

People
(REALLY)

First!

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People (REALLY) First!

EXCELLENT

customer experience

depends ... *entirely* ... on

EXCELLENT

employee experience!

If you want to WOW your

customers, **FIRST**

you must WOW those who

WOW the customers!

From Twitter:

David Spellman: *“Customers will only love a company that loves its employees.”*

BCM Mac: *“My corollary is, ‘How we treat one another is ultimately how we treat the clients.’”*

Mark Sanborn: *“Employees who don’t feel significant rarely make significant contributions.”*

Vala Afshar: *“I’ve always said ‘You can’t remain a great company on the outside if you aren’t one on the inside.’”*

(PLEASE.

PLEASE.

PLEASE.

*Tell me why
this is so f-ing
hard to
understand?)*

“Business has to give people enriching, rewarding lives ... or it’s simply not worth doing.” —Richard Branson (FYI: my **#1** favorite quote)

“You have to treat your employees like customers.”
—Herb Kelleher, upon being asked his “secret to success”

“If you want staff to give great service, give great service to staff.” —Ari Weinzweig, Zingerman’s

*“When I hire
someone,
that’s when I
go to work for
them.”*

—John DiJulius,

What's the Secret to Providing a World-class Customer Experience

“An organization can only become the-best-version-of-itself to the extent that the people who drive that organization are striving to become better-versions-of-themselves.” *“A company’s purpose is to become the-best-version-of-itself. The question is: What is an employee’s purpose? Most would say, ‘to help the company achieve its purpose’—but they would be wrong. That is certainly part of the employee’s role, but an employee’s primary purpose is to become the-best-version-of-himself or –herself. ... When a company forgets that it exists to serve customers, it quickly goes out of business. Our employees are our first customers, and our most important customers.”*

—Matthew Kelly, The Dream Manager

“The path to a hostmanship culture paradoxically does not go through the guest. In fact it wouldn’t be totally wrong to say that the guest has nothing to do with it. True hostmanship leaders focus on their employees. What drives exceptionalism is finding the right people and getting them to love their work and see it as a passion. ... The guest comes into the picture only when you are ready

to ask, ‘Would you prefer to stay at a hotel where the staff love their work or where management has made customers its highest priority?’”

*“We went through the hotel and made a ... ‘consideration renovation.’ Instead of redoing bathrooms, dining rooms, and guest rooms, we gave employees new uniforms, bought flowers and fruit, and changed colors. Our focus was totally on the staff. They were the ones we wanted to make happy. We wanted them to wake up every morning excited about a new day at work.”—Jan Gunnarsson and Olle Blohm, *Hostmanship: The Art of Making People Feel Welcome.**

***“We are a ‘Life Success’
Company.”***

—Dave Liniger, founder, RE/MAX (*“The organization would ultimately win not because it gave agents more money, but because it gave them a chance for better lives.”*)—Phil Harkins & Keith Hollihan, *Everybody Wins*, the story of RE/MAX)

“Some of our people spend their entire working lives in our agency. We do our damndest to make it a happy experience. I put this first, believing that superior service to our clients, and profits for our stockholders, depend on it.”

—David Ogilvy, on Ogilvy & Mather’s corporate culture

“No matter what the situation, [the great manager’s] first response is always to think about the individual concerned and how things can be arranged to help that individual experience success.”

—Marcus Buckingham, *The One Thing You Need to Know*

“The key difference between checkers and chess is that in checkers the pieces all move the same way, whereas in chess all the pieces move differently. ... Discover what is unique about each person and capitalize on it.”—Marcus Buckingham

“I can’t tell you how many times we passed up hotshots for guys we thought were better people and watched our guys do a lot better than the big names, not just in the classroom, but on the field—and, naturally, after they graduated, too. Again and again, the blue chips faded out, and our little up-and-comers clawed their way to all-conference and All-America teams.”—Coach Bo Schembechler (& John Bacon), “Recruit for Character,” *Bo’s Lasting Lessons*

*“The one piece of advice which will contribute to making you a better leader, will provide you with greater happiness, and will advance your career more than any other advice ... and it doesn’t call for a special personality or any certain chemistry ... and anyone can do it, and it’s this: **You must care.**”*

—LTGEN Melvin Zais

“We are ladies and gentlemen serving ladies and gentlemen.”—Ritz-Carlton Credo (In the hotel business, members of front-line staff have historically been treated more like cannon fodder than “ladies and gentlemen:”—e.g., turnover > 100% per annum.)

“The role of the Director is to create a space where the actors and actresses can become more than they’ve ever been before, more than they’ve dreamed of being.”

