

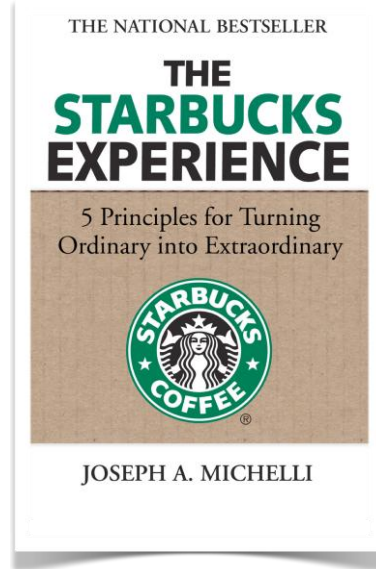
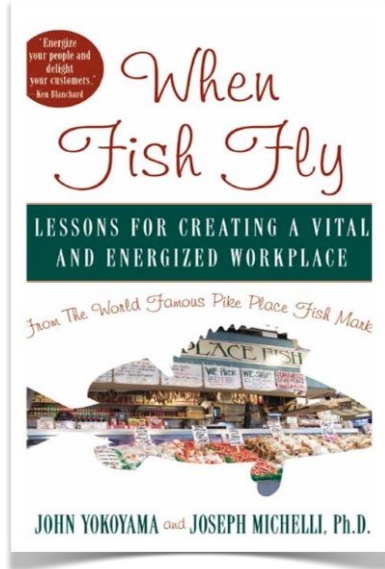


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## Leadership Legacy and a Culture of Service – Seattle Style



# **How legendary Seattle-based companies engage employees, grow their business and create extraordinary customer experiences**

Change

Change with a Purpose

Business Strategy

Product Centric

Service Centric

Client Centric

Client Adaptive

# The Experiential Economy:

Progression of Economic Value:

\_\_\_\_\_ Commodities  
Make \_\_\_\_\_  
\_\_\_\_\_ Service  
Stage \_\_\_\_\_

What Consumers Want:

\_\_\_\_\_ of 10 emotions matter  
\_\_\_\_\_ % of business leaders see “client experience” as the future competitive battleground

## Lovemarks by Kevin Roberts

Commodities - \_\_\_\_\_ respect, \_\_\_\_\_ love  
Fads - \_\_\_\_\_ respect, \_\_\_\_\_ love  
Strong Brands- \_\_\_\_\_ respect, \_\_\_\_\_ love  
Beloved Companies- \_\_\_\_\_ respect, \_\_\_\_\_ love

Pike Place Fish, Starbucks, Ritz-Carlton, Zappos

## Business Love Defined

# Does Client Experience Matter Today and Into the Future?

\_\_\_\_\_ % will pay more

\_\_\_\_\_ % leave due to \_\_\_\_\_

Substantially increases \_\_\_\_\_ and \_\_\_\_\_

## Creating the Compelling Experiential Differentiator

Pike Place Fish Market's "Way We Serve" Statement

\_\_\_\_\_ to \_\_\_\_\_ with product that is \_\_\_\_\_

Starbucks "Way We Serve" Statement:

Beyond Portland:

Other "Way We Serve" Statements – Ritz-Carlton, Zappos

Developing your "way we serve" statement

Distinguishing "way we serve" from values, mission, and service standards

# ***The Starbucks Experience: 5 Principles for Taking Your Business from the Ordinary to the Extraordinary***

## **Make it YOUR Own!**

Co-creation

Ways of being for Employees

Green Apron Book

5 Ways of Being

- 1)
- 2)
- 3)
- 4)
- 5)

Your ways of being?

Opportunities and Processes for Co-Creation

## **Everything Matters**

Moments of Truth

Most Critical Moments of Truth

Criticality for Brand Identity

Criticality for Key Client Segmentation

## **Embrace Resistance**

Anticipating Resistance

Resistance as a Competitive Advantage

Growth and Strength from Resistance

## **Surprise and Delight**

Distinctions between Surprise and Delight

Consistency as a Matter of Performance Management

How do you know?

