Workbook

to accompany

Coloring *Way* Outside the Lines
With
Jeff Tobe, M.Ed, CSP

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Module One
Creativity and Innovation

You may not consider yourself a creative person, but at one point in your life you were alive with creative spirit. Creativity isn't limited to the fine arts; creativity is simply the ability to look at things differently than everybody else. Unleashing your creative spirit in the workplace helps to differentiate your business from the competition, increase your customer-perceived value, and create an expanded vision for your business.

The Power of Creativity

The most successful organizations constantly question business standards and aren't afraid to break the rules. These organizations think outside of the box and constantly push their business to the limit. When they've reached the limit they re-examine they way they do things, look for new limits, and then they push again. This way of thinking is supported by a study conducted by SMU Business School. SMU found that businesses undergo a major change every seven months. The current pace of business necessitates you to creatively examine your business practices on a regular basis.

To harness your creativity and use it on a daily basis you need to train yourself to look at things differently. One of the fastest ways to access your creativity is to move out of your comfort zone. Changing your perceptions and the way you do things may feel awkward and uncomfortable at first, but within 21 days your new practices will become routine. You can make change a little easier by removing the fear and focusing on the perceived benefits and rewards. Asking yourself "why" you do things is a great first step to changing the way you do business.

The word 'creativity' can be broken into two very meaningful parts. The first is "create" which is part of human nature. Unlike most other species, we have the ability to create; to come up with new ideas, new ways of doing things or something that has not been done before. The second part of the word however is the "...ivity"! The ability to take those ideas and put them into action. Is your organization creative or innovative?

_____
_____
_____

What do you think the difference is between creativity and innovation?

_____
_____
_____

We rarely say that XYZ is a 'creative' organization! We <u>do</u> comment on a company's innovations or innovative culture. Why is that?
_____
_____
_____

Changing your thinking is the first step to embracing creativity. List three potential rewards that can result from creatively examining your current business practices.
1. _____
2. _____
3. _____

Carefully examine your business. What are three things that you do purely out of habit?
1. _____
2. _____
3. _____

Using Creativity to Increase Value

By using our creativity we can better understand our customers. Increasing the focus on the customer helps increase the value of your offerings. Before you can increase your customer's perceived value you need to know who your customer is. There are two types of customers:
1. Internal customers: Anyone that is a vital part to your daily business. This could be your employees or the FedEx delivery driver.
2. External customers: Your traditional customer.

No matter the size of the organization, every organization has only two employee roles. Every employee is either customer-facing, or support staff for a customer-facing colleague. Customer perspectives can change instantly so it is important to constantly check-in with your customer to make sure that you are serving them effectively. By understanding your customer's perspective you can increase the customer-perceived value in relation to the perceived cost.

Every customer has different values, which creates unlimited business opportunities. The Harvey Principle is the ability to see opportunities when others only see limitations. Going a step further, the Alternative Solution Kick (ASK) challenges us to find multiple answers or opportunities to a perceived limitation. Finding multiple opportunities increases our perceived value to a larger audience. You must challenge yourself to change to your thinking. Stop looking at problems or limitations and start creating opportunities.

Look back at the last question and think about why you habitually perform each of the things on your list. Could it be that a habit was developed due to perceived limitations? Take one of items on your list and invoke the Harvey Principle. List some opportunities that can result from changing the way you think about this one item.

_____
_____
_____

Take some time to take the following Innovation Survey and discuss your answers with your associates.

Innovation Survey

1.1 Employees are more effectively empowered if they are given a clear vision of the future and where the company is trying to go. The need for innovation is then apparent to them, and they know how to direct their efforts/

Check the statements that are more true than false in your organization:

- ☐ Our organizational vision and strategies are clear to me.
- ☐ The vision and strategies would work if applied, but management decisions don't fit with them.
- ☐ The vision and strategies often help me in setting priorities.
- ☐ Strategies are changed so often that no one at my level pays much attention to them.
- ☐ Our organization's announced visions and strategies inspire me.
- ☐ Little effort has been made to clarify what the vision and strategy mean to us in this area.
- ☐ My boss has created a reasonably clear vision and strategy for our area.

Tolerance of risk, mistake, and failure

2.1 Both innovation and organizational learning require trying new things, seeing what happens, and learning from the experience. When those trying new ideas are punished for "mistakes," two things go wrong: (1) people stop experimenting, and (2) mistakes are covered up, so no organizational learning results.

