

Staying the Course

Here are some reminders from classes recently taught.



MANAGING CHANGE

Inspire change - Inspire people to move and make objectives that are real and relevant.

Pick the right people - Get the right people in place with the right emotional commitment and the right mix of skills and levels.

Paint a clear picture - Get the team to establish a simple vision and strategy. Focus on emotional and creative aspects necessary to drive service and efficiency.

Involve and communicate - Involve as many people as possible, communicate the essentials simply, and appeal and respond to people's needs. De-clutter communications; make

technology work for you rather than against you.

Get things moving - Remove obstacles. Enable constructive feedback and lots of support from leaders. Reward and recognize progress and achievements.

Bite Size Treats - Set goals that are easy to achieve; in bite-size chunks. Set manageable numbers of initiatives. Finish current stages before starting new ones.

Stay Focused - Foster and encourage determination and persistence - ongoing change. Encourage ongoing progress reporting. Highlight achieved and future milestones.

Lock change into place - Reinforce the value of successful change via recruitment, promotion, and new change leaders. Weave change into the culture.

LISTENING AND EMPATHY

Pay attention to two or more unrelated statements:

"I was not at fault, so why are you going to depreciate the tires?"

Acknowledge the repetitious statement with an empathetic comment:

"I realize that you are not at fault and that this process may be frustrating. I am just trying to follow the terms in the contract that you agreed to and that included a deductible in the case of a loss."

Listen and let the customer talk. Do not finish sentences for the customer.

Drop any expectation of what the customer is going to say or why he is going to say it.

Listen for repeated think or feel statements and respond appropriately.

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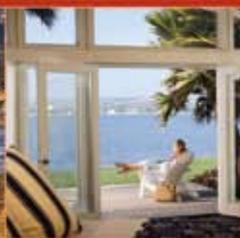
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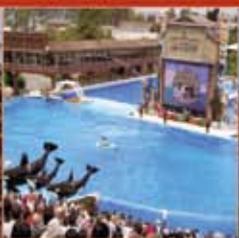
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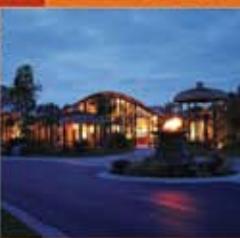
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