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commitment · quality
flexibility · discipline
rigour · integrity

The Concept Of The New Team To Serve Your Customers

3 MAJOR CHANGES ARE UPON US

1. Our world has changed
2. The way customers access service has changed
3. Our workforce has changed

New make up of
teams to cope with
changing
customer
behaviours

This Requires



New make up of
teams to cope
with various
generational
expectation

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LET'S JUST GET THIS OUT OF THE WAY

MYTH #1

My customers are unique

- Your customers are everyone's customers
- They order take out, they buy cars, they travel, they go shopping, they go to bank machines, they work, they go online, they buy on eBay, they pay bills
- And yes these same people are your customers as well

MYTH #2

My workforce is unique

- Your staff are people - people are people
- They have a life outside of work that is the same as your doctor, lawyer, auto repair person, waitress, bank teller and accountant
- They have mothers, fathers, brothers, sisters, children, spouses, friends, colleagues, bosses
- And...they are your customers

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WHY FOCUS ON TEAMS?



The single largest investment you make is in people

- In Contact Centres, labour (salary/benefits) represents 75% of costs
- Telecom, technology and "other" represent the remainder 25%



The single largest influencer on customer service and program success is people

- Your workforce is the face of your organization
- Your programs and services work because of them
- Your internal facing workforce enables success

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THE DATA SHOWS CUSTOMER BEHAVIOUR HAS CHANGED

- 71% of Canadians still use the phone when troubleshooting a problem
- Canadians spend more time online than anyone else. The average Canadian spends over 40 hours per month on the Web, almost twice the worldwide average
- Internet use for government services were barely visible online about 8 years ago. Today, Internet use is practically on a par with visits to government offices and telephone use
- The majority of customers use more than one channel to address their needs
- Customers change their service provided on average 2 times over 3 years due to bad service

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AND IT IS CHANGING EVEN MORE

- The internet is achieving the highest level of channel loyalty, with more than three-quarters of internet users reporting their preference to continue using the same channel for future service
- About half of Canadians are on Social Networks, that's over 17 million people
 - In 2009, less than 1% of Canadians used Twitter. That has grown to 20%
 - In 2010, 21% of public sector executives said that social media was their most important means of public engagement
 - In 2011 35% of online Canadians visited a Social Networking site everyday; a number that was only 19% in 2010

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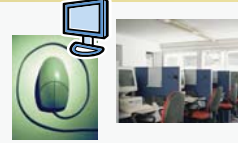
SERVICE DELIVERY HAS CHANGED TO MEET THOSE CUSTOMER CHANGES



Way Back When



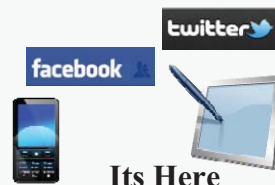
Not So Long Ago



Only Recently



Still Developing



Its Here

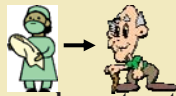
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TODAY'S WORKFORCE IS DIFFERENT

Boomers



From early age to retirement



Climb the corporate ladder



Work in the "boardroom"



The tools of the trade



Dress code for success

Formal
Grammar
Spelling



Millennials



From graduation to hungry for change



Work from home



Conference call meetings
from anywhere



Dress for comfort

No real words...
just letters and
symbols



The tools of the trade

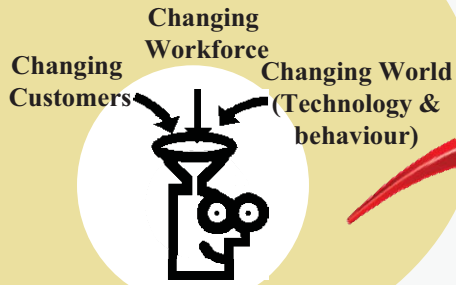
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SO WHAT?

The Dynamic Of Change



**Requires a shift
in the concept
of "team"**

WHAT INFLUENCES TEAMS?