- ☐ Check the statements that are more true than false in your organization:
- ☐ Honest and original mistakes are recognized as an indication of initiative and courage.
- ☐ Even minor mistakes are punished.
- ☐ Good management of projects involving risk and unpredictability is highly values, even when things don't turn out according to plan.

- ☐ New ventures are held to the same standards of predictability as well-established businesses.
- ☐ Experiments are OK in the lab, but not in the marketplace.
- ☐ People who make mistakes are encouraged to share them widely so that others can learn.

Support for intrapreneurs

3.1 Intrapreneurs are employees who behave like entrepreneurs on behalf of the company. They are persistent visionaries who act courageously to turn ideas into profitable realities. They become the hands-on leaders of specific innovations within an organization. Intrapreneurs are an essential ingredient in every successful innovation process.

In your experience, how does your organization respond to intrapreneurs?

Check the statements that are more true than false in your organization:
- ☐ Effective intrapreneurs are generally rewarded.
- ☐ We so frustrate people who have the intrapreneurial spirit that most of them leave within their first five years.
- ☐ Many of our general managers, business unit managers, and directors have a prior history of intrapreneurial success.
- ☐ Even after success, the first conspicuous failure is a career-limiting event.
- ☐ I can think of a number of intrapreneurs who have survived and prospered at our organization.
- ☐ Even when the business results are good, the bold behaviors that lead to intrapreneurial success are punished.

Managers who sponsor innovation

4.1 Sponsors are people with power or influence who support, coach, protect, and find resources for an intrapreneurial project and its team.

What percentage of your organization's managers has the skills, power, commitment, and courage to be effective sponsors of intrapreneurial initiatives?
- ☐ 0-5%
- ☐ 6-15%
- ☐ 16-30%
- ☐ 31-50%
- ☐ 51-75%
- ☐ 76-100%

Empowered cross-functional teams

5.1 Innovative organizations create cross-disciplinary project teams to implement innovation, and they empower them to make decisions. For example, a new product team might –at a minimum- include people from marketing, engineering, and manufacturing.

Check the statements that are more true than false in your organization:

- ☐ Project teams in our organization have considerable freedom to make decisions and act on them without needing to ask for permission.
- ☐ Cross-functional team members come as "ambassadors" from their functional organizations- they negotiate with teammates, but functional bosses who are not part of the team generally make the real decisions.
- ☐ Project teams have considerable choice in recruiting and selecting new team members.
- ☐ We have some effective teams, but most so-called "teams" are really a bunch of individuals with rather different visions of where the project is going.
- ☐ We are using cross-functional teams as well.
- ☐ We use teams effectively within functions, but we don't have many effective cross-functional teams or cross-business-unit teams.
- ☐ We rarely use teams effectively; bosses assign work to individuals, not to teams.

Decision making by the doers

6.1 Some organizations push most decisions up to a level way above the doers. Such organizations are not good at implementing innovation.

What percentage of your time is spent getting or waiting for permission to act rather than taking action or gathering information so that you and your team can make your own decisions?

- ☐ 0-10%
- ☐ 11-25%
- ☐ 26-40%
- ☐ 41-65%
- ☐ 66-85%
- ☐ 86-100%

Discretionary time

7.1 New ideas and hunches require exploration before their value can be demonstrated to others. Innovative organizations give people the freedom to use some of their time to explore new ideas and hunches without having to ask permission.

What percentage of your time at work can you safely divert from your assigned tasks to explore new ideas you believe have promise?
- [ ] 0-2%
- [ ] 3-5%
- [ ] 6-10%
- [ ] 11-20%
- [ ] 21-40%
- [ ] 41-100%

Attention on the future

8.1 What an organization becomes depends in part on how far ahead it looks. Innovation is more likely to occur when people are thinking well into the future.

In talking with me, my boss's attention rarely extends beyond
- [ ] The next day
- [ ] The next week
- [ ] The next month
- [ ] The next year
- [ ] The next five years
- [ ] The next twenty-five years

Self-selection

9.1 Intrapreneurs appoint themselves to their role and then seek the corporation's blessing for their task. Intrapreneurial team members are recruited rather than told to join the team. Despite this, some corporations still appoint people to carry out innovation.

Check the statements that are more true than false in your organization:
- [ ] Most people leading innovation projects are appointed without much concern for whether they are passionate about the idea.
- [ ] Most people leading innovation projects are self-selected intrapreneurs.
- [ ] Individuals have considerable influence on the selection of the teams and projects on which they serve.
- [ ] Team members are recruited by the team leader and may choose whether to join.
- [ ] Team members are appointed on the basis of availability, not interest, compatibility, or passion for the idea.

