bring better results and rewards.

### **PROCEDURE**

1.) Gather your leadership team for an initial 3 hour meeting. (This will be the first meeting of probably several. Achieving a 'Leading For Profit Map' that excites every member of your team will probably take several meetings and numerous iterations. However, to democratically agree on a compelling and unifying 'Map' will be well worth the effort.)

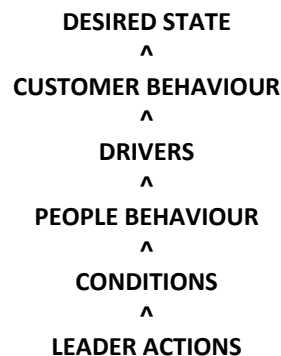
Tell them it will be a time for focus and clear thinking, candour and respect and a chance to be bold and ambitious.

Mobile phones aren't welcome!

2.) Explain that you want them to collectively build a one-page document/Map that outlines....

- A. The ambition you want to achieve as a team.
- B. What you will have to do to get there.
- C. How you and the wider team will need to behave to enable the vision to become reality.

3.) Reveal a flipchart showing the Map skeleton :



Explain that this approach and structure to building a cultural strategy derives from the Sears Profit Chain.

Mapping the intended flow of leader actions to goal achievement like this has been at the foundation of many successful, sustained cultural journeys. It has helped bring powerful commercial results for many companies I have worked with...e.g. AB-InBev, AOL, Autoglass, Bourne Leisure, 'brighterkind' Care Homes, Carnival UK, Clarks, COSTA, David Lloyd, Dior, Guoman Thistle, Homeserve, HOPE Construction Materials, ITV, Marks and Spencer, Marriott, Muller, Orange, Premier Inn, Renaissance, Ritz-Carlton, T-Mobile.

4.) Tell your team that together, you are going to build such a Map for your organisation. It will be for internal use only and it will be your collective behavioural guide over the next 3 years. Outline the objectives and benefits (listed at the beginning of this document) and remind the team that setting the course for your organisation in this way is a big responsibility as well as a privilege.

5.) Populate each of the 6 fields in the Map starting at the top, 'Desired State,' down to 'Leader Actions' at the base over the duration of your meetings.

It is best to not move on to the next field until you have broad agreement on the key principles of the field you are currently working on.

N.B. A sound way to ensure people in your team have equal opportunities to contribute, have them break off and work in small groups (2s and 3s) for each field, so they have to return with their own



recommendations. Have them present their ideas after each break-out on flipcharts or big post-it notes so you and the rest of the team are certain of a properly inclusive process.

In feeding back their reactions following break-outs, make certain that you enable a atmosphere of appreciative enquiry, encouragement and inclusion.

The process needs to feel open, friendly and non-judgemental if you are to achieve real team ownership in the months and years after this event.

### **1. DESIRED STATE.**

Begin with the end in mind, What is the bold goal that excites and unites you as a leadership team? You could decide on a motivational long term purpose which transcends time, more a statement of credo or belief, however, a lot of companies choose a 3 year goal.

To stir up your group, have them consider the BHAGs (Big Hairy Audacious Goals) of other organisation, past or present. Suggest some of your favourites, especially ones you have seen make a difference in companies you have worked for. Feel free to add some of the examples below such as;

Measurable goals:

BRITISH AIRWAYS - Britain's Favourite Airline

WHITBREAD HOTEL COMPANY - Britain's Favourite Hotel Company

MÜLLER - Müller In Every Fridge

Internal straplines to rally around:

RITZ-CARLTON - Ladies and Gentlemen serving Ladies and Gentlemen

PREMIER INN - 100% Guarantee – A Great Night's Sleep

MARRIOTT - Our Best For Every Guest

INTERBREW UK - Make Beer Great

FIRST QUENCH - Alchemy...Turning Ordinary Moments into Gold

T-MOBILE - Squash Orange

NIKE - Crush Adidas

FUJI - Kill Kodak

M+S - Fighting Back

The following questions may galvanise the kind of wholeheartedness you wish to achieve,

What is our ambition for the time period we are setting our sights on?

What do we want to be famous for?

What's our picture of future success?

What, in 3 years time, will be our defining moment of triumph?

The rule here is, this needs to be a bold state-changer. When we talk about it, it excites us, quickens us. It is aspirational, stretching and our internal stakeholders can connect with it.

Keep this crisp, compelling, memorable. Be definitive...give it a timeframe, deadline and measurability.

(Measurables could be...Profit, Sales, Market Share, Occupancy Rates, Company/Industry Awards.)

### **2. CUSTOMER BEHAVIOUR**

What will our guests need to feel, say and most importantly do, or do more of, to enable our picture of success to come true?

Which customer segments will need to grow?

In the late 1990s M+S described this in very simple terms...

"Buy more, come back, tell others."

(Measurables could be Net Promoter Score 'NPS,' Trip Adviser ratings, Customer Satisfaction Scores.)

### 3. DRIVERS

What are the key motivators that will drive customers to do the things that will make our picture a reality?

Why do they choose to do business with us specifically?...and what would make them do more with us?

What differentiates us? What's our USP or ESP (Emotional Selling Point)?

What few, key things will drive guest loyalty, bigger spend, recommendation?