FOUR MAJOR COMPONENTS INFLUENCE TEAMS

Millennials and Boomers
Can they understand each other?
Can they work together?

Social Styles cause
individuals to need
different things to
succeed.

New service delivery
channels require new
skill sets.

The opportunity to
service customers from
anywhere, anytime.

SOCIAL STYLES ARE MORE PRESENT TODAY THAN YESTERDAY

- Social Styles are descriptions of the way people act, react, behave, listen, think, manage. No one style is better or worse....they are just different, each with their own strengths and limitations
- With the introduction of the Millennials, Social Styles are more evident in the work place. They don't "conform" as easily as Boomers
- Generally, there are four Social Styles and all four Social Styles are usually present in a team
- Understanding Social Styles can help form an effective team
- Leveraging Social Style differences can lead to more effective collaboration, improved relationships and greater productivity

WHAT STYLE ARE YOU?

Source: Merrill & Reid

Fill in the chart by scoring 1, 2, 3, and 4 across each ROW

4 = most like you

1 = least like you

	1	2	3	4
A	Cautious	Directing	Influencing	Steady
B	Restrained	Self-Assured	Optimistic	Deliberate
C	Logical	Adventurous	Enthusiastic	Predictable
D	Analytical	Decisive	Open	Patient
E	Precise	Daring	Impulsive	Stabilizing
F	Doubting	Restless	Emotional	Protective
G	Curious	Competitive	Persuasive	Accommodating
H	Tactful	Assertive	Talkative	Modest
I	Consistent	Experimental	Charming	Easy-going
J	Perfectionist	Forceful	Sensitive	Sincere
	TOTAL: Analytical	TOTAL: Driver	TOTAL: Expressive	TOTAL: Amiable

Add each column

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IF YOU SCORED HIGHEST IN COLUMN 1 YOU ARE AN ANALYTICAL



- Ask questions and gather facts to examine all sides of a given situation
- Are thorough, focused on high quality and deliberate
- Plan tasks systematically from beginning to end
- Actions are well thought out and are precise
- Facts and logic can have a higher priority than personal relationships or personal gratification
- Viewed as lacking enthusiasm because they appear cool, calculating and detached
- But actions may not happened fast enough to accommodate all people and all situations

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IF YOU SCORED HIGHEST IN COLUMN 2 YOU ARE A DRIVER



- Highly assertive and self-controlled, make an effort to get their way by being assertive and dominant
- Control their feelings and are in the habit of "telling" instead of asking
- Tend to be swift and efficient
- Don't spend a lot of time discussing ideas or checking out how others feel about their ideas
- Fast paced, focus on results and business
- Get a lot done in little time
- Task-oriented, control takers, who know what they want and where they're going
- Perceived as harsh, cold and task focused at any cost

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IF YOU SCORED HIGHEST IN COLUMN 3 YOU ARE AN EXPRESSIVE



- Highly-assertive, but responsive and care about others
- Influenced by relationships more than facts
- Not hesitant about making their feelings known
- Story tellers, enthusiastic, feed off energy of others
- Stimulating, exciting and inspirational
- May talk about what needs to get done more than doing
- Tend to be reactive and impulsive.....because they act out of hunches and intuition rather than present reality