☐ It is often very difficult to get permission to leave one's current assignment to join an intrapreneurial team.
☐ If someone wants to join an intrapreneurial team and the team wants him or her, he or she is generally allowed to do so.

No hand-offs
10.1 The knowledge generated by an intrapreneurial project is stored in its people. Despite this, when an intrapreneurial project becomes successful, corporations often take it from those who created that success and give it to "professional managers." In general, each early-stage hand-off has a 90 percent chance of killing the project.

Check the statements that are more true than false in your organization
☐ Our development process includes a series of planned hand-offs from stage to stage.
☐ In theory, we honor the right of intrapreneurs to manage the projects they have created, but in practice, once they succeed, other managers generally take over.
☐ Intrapreneurial leaders and at least half the core team frequently stay with the project from near beginning to full implementation.
☐ Intrapreneurs and key team members are frequently transferred to other assignments.
☐ We get good team continuity up through the launch of a new product, but around that time, the team often moves on and new people take over.
☐ People come and go in development teams, but there is always a good overlap of project old-timers who maintain memory of the team's past learning.

Boundary crossing
11.1 New ideas generally don't fit the existing organizational pattern. Therefore innovators have to cross boundaries to get help and support. But bureaucratic managers often say no to people from outside their area, just to demonstrate that they are in control.

What percentage of your time and resources is spent helping people outside your area in ways that are not part of your assigned responsibilities?
☐ 0-2%
☐ 3-7%
☐ 8-15%
☐ 16-30%
☐ 31-50%
☐ 51-100%

Strong organizational community

12.1 In companies with a strong organizational community, people take care of each other and help each other out. They think in terms of the good of the whole rather than just the agenda of their area. Organizational community provides a base of support for innovators and a force to direct freedom toward worthwhile ends

Check the statements that are more true than false in your organization.

☐ People feel a strong desire to make contributions to this company and to the people in it.

☐ People are very cynical about the company as a whole and are guided by selfish concerns, including concerns for their immediate area.

☐ Many of us are proud to be part of this company.

☐ I feel a sense of community with my unit or function, but not with the company as a whole.

☐ I don't trust this company or the people in it to support me in times of trouble.

☐ When I ask for help in some other part of the company, people there generally say they're too busy.

☐ There are people in the company who always lend a hand, and we honor them regardless of their rank.

☐ People here feel a strong sense of membership and mutual support.

Focus on customers

13.1 Refocusing on how to better serve customers drives organizations toward productive innovation. Focus on internal politics tends toward conservatism, mistargeted megaprojects, and failure to exploit genuinely superior technology.

When decisions are made in your organization, what percentage of the criteria (implicit or explicit) relates to understanding and better meeting customers' or users' needs, as opposed to satisfying internal politics and defending turf?

☐ 0-5%
☐ 6-20%
☐ 21-35%
☐ 36-65%
☐ 66-85%
☐ 86-100%

Choice of internal suppliers

14.1 When an intrapreneur faces many internal monopolies for essential services and permissions, the chances are that any truly novel project will be stopped. The most innovative companies provide more than one place to go for most things, so intrapreneurs can "wire around" people who are blocking them.

Check the statements that are more true than false in your organization.
- ☐ There are many internal monopolies in our company; this causes complacency and forces us to use internal service providers that are not up to the highest standards.
- ☐ Teams often have a choice among several internal suppliers of services such as IS, training, sales, manufacturing, and software engineering.
- ☐ If we can't get "what we need when we need it" from inside suppliers, we are generally able to go outside to get it.
- ☐ Choice exists in the informal systems of our organization, but the formal systems are biases toward internal monopolies.
- ☐ A team with a new product or service will be told what sales force to use, even if the assigned salespeople are not really interested in selling the new offering.

Measure of innovation

15.1 Innovation is frequently discouraged by the way performance is measured. The most innovative organizations develop measurements that encourage innovation.

In what areas do the current measurement systems of your organization do more to encourage than discourage innovation? Check all that apply.
- ☐ Incremental innovation.
- ☐ Breakthrough innovation.
- ☐ Process innovation.
- ☐ Product innovation.
- ☐ Market and sales innovation.
- ☐ Support group innovation.
- ☐ Technical invention.

Transparency and truth

16.1 Information is useful to an organization only if the people doing the work and making the decisions have it. In the most innovative organizations, information flows freely, both horizontally and vertically.

