Big Event 2: Success breeds success

June 2017
Hello and welcome
What do you know?
...12 months on from the first BIG EVENT...
1 year earlier
Welcome
Last year, we started with a (really) compelling story....

Our world is changing.

We need to up our game.

We’ve been a bit “meh”.

This is our moment

The big idea.

Just great conversations

We need to be brave.

All of us

The start of something special

You tell us!
What do you think and where are we now?

9 Things WE’VE DONE!

1. Engage People
   ...inspire your people to join you in the revolution

2. Join the Dots
   ...breaking down barriers across silos for collaborative outcomes

3. Symbolic Acts
   ...visibly demonstrate your commitment to customers

4. Create a permission culture
   ...everyone needs to know how empowered they really are

5. Show Up
   ...get up close and personal; proximity is everything

6. Clear the Path
   ...create the space for people to do it the way you’re asking

7. Create Accountability
   ...you get what you ask for and what you spend time talking about; make sure it’s the stuff you want

8. Encourage Customer focused behaviours
   ...encourage the behaviours; don’t manage them

9. Create a Climate of Positive Critique
   ...catch them doing it right
Since then, as leaders we...

Engagement went up by 3 points to 74

Leading our people up 5 points to 56

58% of you have volunteered
As leaders we....

NPS went up by 12 points
As leaders we....

3
Symbolic Acts
...visibly demonstrate your commitment to customers

RFT went up by 6.1% (our best ever year!)
As leaders we....

Create a permission culture
...everyone needs to know how empowered they really are

Value add from Service of £138m up 66%
(18m ahead of target!)
As leaders we....

Show Up
...get up close and personal; proximity is everything

High level complaints down 16%
As leaders we....

Delivered our commitment to build a Field team

Brought BT and EE Mobile together
As leaders we....

Delivered our budget
Reduced our Ethernet cycle time by 18 days
As leaders we...

Invested in The Farm ...
and then The CX Lab
As leaders we....

Create a Climate of Positive Critique
...catch them doing it right

Improved our interaction
NPS by 8 points
We’ve done all this by being.......
Customer Service Strategy

Broaden and deepen customer relationships

End to end customer experience

Making it great for our customers

Personal. Simple. Brilliant

One team, structured around the customer

• Customer journeys
• Managed service transformation
• National field force
• No1 Mobile
• Best partnerships

The customer experience blueprint

• CX Lab
• Go digital
• Better contact centre technology
• Better system and tools

Just great conversations

• 9 Leadership actions
• 9 key skills
• Future skills
• Career paths and accreditation

#oneteam  #theblueprint  #greatconversations
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iNoc- video
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Great Conversations - video
What do we think about that?
Your Velfies
5 areas of key focus

Create the climate
There are nine leadership actions that create the climate for people engagement and customer experience to thrive

Encourage the behaviour
In the moment coaching that encourages the behaviours to show up every day

Align the frameworks
Ensure organisational structures are aligned and support what you’re doing

Change the conversation
The mindsets and behaviours underpinned by Pearls of Wisdom to create easy and human customer conversations
What do you think and where are we now?

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9 Things Leaders Do
United Airlines story 2017

United Airlines: Shares drop after passenger dragging video

11 April 2017 | US & Canada

An eyewitness describes how the passenger sitting next to her was dragged off a United Airlines plane.
United Airlines mission statement...

“Every day, we help unite the world by connecting people to the moments that matter most. This shared purpose drives us to be the best airline for our employees, customers and everyone we serve.”
“I apologize for having to re-accommodate these customers”

United Airlines C.E.O. Oscar Munoz
‘Communicator of the year’
“...the facts are still evolving as to why this customer defied aviation security the way he did.....I want to commend you for continuing to go above and beyond to ensure we fly right”

United Airlines C.E.O. Oscar Munoz
‘Probably best to stop communicating altogether’
His revised response...

“I deeply apologise to the customer forcibly removed and to all the customers aboard. No one should ever be mistreated this way,” he wrote. “I want you to know that we take full responsibility and we will work to make it right.”