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IF YOU SCORED HIGHEST IN COLUMN 4 YOU ARE AN AMIABLE

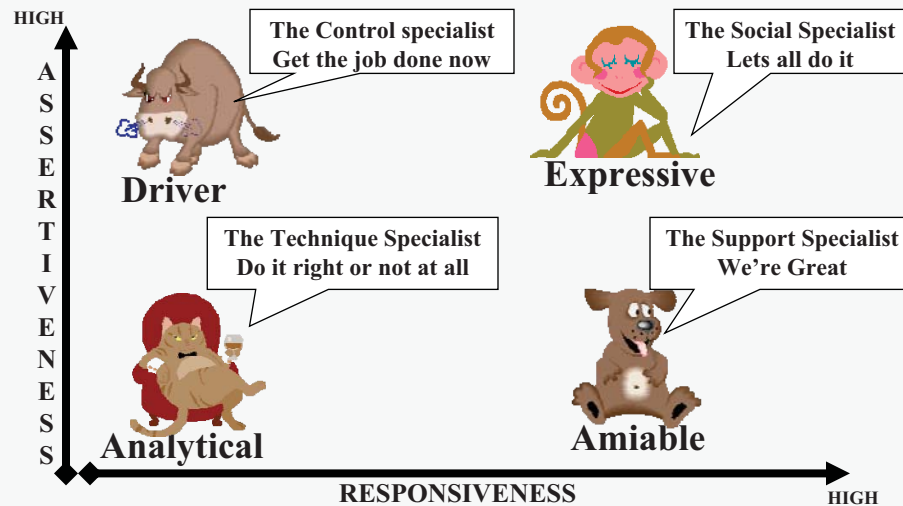


- Focus on people and operate at a measured pace
- Are patient, value people and a team
- Make sure relationships are intact and everyone's feelings are taken into account
- Highly attuned to how people are feeling
- Want to do what is agreeable to others; checks things out before taking action
- More interested in harmony by being agreeable, supportive and establishing lasting relationships
- Look for personal motives in the actions of others

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CAN YOU IMAGINE ALL FOUR ON ONE TEAM?



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WHY IS THE SHIFT TO A NEW TEAM SO HARD?

CHANGE IS DIFFICULT

- Change requires people to adapt
 - Changes to process and tools is difficult but more tangible
 - Behaviour or value changes is most difficult
- Effective Teams require both the right behaviour (interactions, communication) and process (what they do)
- However, since our workforce and customers are changing rapidly, it is difficult to keep up and understand how to implement a “new team” successfully
- Many give up and continue to work in a “group”, which is not a team
 - A group is a collection of people who are engaged to work in the same space and serve the same customers or perform the same functions
 - A team is a group of people who perform collectively and work towards a common goal. They share rewards
- A team becomes more than just a collection of people when they gain a strong sense of mutual commitment to each other and the objective of their work

Three Main Responses To Change

1. Those that long for the past, but are willing to go along, they are melancholy, passive
2. Those that strive for change, they are enthusiastic, all for it
3. Those that don't want to change at all, they are sad, resistant – may move to fear/anger and aggression

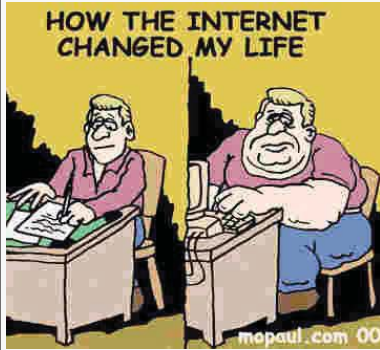
SOME LONG FOR THE PAST

LIFE BEFORE THE COMPUTER

- * Memory was something that you lost with age
- * An application was for employment
- * A program was a TV show
- * A cursor used profanity
- * A keyboard was a piano
- * A web was a spider's home
- * A virus was the flu
- * A CD was a bank account
- * A hard drive was a long trip on the road
- * A mouse pad was where a mouse lived
- * And if you had a 3 1/2 inch floppy
....you just hoped nobody found out



SOME ADJUST TO CHANGE BETTER THAN OTHERS



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AND SOME JUST DON'T WANT TO CHANGE AT ALL



MORRIS WAS FINDING IT MORE DIFFICULT THAN MOST TO ADJUST TO THE CONCEPT OF A 'PAPERLESS' OFFICE

Stupid computer keeps saying "you got mail"



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BUT WE ALL RESIST CHANGE

TOP FIVE REASONS NATURAL RESISTANCE TO CHANGE EXISTS

ONE: Focus on immediate impact: What has to be given up or what is being taken away

TWO: Focus on “me”: The situation becomes unique to them and a feeling of isolation sets in

THREE: People love to do it the “same old way”, finding discomfort in “up-routing”

