



Lead Your Transformation

Your Experience Evolution. The evolving role of the CXO, CMO and CEO.

The 5 Customer Leadership Competencies

1 HONOR AND MANAGE CUSTOMERS AS ASSETS

Know the Growth or Loss of Customers and Care About the 'WHY?'

2 ALIGN AROUND EXPERIENCE

*Give Leaders a Framework for Guiding the Work of the Organization.
Unite Accountability as Customers Experience You. Not Down Your Silos.*

3 BUILD A CUSTOMER LISTENING PATH

Seek Input and Customer Understanding, Aligned to the Customer Journey.

4 PROACTIVE EXPERIENCE RELIABILITY & INNOVATION

*Know Before Customers Tell You, Where Experiences Are Unreliable.
Deliver Consistent and Desired Experiences.*

5 LEADERSHIP, ACCOUNTABILITY & CULTURE

*Leadership Behaviors Required for Embedding the Five Competencies.
Enabling Employees to Deliver Value.*



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Competency 1

Action Lab

Honor and Manage Customers as Assets

Current State Assessment

Description

Where Are We?

Culture

Do we stress and actively pursue how we are managing the asset of the Customer growth or loss? Do we highlight where we are in losing or gaining Customers as key talking points in meetings within the organization?

EARLY
ADVANCED
MATURE

Data Enabling

Have we identified all the data sources that need to connect to consistently and confidently measure and manage the growth or loss of the Customer asset across the organization?

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MATURE

Wanting to know WHY?

Are we actively anxious and passionate about why Customers are leaving – do we want to know what operationally we did to drive departure? Do we personally talk to Customers who have left—not as a research exercise but to know them, and as an operational call to action?

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Competency 2

Action Lab

Align Around Experience

Current State Assessment

Description

Where Are We?

Alignment Around Experience

Do we have consensus on how to define the experience we deliver to our Customers – holistically as they would describe it?
Have we agreed on the number of journeys?
Do we have consensus on the stages of the experience?

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Move from Silo-based Actions to Customer Priorities

Have we mapped the touchpoints to know which are most critical to a) driving revenue, b) forming a relationship/bond, c) rescuing Customers at risk, and c) retaining and growing share of wallet?

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Have we done the research and work to know what Customers value most, emotionally what drives them so that we can build differentiated actions. Are we focusing on the right things?

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Competency 3

Action Lab

Build a Customer Listening Path

Current State Assessment

Description

Where Are We?

Aided Listening *(we initiate request for feedback)*

Is the survey score the big focus? Do we put the right emphasis on understanding what is causing experience issues, or are we focused on the score? Do we bring in other insights to inform and drive action, or do we tend to react to survey scores in isolation?

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Real-time Unaided Listening *(customers volunteer feedback)*

Have we identified high volume 'listening pipes' (complaints, social,, etc.) to know real-time issues/opportunities? Are they organized into consistent categories so they roll up to a trend? Do we watch customer behaviors and use that information as a source of real-time information on customer experiences?

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MATURE

Telling the Story of Customers' Lives

Are we aggregating multiple sources of insights to tell a balanced story of customer experience issues and innovative opportunities? Do we align customer insights to the stages of the customer journey? Do we practice 'experiential' listening, where people take actions we require customers to do, to understand customers' lives?

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Competency 4

Action Lab

Proactive Experience Reliability and Innovation

Current State Assessment

Description

Where Are We?

Rescuing High Value Customers at Risk

Are we deliberate about knowing which Customers need follow through and when? Do we have a system to do this follow through? Do we have skilled people? Are we reaching out to Customers, not just from call centers, but from throughout the organization?

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MATURE

One-Company Experience Improvement

Do we do a lot of “one offs” fixing issues one Customer at a time... or do we also fix the company? Do we focus on the key priorities or does every silo pick their own? Do we have an accountability process around the identification, cross-functional teaming and metrics for solving this issues? Have we embedded a competency for customer experience improvement throughout the company?

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MATURE

Experience Innovation

Beyond resolving reliability issues, are we actively understanding evolving customer needs and values to inspire innovation? Have we built a customer experience development process and competency that rivals in its importance, the new product development process?

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MATURE



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Competency 5

Action Lab

One-Company Leadership, Accountability, Culture

Current State Assessment

Description

Where Are We?

Rescuing High Value Customers at Risk

Are leader united in how they communicate about improving customers' lives? Do they drive cross-company collaboration, accountability and metrics, to enable reliable customer experiences? Do they make decisions that honor customers as assets?

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MATURE

Do leaders actively engage across the organization to listen and understand what is going on with Customers and employees charged with delivering an experience to them? Do they kill 'stupid rules' getting in the way of honoring employees & customers?

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Enabling Employees to Deliver Value.

Is clarity of purpose for serving Customers' lives understood, and translated to everyone's work? Does that clarity guide hiring decisions? Does it guide investment in skills and competency development to enable our people to deliver value to customers?

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