In the 90s Marriott realised that achieving meticulous Brand Standards would achieve a reputation for reliability and consistency. Yet it would do little for creating an experience that would drive real loyalty and advocacy. That insight was the catalyst for 'The Spirit To Serve' cultural journey they embarked on. It's purpose was to excite every Associate to go beyond merely delivering Brand Standards. Creating real rapport with guests, taking initiatives, exceeding expectations, delivering wows, red carpet service recovery were the prized behaviours in that Culture.

At Bourne Leisure's 'Haven' brand, Coastal Caravan Parks, the market insight game changer for them was to know that their customers were urban dwelling people who want to escape urban living and get a 'Breath of Fresh Air.' This insight reshaped their offering entirely, leading Park Teams to 'uncomplicate' and de-urbanise their Parks and 'Celebrate the Seaside' and deliver simpler traditional summer holidays. This gave them 'permission' to encourage guests to leave the arcade and pool/recreation areas and connect with nature...coastal walks, sandcastle-building, spontaneous outdoor games, local produce etc.

At David Lloyd the key driver of increased club usage was 'Third Space.' Having a hub separate from Home and Work, 'My Club,' was found to be more of a customer driver than a need to get super-fit. This drove much more emphasis in the business on behaviours that were welcoming, sociable and club-oriented.

Starbucks majored on a 'Place to Meet'. This driver for customers in busy cities took their offering way beyond coffee and food. Free wifi, lots of plug sockets and a relaxed atmosphere with no pressure to leave quickly, became signatures of their brand.

### 4. PEOPLE BEHAVIOUR

What will our people need to Stop, Keep, Start doing to consistently deliver the key customer drivers?

How will our people need to be in delivering service internally and externally? What's their non-negotiable to-do list?

What is the make-up of our ideal employee?

What are their core capabilities and competencies?

What will customers prize about them, what they do and how they do it?

What Values will they live and breathe?

Ideally, commit to no fewer than 3 Values and no more than 5.

They need to work in unison, and should harmonise with each other.

You will eventually need to present them to your wider team as Table d'Hôte rather than À la Carte...ie we cannot pick and choose just one Value to justify our actions, they come as a set.

Be sure to find words or phrases that will be attractive to your wider team.

These words are meant to inspire, excite and engage them...and, as well as being commercially and intellectually justifiable, they need to be words that you can put your heart into. Tired, samey, management clichés won't do. You are going to need language that suits your purpose and totally aligns with everything else on your map.

Check out online the Values of some of the companies you most admire and have these ready as food for thought.

Here are some examples from other companies that have been successful as a behavioural compass;

Ownership. People-Centred. Customer-Focused. Achievement. – **Marriott**

Honest. Friendly. Straightforward. Dynamic. Refreshing. – **Orange**

Yes I Can. Dare To Care. Keep It Simple. Make It Fun. Do The Right Thing. – **Bourne Leisure/Haven Holiday Parks**  
Everyday Pioneers – Adventurous. Optimistic. Inclusive. – **Virgin Magic** – No Cynicism. Wholesome. Enjoyable. Fun. Trusting. – **Disney**  
Quality. Value. Service. Innovation. Trust. – **Marks and Spencer**

## 5. CONDITIONS

What conditions need to be in place to create a highly engaged team?  
What would make this an even greater or more inspiring place to work?

This will involve you defining the levels and frequency of reward, training and development, recognition, targets, communication, challenge, encouragement, support etc.

The Gallup 12 Conditions of Engagement fit very neatly in here.  
They are the key things Line Managers, HoDs, Supervisors, Team Leaders need to provide your people with consistently.  
Whether you formally measure these or not, they are definitely worth close consideration when you think about how you and your team can drive the most important behaviours in your team that will enable the levels of customer delight and loyalty you are aiming for.

You might wish to rename the Gallup 12 to suit your company, yet the principles are solid.  
They are about supportive positive relationships between managers and their teams. They depend upon proper regular interaction and encouragement (perhaps 5 compliments to every 1 criticism). They quietly urge managers to focus on recognising, developing and coaching their people.

Another measure of success here could be ENPS – Employee Net Promoter Score.

## 6. LEADER ACTIONS

What Values do we live at work?  
How do we promote, exemplify and consistently embed our Values in a united way as a leadership team?  
What behaviours are we permanently committed to and uncompromising about? How do we demonstrate our commitment to making this a great place to work and an outstanding business?  
What beliefs align us as a team?  
What's our to-do list in growing a high performance culture?  
How do we communicate our aspirations, ongoing success, our priorities?  
What are the habits we are most proud of in our leadership team?

In preparing for the Rugby World Cup in 2003 Sir Clive Woodward debated with his players and staff on the absolute key behaviours which would maximise their chances of success. After negotiation, these behaviours were agreed on and entered into a 'Black Book' as a set of rules. They would be unswerving about these.

The 'Black Book' rules included, for example :

'No mobile phones in meetings.'  
'10 minutes early for every team meeting.'  
'Only speak well of players who wear or ever have worn the England shirt.'

You could choose to create such a list for yourselves as a Leadership team to hold yourselves to account and to drive more intense visible signalling of commitment and intent amongst you as a team in the hotel.

When you finally talk your Hotel Team through your final draft of the Map they might find it refreshing and reassuring that you have made significant behavioural commitments alongside the new demands you are making of them.