Check the statements that are more true than false in your organization.
- ☐ People here tell the truth, even it is painful or not what someone wants to hear.
- ☐ The truth is hidden; people say what bosses want to hear.
- ☐ We hit a good balance between truthfulness and tact.
- ☐ Information is closely guarded as a political resource.
- ☐ We share information about customers freely across organizational boundaries.
- ☐ We share information about technology freely across the boundaries of the organization.
- ☐ Fear of leaks to competitors keeps us from sharing information with others in the company who might need it.
- ☐ At least once a month, we get detailed financial reports on our business.

Good treatment of people

17.1 Companies that treat employees well gain a competitive advantage: employees are more loyal, and they have a greater sense of safety, which gives them the courage to innovate. When you observe managers of this organization making decisions, what do you see?

Check all the items that are more rather than less characteristic of your organization.

- ☐ A tendency to see all people as people, not as cogs in the machine?
- ☐ Indifference to the effect of decisions on people's lives?
- ☐ Willingness to take a short-term earnings hit to protect employees' jobs?
- ☐ Concern for people as long as there is little cost attached?
- ☐ Genuine concern for employees, backed up by supportive actions?
- ☐ Rewards for brutality and intimidation?
- ☐ Real respect for others, even when they are of lower status in the organization?

Social, environmental, and ethical responsibility

18.1 Companies with a strong commitment to serving society's needs-to social environmental, and ethical responsibility- often anticipate external changes and out-innovate their competitors. In addition, they attract a better type of employee, with greater commitment to serving customers and improving the world.

Check the statements that are more true than false in your organization.

- ☐ We laugh at anyone who talks about ethical responsibilities beyond compliance.
- ☐ We have a written commitment to ethical priorities beyond what is required by law.
- ☐ When making decisions, we take social and environmental issues very seriously.
- ☐ We obey the law in environmental and social issues, but don't work very hard at going beyond what the law required.
- ☐ We are sometimes lax in meeting the requirements of social and environmental laws.

Avoiding the "home run" philosophy

19.1 Many organizations value only those innovations that can be confidently projected to add at least 5-10 percent to the bottom line within a few years. For huge companies, such opportunities are rare; aiming for them usually results in very costly failure. The better way to growth involves numerous smaller bets, many of which you have a commanding advantage. Then you may prudently invest for the "home run."

Check the statements that are more true than false in your organization.

☐ Small beginnings are out of favor. We only want home runs.

☐ We are good at managing many small businesses in a decentralized way, so we have many small beginnings in many different places.

☐ Innovation is managed centrally to make sure we invest only in things with the highest potential.

☐ Our desire to promise "big results" fast causes many managers to make mistakes on a larger scale than necessary.

☐ We are good at trying things on a small scale to find out what works.

☐ Once something is shown to work on a small scale, we are good at scaling up quickly.

Now go back and read the questions/statements one more time and only read those boxes that you checked.

1) **Do you see obvious patterns that you can influence/change/shift?**
2) **Prioritize those things that you think you can influence/change/shift.**
3) **What is one thing that you can implement TODAY that will begin making a shift in your culture?**
4) **What is one thing that you can take to 'higher ups' in the organization to suggest a shift?**
5) **What are the things over which you have no control, that you can let go?**

After you've examined your organization's culture and feelings toward innovation read the San Francisco Chronicle article on the next page. Can your organization learn anything from Google's failures, and successes?

Why the failure of Google Glass is good for Google

By: *Kristen V. Brown*

When Google said last week that it would, for now, shelve its much-maligned Google Glass project, the world was quick to pronounce the experiment a failure. It was derided as a solution in search of a problem. It was badly designed, or perhaps just mismanaged. Or maybe the world simply wasn't ready for a computer you wear on your face.

Over the years, Google has steadily churned out its share of major failures — projects such as Google Wave, Google Buzz and Google Lively, the company's short-lived answer to virtual world Second Life.

But foundering experiments like Glass are also reminders of why Google remains such a smart company. Though well past its startup days, Google is still not afraid of massive, embarrassing failures. This is, after all, a company that just teamed up with Fidelity to invest $1 billion in commercial space startup SpaceX days after it crashed a rocket.

As companies grow into corporations, they typically become less innovative. This makes sense — young companies achieve breakthroughs; older companies make money finding new ways to turn those breakthroughs into profit. General Motors, one of the first modern corporations, still produces essentially the same thing it did when corporate management structures first emerged in the 1920s. America's corporate heyday was ushered in by companies like Kellogg's and Coca-Cola that were more focused on production innovation than product innovation.

