Create a Team of CX Heroes on Your Frontline

How to change the fabric of your company's culture

For many employees, Customer Experience
"ain't nothin' but a number."

This type of thinking contributes to a pervasive frustration with Customer Experience (CX) – and in particular, Voice of the Customer (VOC) programs. To create real change and tangible outcomes for your company, CX must be ingrained into the very fabric of your company's culture.

In this article, you'll learn a 7-point methodology for making CX – and more specifically, VOC feedback – an embedded part of your company's DNA.

Case in Point:

A tale of two CX cultures

Company 1: Employees living and breathing CX *metrics*

After installing equipment inside a customer's home, a technician left an instruction sheet telling the customer to give him "all tens" on a survey that would be coming after the installation. The technician even went as far as to say his employment would be in jeopardy if he wasn't given all tens. This is an example of what happens culturally when a company defines CX as a score or survey.

Company 2: Employees living and breathing CX *culture*

An employee for a grocery delivery service realized she had left some of a customer's grocery order in the back of her car after a delivery had been made. As soon as she realized it, she drove back to the house and delivered the remaining groceries along with a handwritten note. It's worth pointing out that this company also has a survey to gather feedback on the delivery experience. This example highlights the importance of being less concerned with a score or survey and more focused on delivering a great experience and in this case, one with a personal touch. In other words, the culture of CX was reflected in this employee's thought process and decision-making.

Stages of CX Maturity

BUSINESS transformation — align process, policy, channels

EMPLOYEE alignment — inspire customer 1st culture

REAL-TIME insights — unify insights & broaden exposure

FEEDBACK & measurement — gain visibility into the journey

The transformation from "scorecards and metrics" to "a culture of CX" begins when organizations start to think more broadly about the requirements and expectations for their VOC program. Many companies hyper-focus their VOC initiatives on the first two stages of CX maturity, which are primarily centered around collecting and basic distribution of customer feedback. The third stage is about inspiring employees to think and act with a 'customer-first' mindset. The higher your company is on the maturity ladder, the larger your ROI.

The primary focus of this eBook is on creating a customer-first culture—the third level of CX maturity. It pays to focus keenly on graduating to this stage because your frontline employees are the ones who ultimately carry the day when it comes to delivering experiences.

1 Build a daily action framework for CX

Many companies try to infuse CX into their teams' daily actions by either deploying dashboards or by training employees on a scorecard (like the technician example). More mature – and ultimately more successful – CX organizations go far beyond dashboards and instead teach employees how to best use customer feedback. By developing a "Daily Action Framework" for different employee personas, you empower employees with a structure and supporting processes to infuse CX thinking and action directly into their daily responsibilities.

Consider the Branch Manager at your local bank for a moment. A Daily Action Framework would guide them and teach:

- When and how to follow-up with customers after a survey
- The best approaches and frequency for integrating CX dialogue into team meetings
- Strategies to more effectively coach and develop tellers using customer feedback
- Innovative techniques to recognize and rewards on CX performance
- When to monitor CX performance throughout the day or week – and what to look for