What is the baseline?

What is the desired service standard?

What is the quality improvement approach to consistently exceeding service standards?

Delight by Design

Delight through Spontaneity

Your challenges for consistently delivering Delight/Surprise?

## **Leave Your Mark**

Affecting Sustainable Experiences

Socially Responsible Actions as an Investment

## **Key Concepts**

## **Actionable Opportunities**

## **Distinctions between Service-Centric and Client-Centric Businesses**

Client Orientation

SC

CC

Solutions Mindset

SC

CC

Advice Orientation

SC

CC

Client Interface

SC

CC

Business Processes

SC

CC

Organizational Linkage and Metrics

SC

CC



# Steps to Creating a Client-Centric Business

- 1) Values, Vision and Mission in Action
- 2) Client Research
- 3) Defining and Refining Service Messaging (e.g. “Way We Serve” Statement, Motto, Service Values)
- 4) Experience Design
- 5) Organizational Alignment
- 6) Staff Communication
- 7) Client Experience Training - with an emphasis on experience recovery
- 8) Satisfaction/Engagement/Client Effort Assessments

## Values, Vision, and Mission in Action

Service as a journey not a destination

Service Basics versus Service Values

Definition and Imprinting

Credo Card

Daily Line-up

Refinement toward Relevance (evolution versus revolution)

True Leadership is “Futuresizing”

## **Empower through Trust**

It begins and ends with talent

What talent is

What talent is not

Growth = I \_\_\_\_\_ X F \_\_\_\_\_ + T \_\_\_\_\_

Science of selection

The real role of training

The benefits of authority near your client

Service recovery as a loyalty enhancement opportunity

## **Deliver “WOW”**

“Wow” as a function of anticipation

“Wow” and service expectation

“Wow” is personal

“Wow” and mystique (how did they do that)

No “Wow” without operational excellence or empowerment



- The role of Social Media

## **Key Concepts**

## **Actionable Opportunities**

## **Experience Design**

Incremental and Reactive OR Systematic and Proactive

Operational AND Emotional

## Touch Point Mapping

\_\_\_\_\_ Operational Touch Point Map (process map)

\_\_\_\_\_ Emotional Touch Point Map (overlay of sensory, and “way we serve” elements)

### Targets of Mapping

\_\_\_\_\_ Clients

\_\_\_\_\_ Clients

Identify three touch points for staff and client as well as the operational and emotional objectives for each:

## Staff Engagement

**Employee engagement measures typically assess internal clients to determine if they**

Understand what is \_\_\_\_\_ of them at work

Have the \_\_\_\_\_ to do their work adequately

Have the opportunity to be their \_\_\_\_\_ daily

Receive regular \_\_\_\_\_ for work that is \_\_\_\_\_

Have a boss that \_\_\_\_\_ to care

Have someone who encourages their \_\_\_\_\_

A receptive environment where their \_\_\_\_\_

# Qualitative Measures of Employee Engagement

## Client Engagement

External Engagement measures typically assess external clients to determine if they  
Are \_\_\_\_\_  
Intend to \_\_\_\_\_  
Will refer the business to \_\_\_\_\_  
Experience the brand as trustworthy, fair, delivering on its promise, generates client  
pride, is a fit for the client and is essentially irreplaceable.

## Key Concepts

## Actionable Opportunities

## Service Serves Us: Defining and Living a Leadership Legacy

Success vs. Significance

Influence= \_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_

## Influence Skills – Dr. Cialdini

The Principle of Liking

The Principle of Reciprocity

The Principle of Social Proof

The Principle of Consistency

The Principle of Authority

The Principle of Scarcity

## Broadening Influence – Brady and Woodward

Learning

Performing

Leading

Developing Leaders

Beyond

## Corporate Legacy

Personal Legacy

Legacy Statements

**Service is:**

A flawless \_\_\_\_\_,

Delivered \_\_\_\_\_ as a client \_\_\_\_\_,

In an environment of \_\_\_\_\_.