Cliff Oxford, founder of the Oxford Center for Entrepreneurs, said he typically sees companies pull back from innovation right around the time revenue reaches $600 million. (Google's annual revenue exceeds $50 billion.)

"They become a corporation, and then the corporation focuses on exploiting their competitive advantage rather than experimenting and innovating," he said.

Even at companies that had groundbreaking research departments such as Xerox and Bell Labs, radical new ideas were often dismissed by corporate management. In the 1970s, researchers at Xerox's Palo Alto Research Center engineered innovations that would revolutionize personal computing, including the mouse, graphical user interface and the bitmapped screen.

Missed opportunity
Xerox's board of directors, however, wasn't interested in pursuing new technologies that might interfere with the business of making copiers.

Instead, in exchange for the opportunity to invest $1 million in a new company called Apple, Xerox allowed Steve Jobs to see some of its experimental technologies. According to Owen W. Linzmayer's book "Apple Confidential 2.0," Jobs reportedly began shouting, "Why aren't you doing anything with this? This is revolutionary!"

"When you grow large, it's very difficult to maintain the growth you have had historically," said David Hounshell, a historian of innovation at Carnegie Mellon University. "Xerox was a classic problem. The company's core mission was copying, which made it really hard to think about entering a new space."

Consequently, while Apple and Microsoft

grew into a duopoly of the personal computing industry, Xerox missed out on the whole revolution.

"To some extent, Xerox has never recovered from that failure," said Hounshell. "That's far more typical of large companies."

Even Facebook, which became a multibillion-dollar company living by the motto "move fast and break things," has attracted speculation that the company's pace of innovation is slowing down. At a developer conference last year, CEO Mark Zuckerberg joked that the company's new motto was "move fast with stable infrastructure."

It "may not be quite as catchy as 'move fast and break things,'" he said. "But it's how we operate now."

MySpace reigned as the Internet's largest social network until it failed to top Facebook's newer, more compelling features. The history of business is a cycle of new innovation eclipsing old.

"You can go down the list of giants that no longer exist — Polaroid, Kodak, DuPont. They all failed to continue innovating," said Amy Edmonson, a professor at Harvard Business School. "It's not easy to keep that culture alive."

Bigger company, bigger risks
As Google has grown, though, its risks have tended to just get riskier — exploring everything from space travel to self-driving cars to extending the length of human life. And its list of failures runs long: social networks, wearables, microblogging, print advertising.

"We celebrate our failures," then-Google CEO Eric Schmidt told an audience in 2010 when the company announced the surprise shuttering of Google Wave, a communication platform the company had launched the year prior.

Perhaps more than its predecessors, Google has cultivated a company-wide culture of innovation. Google is famous for encouraging all employees — not just the R&D department — to spend 20 percent of their working hours pursuing passion projects, even if they are unrelated to their jobs. When Google filed for its initial public offering in 2004, it disclosed in its Risk Assessment that if the company did not continue to innovate, it would die.

"Google is a little unique in that the whole company is being assessed on this risk-taking ability," said Marie Hicks, a historian of technology at the Illinois Institute of Technology. "Most companies are more focused on the bottom line."

Failure, Edmonson said, is a good business strategy because it is really the only effective strategy for discovering big new successes.

"We can look at Google's widely publicized failures like Glass and either say, 'Wow, they are really innovative,' or, 'Wow, they messed up again,'" she said. "I'm more inclined to say they are really innovative."

While big corporations often grow risk-averse, Google's size might be the very thing that mitigates the risks of innovation.

"Google may have a vested interest in failure as a strategy for success," said Hicks. "But at this point Google is sort of too big to fail."

***Source: San Francisco Chronicle, Thursday, January 22, 2015.***
http://www.sfgate.com/news/article/Why-the-failure-of-Google-Glass-is-good-for-Google-6031222.php

Module Two
Customer Experience

Superb customer service has been the standard for successful businesses since the 1980s. In order to create loyal customers, your business needs to provide more than quality customer service. By focusing on the entire customer experience you can create engaged customers that believe in your brand and become loyal customers.