Regional VP
enable and monitor

Ops Director
coach and train

Branch Manager
expedite and resolve

CX
Alerts

Team
Huddle

1:1
Coaching

Employee
Recognition

Shift
Close
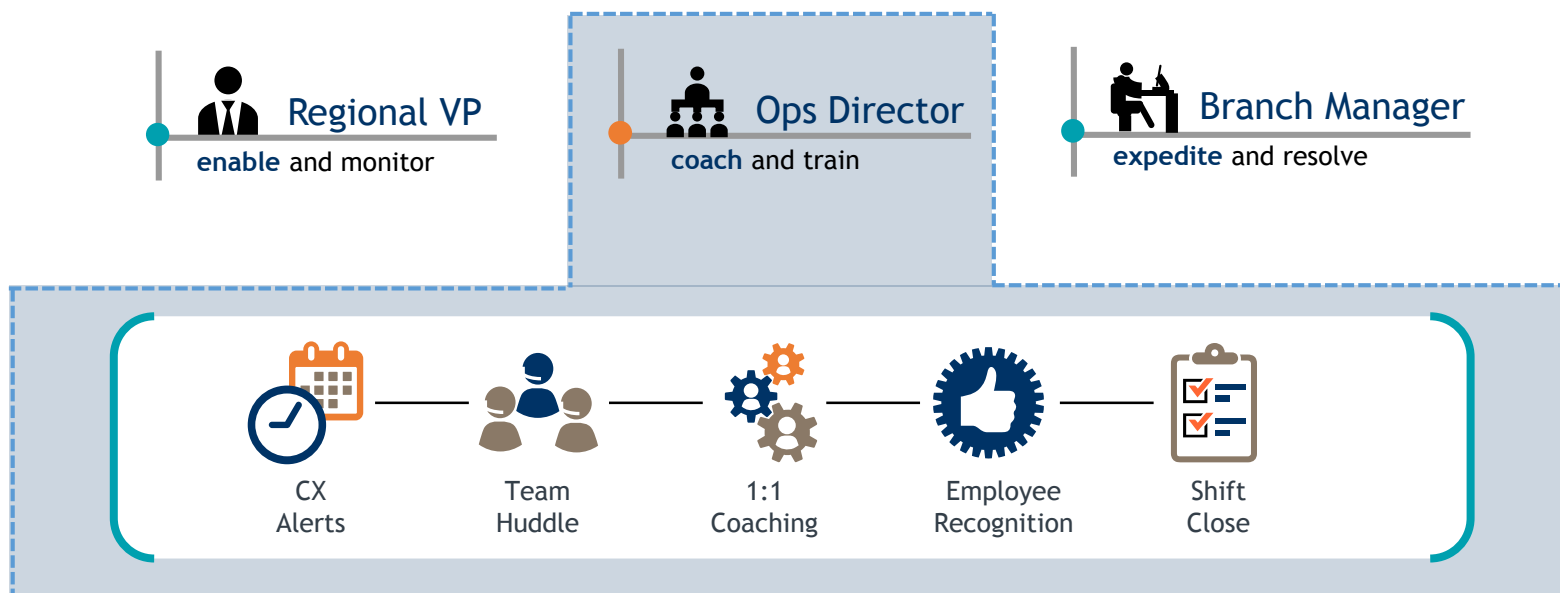
2 Don't underestimate self-coaching

Empower with self-coaching tools.

Empowering frontline employees to think and act customer-first requires more than a weekly coaching discussion with a manager. There is serious value in frontline employees being able to access their own customer feedback in real-time. It puts the employee in charge of their own behavior, allowing them to adapt, adopt and be more nimble. This creates an environment – a culture – of employees taking independent responsibility for their own actions, equipping them with the tools to become the CX leaders they know they can be.

For example, one Concentrix client achieved a 7-point boost in CX performance between employees who took advantage of this self-coaching method, compared to those who didn't. That's not a little blip – that's some serious change!

Case in Point

Employees committed to self-coaching performed 7 points higher on CX metrics

CSAT

Accessed CX Platform Weekly	Did Not Access CX Platform Weekly
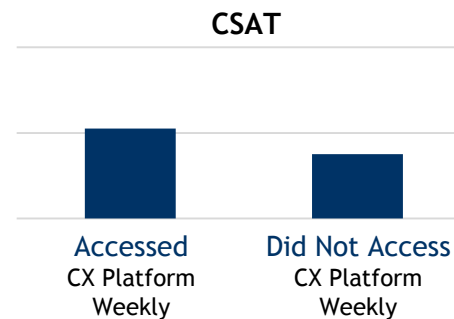
"I feel more empowered to deliver a great customer experience."

Client Frontline Employee

3 Energize teams with daily CX huddles

Nearly every customer-facing employee participates in a weekly team meeting in some form or another - from retail associates and contact center agents to bank tellers and field services technicians.

Too often, these team meetings are focused on operational tactics and management updates, rather than the customer's experience and perspective.

This is the cultural shift we're talking about. CX should be at the forefront of these conversations, as it helps put the customer and their experiences, emotions and needs at the top of every employee's mind.

When CX huddles are implemented correctly – using the right structure and frequency – the impact on culture and results is BIG. Have a look at the above case study, to see just how big the results can be.

smart move
BIG results

We partnered with a financial services company to determine whether daily or weekly huddles were more effective in improving service metrics. We found that sites executing daily huddles saw increases in CSAT and FCR.

Fewer Repeat Issues

Daily huddles demonstrated *twice the lift in FCR* vs Weekly Huddles

Great Experience

Daily huddle site saw *8X improvement in CSAT*

4 Proactively guide 1:1 dialogue.

Personalize CX coaching

One-on-one dialogue between managers and employees is a powerful way to nurture a customer-first mindset. But managers need guidance on where to focus the discussion and how to deliver personalized, CX-focused coaching. Since every employee is in a different place on their journey to embracing CX, the manager must understand this and address their needs accordingly.

To help take some of the burden off of the manager, there are various technologies that provide some assistance, allowing managers to zero in on specific CX issues for each individual employee. This helps guide their one-on-one discussions and personalizes the coaching experience.