United Airlines C.E.O. Oscar Munoz
‘Too Late Buddy’
United Airlines song
Impact

• 6 hits on the video when Dave went to bed
• 3 days later
• 3 million hits on the video
• 40 million people have heard the story
• 10% drop in the share value in The Times
• $180 million loss to shareholders
• 1 disgruntled customer
How about this for permission culture?
Accountability ladder

**Accountable Behaviours**
Things happen because of you

- Make it Happen
- Find Solutions
- Own It
- Acknowledge Reality

**Vicim Behaviours**
Things happen to you

- Wait & Hope
- Excuses (I Can’t)
- Blame Others
- I Didn’t Know
Look what’s gone up…

- **15.6%**
  - Uplift on outstanding customer experience

- **16.4%**
  - Uplift on working together overall

- **13.1%**
  - Uplift on empowering and equipping our people

- **9%**
  - Uplift on leading our people
Success breeds success
Ask activity
What do you think and where are we now?

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9 Things Leaders Do
Activity 1 – Mind map of brilliance

Share your stories about 9 things actions
Activity 2 – Mind map of brilliance

Best actions
Customer
People
Organisation
Map it up!
Big Event 2: Success breeds success

June 2017
Our new story
The tanker has turned, so we’ve refreshed our compelling story…..

Our world is changing.
We need to up our game.

We’re better today but we need to be brilliant tomorrow.

The big idea. 
*Personal. Simple. Brilliant*

Bold, Curious and accountable.

...We’re onto something
Our new story - video
Customer Service
Making it great for our Customers


One team, structured around the customer
#oneteam

Low Customer Effort
#easy

Great conversations
#greatconversations
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1. CX Lab & iNoc
2. Go digital
3. AI & Robotics
4. Contact centre technology
5. Smart diagnostics

1. 9 things leaders do
2. Connected leaders
3. My performance
4. 9 skills of a conversation
5. Skills uplift and accreditation
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Clarity moment
Shape my story
Leadership as a craft
My Performance enables us to build on our values and BT behaviours and links to our CS strategy

What we aspire to be  
**Our strategy** = What we believe  
**Our values** + What we do  
**Our objectives** + How we demonstrate it  
**Our behaviours** + What we do to grow these behaviours  
**Applications**

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**Personal Simple Brilliant**

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2. My performance
3. Connected Leaders
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Connected to Customers
- Encourage Customer focused behaviours
- Show Up
- Symbolic Acts
- Create a Climate of Positive Clique
- Engage People
- Create a permission culture

Connected to people
- Create Accountability
- Clear the Path
- Join the Dots

Connected to our organisation
- ...encourage the behaviours, don’t manage them
- ...get up close and personal, proximity is everything
- ...visibly demonstrate your commitment to customers
- ...catch them doing it right
- ...everyone needs to know how empowered they really are
- ...you get what you ask for and what you spend time talking about: make sure it’s the stuff you want
- ...create the space for people to do it the way you’re asking
- ...breaking down barriers across silos for collaborative outcomes

British Telecommunications plc 2017
Motivational and developmental feedback
Think of a person
Cognitive bias

**Recency bias**
A recent experience can have a more powerful effect on our decision.

**Confirmation bias**
We seek out people and information that matches our beliefs – if you believe people are honest that’s what you’ll look for, if not, you won’t.

**Negativity bias**
The tendency to put more emphasis on negative experiences than positive ones.
How might bias be affecting my judgement of this person?
Motivational
What do I or could I use?
Rising elephants

Area of comfortable debate

Area of uncomfortable debate

Elephant in the room
Reasons to avoid conversations...

- Fear – worrying about getting the message wrong or you’re communicating with someone more senior.
- Blame – ‘it’s not down to me’ or ‘why should I pick up the pieces when the other manager should have dealt with this’. It’s easier to blame others for our teams development rather than being accountable for them ourselves.
- Don’t understand the process – letting the fact that we don’t fully understand the process stop us from communicating effectively. We don’t want to come across as unsure, so we leave it, hoping that the issue will go away.
- The curse of ‘friendship’ – your desire to be liked can sometimes supersede the desire to do the right thing.
- Too busy – when working in a busy environment letting the week run away with us until the conversation does not seem as important now so we leave it.
- History – creating perceptions around things that have happened to us in the past and let these perceptions drive how we act in the future.
- Worried about their reaction – avoiding the conversation or put it off because we know that person does not react favourably to feedback.
- Willful blindness – If we don’t admit to seeing it, then we don’t have to put it right hey?
- Lack of skill – living in fear of people finding out that you’re not as good as they think you are.
My challenging conversation
What perspective are you taking?
Bold and brave
Peak end
Thank you
Things to do when you leave....

Get creative! – upload the story you’ll share with your team (on the app that’s not an app!)

Excite and engage your team around the big things we’re investing in

Keep doing the 9 things leaders do....they’re working!
Marshmallow test