—Robert Altman, Oscar acceptance speech

“Groups become great only when everyone in them, leaders and members alike, is free to do his or her absolute best. ... The best thing a leader can do for a Great Group is to allow its members to discover their greatness.”—Warren Bennis and Patricia Ward Biederman, *Organizing Genius*

“I have always believed that the purpose of the corporation is to be a blessing to the employees.”

—Boyd Clarke, former CEO, The Tom Peters Company

“To be an effective leader, you have to first have a desire and a commitment to helping people.”

—Harry Rhoads, Co-founder and CEO, Washington Speakers Bureau

***EMPLOYEES FIRST,
CUSTOMERS SECOND:
Turning Conventional
Management Upside Down***
—by Vineet Nayar/CEO/HCL Technologies

***The Customer Comes
Second: Put Your People
First and Watch 'Em
Kick Butt***—by Hal Rosenbluth (former CEO,
Rosenbluth International) and Diane McFerrin Peters

From the *New York Times*/01.05.14, courtesy Adam Davidson, *Planet Money*/NPR:

*“Contrary to conventional corporate thinking, treating retail workers much better may make everyone (including their employers) much richer.” * ***

***Duh!**

****Cited in particular, “The Good Jobs Strategy,” by M.I.T. professor Zeynep Ton.**

Oath of Office: Managers/Servant Leaders

Our goal is to serve our customers brilliantly and profitably over the long haul.

Serving our customers brilliantly and profitably over the long haul is a product of brilliantly serving, over the long haul, the people who serve the customer.

Hence, our job as leaders—the alpha and the omega and everything in between—is abetting the sustained growth and success and engagement and enthusiasm and commitment to Excellence of those, one at a time, who directly or indirectly serve the ultimate customer.

We—leaders of every stripe—are in the “Human Growth and Development and Success and Aspiration to Excellence business.”

“We” (leaders) only grow when “they” (each and every one of our colleagues) are growing.

“We” (leaders) only succeed when “they” (each and every one of our colleagues) are succeeding.

“We” (leaders) only energetically march toward Excellence when “they” (each and every one of our colleagues) are energetically marching toward Excellence.

Period.

TJP/TIB* #1: *Your principal moral obligation as a leader is to develop the skillset, “soft” and “hard,” of every one of the people in your charge (temporary as well as semi-permanent) to the maximum extent of your abilities. The good news: This is also the #1 mid- to long-term ... profit maximization strategy!*

* This I Believe (The “TIB List” idea is courtesy architect Bill Caudill.)

Imagine looking back **5 years** from now on the prior

5 years: **What will you be
able to say (*in
exacting detail*)
about your ...**

PEOPLE

DEVELOPMENT

SCORECARD?*

*It's the "people development stuff" you'll remember most—and assess yourself on most—when you look back, at age 70, on your career as a leader: "I gave Ellen Smith the boost that launched her magnificent career" (Etc.)

Excellent organizations: CATHEDRALS IN WHICH THE FULL AND AWESOME POWER OF THE IMAGINATION AND SPIRIT AND NATIVE ENTREPRENEURIAL FLAIR OF DIVERSE INDIVIDUALS IS UNLEASHED IN PASSIONATE PURSUIT OF ... EXCELLENCE.

“I start with the premise that the function of leadership is to produce more leaders, not more followers.”—Ralph Nader

Our Mission

***TO DEVELOP AND MANAGE TALENT;
TO APPLY THAT TALENT,
THROUGHOUT THE WORLD,
FOR THE BENEFIT OF CLIENTS;
TO DO SO IN PARTNERSHIP;
TO DO SO WITH PROFIT.***

WPP

7 Steps to Sustaining Success*

**You take care of the people.
The people take care of the service.
The service takes care of the customer.
The customer takes care of the profit.
The profit takes care of the
re-investment.
The re-investment takes care of the
re-invention.
The re-invention takes care of
the future.
(And at every step the only measure is
EXCELLENCE.)**

*To extract the obvious, it all starts with: ***You take
care of the people!***

*“In a world where customers wake up every morning asking, ‘What’s new, what’s different, what’s amazing?’ success depends on a company’s ability to unleash initiative, imagination, and passion of employees at all levels—and this can only happen if all those folks are connected heart and soul to their work [their ‘calling’], their company, and their mission.”—John Mackey and Raj Sisoda, *Conscious Capitalism: Liberating the Heroic Spirit of Business**

“Leadership is a gift. It’s given by those who follow. You have to be worthy of it.”—General Mark Welsh, Commander, U.S. Air Forces Europe

**ORGANIZATIONS EXIST TO SERVE.
PERIOD.
LEADERS LIVE TO SERVE.
PERIOD.**