Software tools can take your managers and team leaders 60% of the way in their coaching work, allowing them to spend that last 40% personalizing their coaching to the employee and what they can do differently to improve CX.
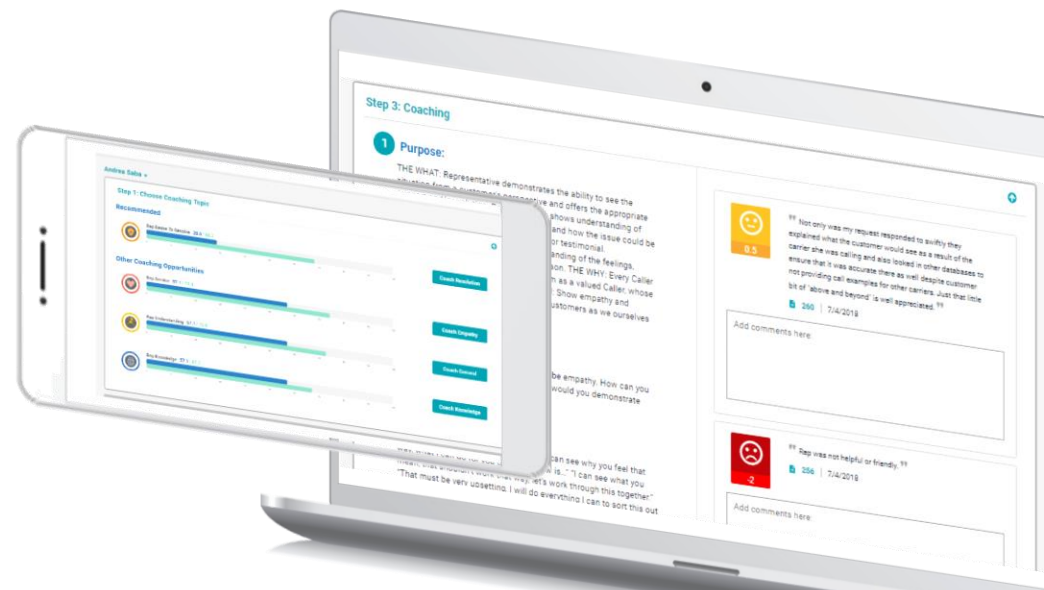
5 Incentivize *differently*

Create a recognition program that rewards behaviors, not metrics.

Most companies incentivize on CX metrics using monetary rewards. There's much debate as to whether or not this is the right or most effective approach, but the reality is, turning off a monetary incentive progra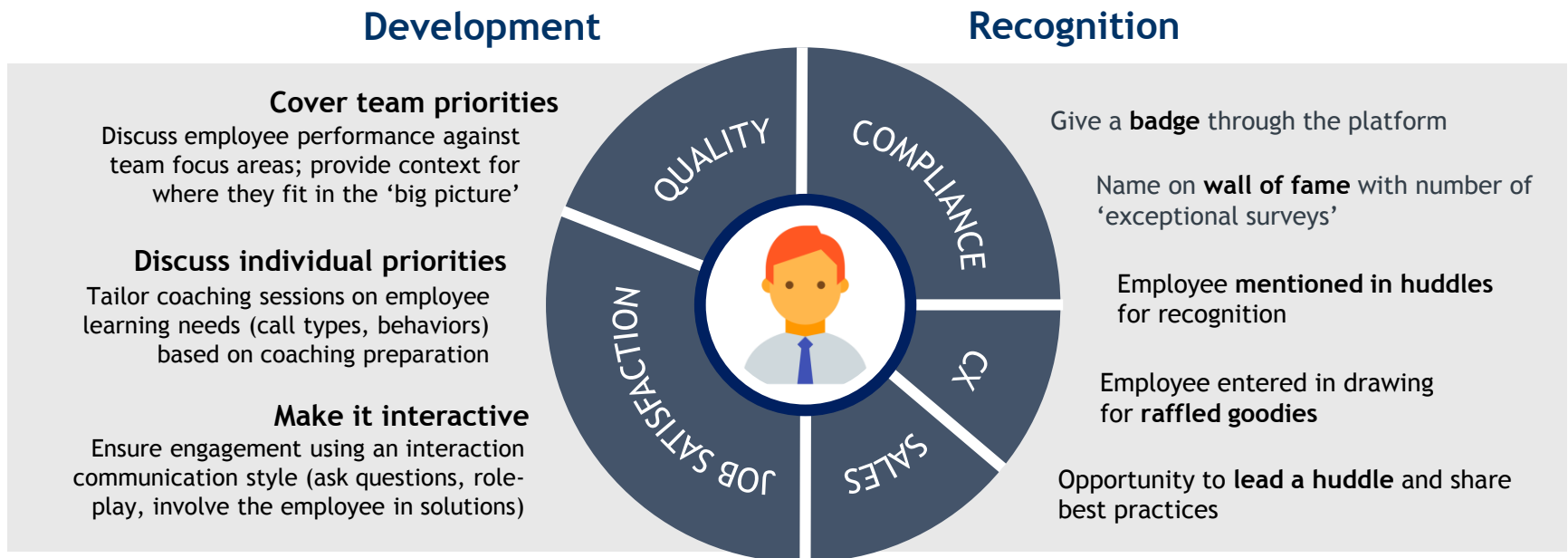m that's been in place for years is a challenging undertaking which may not accomplish much in the short term. That said, there are other "incentive" avenues to tackle culture change, which can be done without a massive overhaul to existing compensation structures.