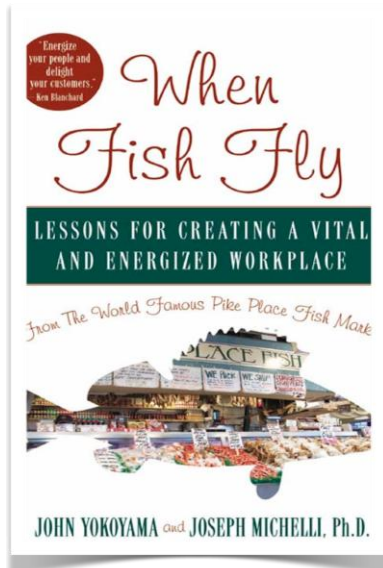
What is your “way you serve?”

How do you communicate that experience throughout your organization?

How well can your staff articulate and produce the desired experience?

What is your Leadership Legacy Statement? Where will it be published?

## Additional Information:



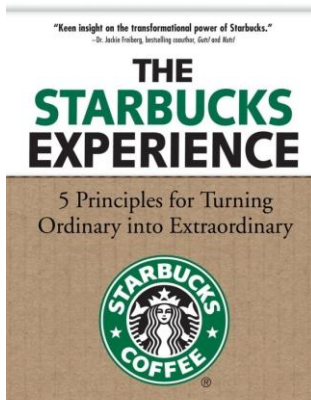
**When Fish Fly: Lessons for Creating a Vital and Energized Workplace From the World Famous Pike Place Fish Market; John Yokoyama and Joseph Michelli – Hyperion**

### Key Principles

Commit It

Be It

Coach it



JOSEPH A. MICHELLI

**The Starbucks Experience: 5 Principles for Turning Ordinary into Extraordinary; Joseph Michelli – McGraw-Hill**

### Key Principles

Make it Your Own

Everything Matters

Surprise and Delight



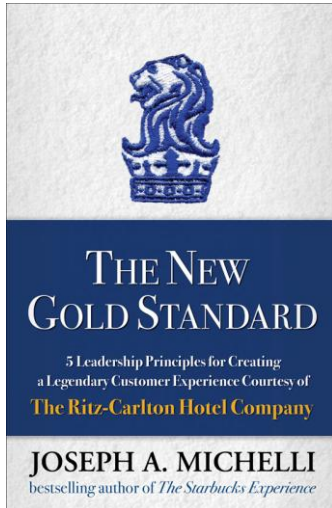
Embrace Resistance

Leave Your Mark

### **The Art of *Being* at Starbucks**

From the *Starbucks Green Apron Book*:

1. Be welcoming.
2. Be genuine.
3. Be considerate.
4. Be knowledgeable.
5. Be involved.



### **The New Gold Standard: 5 Leadership Principles for Creating a Legendary Customer Experience Courtesy of The Ritz-Carlton Hotel Company; Joseph Michelli - McGraw-Hill**

#### **Key Principles**

Refine and Define

Empower through Trust

It's Not About You

Deliver WOW!

Leave a Lasting Footprint

#### **Ritz-Carlton's Staff Touch Points**

Initial Interview

Selection not Hiring Process

Orientation

Day 21

Day 365

#### **Ritz-Carlton's Consistent Communication of the Desired Experience**

Credo, Credo Card, Three Steps of Service

Motto, Service Values, Daily Line-up, Employee Promise

# Post Event Touch Points

\_\_\_\_\_ Please sign me up for a complimentary email newsletter

\_\_\_\_\_ Please contact me for an online post-event survey

\_\_\_\_\_ Please update me on new product offerings, books, and resources

**Name:**  
**Company:**  
**Title:**  
**Email:**  
**Phone:**

**The Michelli Experience values your privacy and will NOT share your information with anyone.**