FOUR: Want to do it right. They become uncomfortable as they struggle to eliminate the old and learn the new – adults do not like to fail or “look bad”

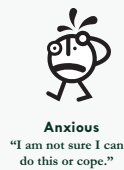
FIVE: People have their limit. Personal change and business change may be happening to the same person at the same time and they get overloaded

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AND WE ALL GO THROUGH OUR PERSONAL JOURNEY



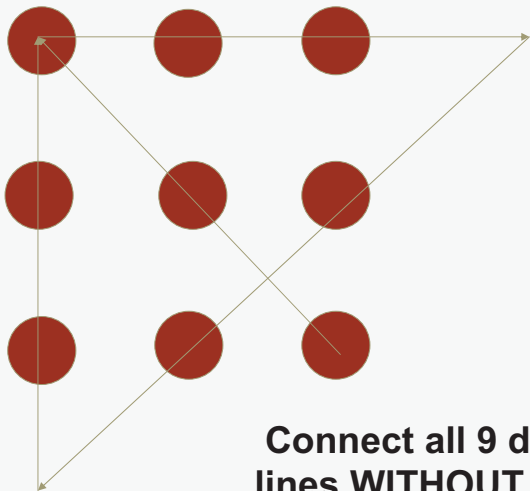
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So What Is Required?

THINK OUTSIDE THE BOX WHEN FORMING TEAMS



Connect all 9 dots with 4 straight lines WITHOUT lifting your pen

THE SUCCESS EQUATION YOUR CHECKLIST

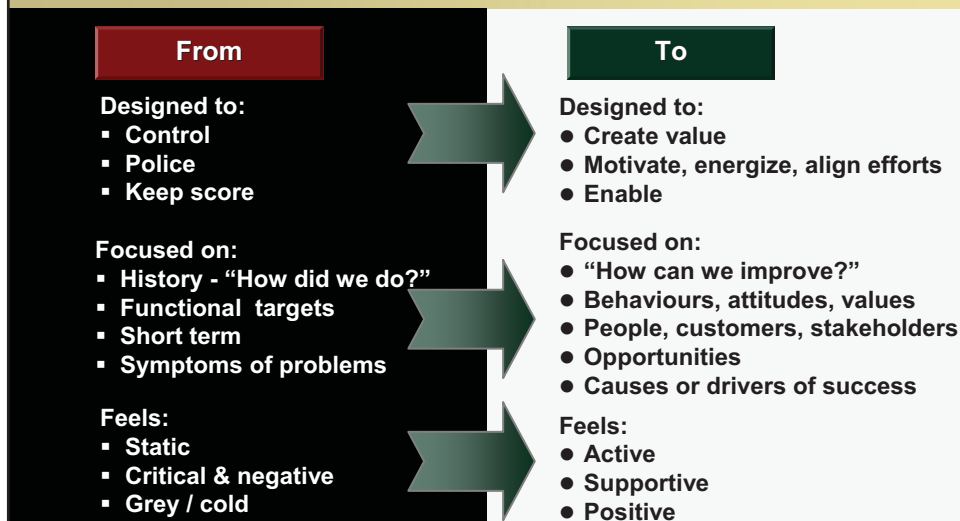
- ✓ Move your “group” to a “team” by ensuring they have a common goal and share rewards
- ✓ Focus on effective communication between individuals that focuses on how the receiver will hear, it not simply on how it is said
- ✓ Invest in new skill sets that are required for your changing customer behaviours....keep up with the times
- ✓ Accept that there are differences in work styles
- ✓ Be flexible, explore virtual teams and work from home options ensuring the required parameters exist, e.g. home office, confidentiality, security
- ✓ Maximize the “here and now” contributions of the Millenials while valuing the stability of the Boomers
- ✓ Understand and assist people through their personal journey. Management is not about providing supervision and approval any longer. Coaching is a requirement if you want the most out of people

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ONCE ACHIEVED, IT LOOKS LIKE THIS



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THANK YOU!

QUESTIONS?

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