Development

Cover team priorities
Discuss employee performance against team focus areas; provide context for where they fit in the 'big picture'

Discuss individual priorities
Tailor coaching sessions on employee learning needs (call types, behaviors) based on coaching preparation

Make it interactive
Ensure engagement using an interaction communication style (ask questions, role-play, involve the employee in solutions)

Recognition

Give a **badge** through the platform

Name on **wall of fame** with number of 'exceptional surveys'

Employee **mentioned in huddles** for recognition

Employee entered in drawing for **raffled goodies**

Opportunity to **lead a huddle** and share best practices

(wheel segments: QUALITY, COMPLIANCE, CX, SALES, JOB SATISFACTION)

Consider creating a supplemental rewards & recognition program that focuses on finding ways to reward behaviors that reflect the customer-first mindset you're trying to achieve. It could:

- reward participation in team CX huddles
- reward employees that display a desire to improve
- reward an employee who "thinks outside the box" to solve a customer's problem

Reward *behaviors* – not metrics

And sure – money is great, but there are other effective techniques for influencing employee behavior. For example, peer recognition, entry into raffles and leadership opportunities to facilitate team huddles, work as well.

So, how should you get started?

First, talk to your employees. Ask what motivates them, what inspires them, what you can do to help them get to the next level of delivering CX. Model the design of your supplemental CX rewards program based on their feedback. You might be surprised at how effective it is.

6 Make it fun!

7 Give employees a voice ... and listen

Would a dashboard with metrics and arrows inspire you? No way! Remember to make CX fun for employees.

Instead of using basic scorecards and dashboards, consider delivering customer feedback through a graphical, interactive interface. Make employee performance come to life through visual representations of feedback, using emojis or smiley faces. Apply gamification where possible to drive interaction with customer feedback. It might sound simple, but these concepts have a *big* impact.

Many employees are on the frontlines servicing customers every single day. And guess what – they have ideas on how things could be better too!

To inspire a CX driven culture, employees must buy in. And getting employees to buy in is achieved by making them feel like they are part of the strategy and the problem solving, as opposed to making them feel like they're just the executors. What better way to get buy-in than by giving your employees a powerful voice to drive CX improvement initiatives?
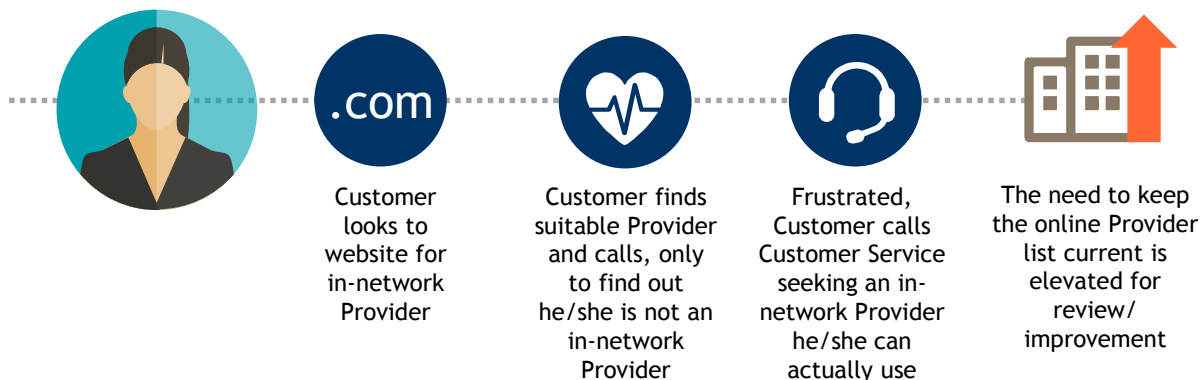
If you don't already have one in place, consider starting an **Employee Elevations Program**, which is a mechanism for collecting, analyzing and acting on employee ideas for CX improvement.

Here's an example of the impact you can have on CX if you're able to harness input from the frontline teams in a structured format.

For a healthcare company, customers were going online to search for in-network providers. But when they got there, they discovered the directory was not always up-to-date, especially for certain segments of Providers. This led to them calling the 1-800 number, which added far more time and effort to the customer's journey than necessary.

Thankfully, a frontline employee realized this and submitted a "CX Elevation" regarding the need for better real-time, online updates to certain segments of the Provider directory. This idea was quickly vetted by the CX team and improvements were executed in a short timeline. The result? A 7% reduction of calls to customer service regarding the provider network, and an obvious impact on reducing customer effort and improving CX.

Results like this also provide a nice business case proof point for funding your VOC programs and provides clarity on the ROI the program is delivering for the organization. The end game? A massive improvement in CX.

Customer looks to website for in-network Provider

Customer finds suitable Provider and calls, only to find out he/she is not an in-network Provider

Frustrated, Customer calls Customer Service seeking an in-network Provider he/she can actually use

The need to keep the online Provider list current is elevated for review/ improvement

"Make your website easier to navigate. Take the doctors off of your website who are, for example, dead and have been for several years…You need to get full information so people aren't getting doctors who are really not covered."

"Make sure the information on the website is accurate and up-to-date. The hospital that was supposedly not in-network was still showing in-network, even though the site had been updated on October 8th."

"The person who took the call was very helpful, but apparently your system, she had to do a lot of digging to find out if the doctor I wanted to visit was in-network or not, and that same thing (is) not on your website as in-network."

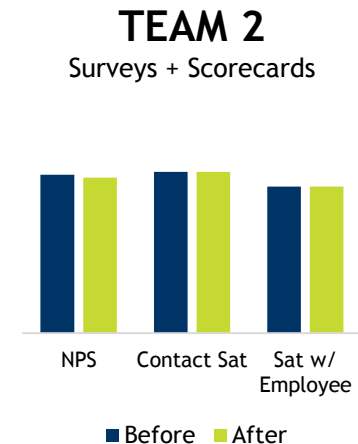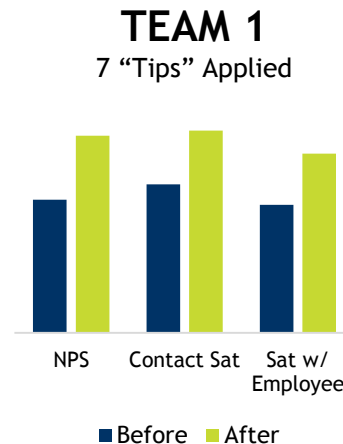CONCENTRIX

Case in Point:

Cracking the code of culture change

We put the seven guidelines in this article into action ourselves. We measured two teams for the same client, on the same frontline, over the same timeframe.

One team had access to survey results and real-time dashboards while also applying all of the tips discussed earlier. The result? Double-digit score improvements across the board for CX, which one might consider a massive win.

The second team, which had access to the same survey results and real-time dashboards, but weren't guided through the tips, had virtually no improvement whatsoever. This just goes to show that when there isn't two-way-dialogue and a familiar structure for handling CX on a day-to-day basis, no cultural change (or quantified outcomes) will come of it.

The true power of CX lies in the ability to bring it all together: customer feedback, employee feedback, continuous dialogue, daily action, recognition and best-in-class technology. When you have all these cylinders firing together, you can crack the code of CX culture change. When the organization as a whole starts to see CX as more than a number, transformational changes in how you do business will quickly follow.

TEAM 1
7 "Tips" Applied

NPS   Contact Sat   Sat w/ Employee

■ Before   ■ After

TEAM 2
Surveys + Scorecards

NPS   Contact Sat   Sat w/ Employee

■ Before   ■ After

Ready to build your frontline CX culture?

VOC
VOICE OF THE CUSTOMER
POWERED BY CONCENTRIX**CX**

Concentrix partners with CX leaders like you deliver program outcomes that go beyond what everyone is expecting, with immediate and lasting value for your business.

Why wait? Let's talk about how Concentrix can help you design and support a CX culture within your organization.

Interested in learning more? Contact us today!

+1 800 747-0583 | analytics@concentrix com | www.concentrix.com

Follow us: @ concentrix.com   in /showcase/concentrix-voc   @ConcentrixCX

CONCENTRIX™