Understanding your customer

To create loyal customers you need to understand your customer and work with them in a way that resonates with them. A loyal customer will: 1) buy consistently, if not exclusively from you, 2) be an early adapter of your new products, 3) be less price sensitive because they see the value in your brand, 4) frequently recommend your products to others, and 5) actively promote your brand. A loyal customer believes in your brand, is confident in your capability to deliver, and values your offerings.
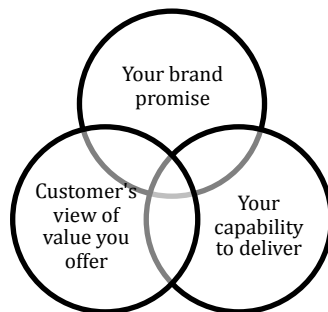
Put yourself in your customer's shoes. What is the stereotypical experience your customer expects when they do business with you?

_____
_____
_____

List three ways you can manage and succeed your customer's experience.
1) _____
2) _____
3) _____

Create a timeline for revising the customer experience. (Remember, incremental change is measurable and can be just as effective as a total business transformation.)

_____
_____
_____

Revising your marketing statement using declarative words

Most customers are loyal to a business because they believe in the business and respect the purpose of the business. It's not enough to know "what" you sell, you need to know "why" you do what you do and share your business beliefs with your customers. To deliver a superb customer experience you need to know what makes your customer tick. You need to know your customer before you can effectively market and sell to them.

What is your current marketing statement?
_____
_____
_____

Does your current marketing statement effectively demonstrate your company's purpose and values? (This is the "why" behind your business.)
_____
_____
_____

If you surveyed your customers, what are the three biggest challenges they would say they have when doing business with you?
1) _____
2) _____
3) _____

For each challenge listed above write a declarative word that responds to your customer's issue.
1) _____
2) _____
3) _____

Now, take the three declarative words listed above and write a declarative sentence that effectively addresses (and solves) your customer's issues.
_____
_____
_____

How does this declarative sentence affect your current marketing statement? Does your current marketing statement address the needs of your customers and the "why" behind your business? If not, develop a new marketing statement and write it below.
_____
_____

Module Three
Customer Engagement

Customer engagement is the highest level of the customer experience. It removes the customer from the typical customer experience they've come to expect and creates an opportunity for them to become part of your team. Opportunities for customer engagement exist in-person and in the virtual world. Your business can build a rock-solid base of loyal customers by soliciting customer feedback, creating curated engagement opportunities for top customers, and carefully monitoring and engaging customers through an online listening center.

Creating a Customer Engagement Plan
To build a comprehensive customer engagement plan you need to evaluate the effectiveness of current customer touch points, feedback from current customers, and your current budgetary allocations.

Begin by listing all of your current customer touch points and the person responsible for managing this touch point.

In-person touch points	*Manager*
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Digital or virtual touch points	*Manager*
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Miscellaneous touch points	*Manager*
_____	_____
_____	_____
_____	_____

Using the list above identify the most successful touch points.
_____
_____
_____

What makes these touch points so successful?

_____
_____
_____

Look again at the list above and identify the weakest areas. How can you create customer engagement opportunities while strengthening these areas?

Area of Improvement	Customer Involvement	Engagement Plan
1) _____	_____	_____
2) _____	_____	_____
3) _____	_____	_____

How does your company currently solicit customer feedback? Evaluate the effectiveness and the quality of the feedback you currently receive. How can you increase the quality and the amount of feedback you receive?

_____
_____
_____

If your company doesn't currently have a way of collecting customer feedback take this moment to develop a plan to solicit customer feedback. Remember to balance budget constraints while striving to create opportunities for significant customer engagement.

_____
_____
_____

Module Four
Employee Engagement

Employee engagement is the degree to which employees are emotionally connected and committed to their organization and their role in the customer experience. By identifying what motivates employees you can develop a plan to increase employee engagement. Employee engagement is a targeted, ongoing process, but the effort put forth will positively affect your bottom line.

Motivating Your Employees
Employees typically exhibit four levels of engagement: 1) Actively Engaged; 2) Engaged; 3) Disengaged; 4) Actively Disengaged. You'll see the biggest return on your investment by converting Engaged or Disengaged employees into Actively Engaged employees.

Understanding your employees is the key to increasing motivation. Each employee has unique internal motivators; by understanding your employee's personality type you can effectively motivate them. Determining your employees primary and secondary PESO type will help you effectively communicate with your employees and can turn a Disengaged employee into an Actively Engaged employee.

The characteristics of each PESO type are:
- **P**- powerful, questioning, job-focused, controlling, fast-paced, and all about the bottom-line
- **E**- energizer, also fast-paced but are more accepting and people-focused than P, likes to be the center of attention
- **S**- sympathizer, thoughtful, has the ability to calm down a P or E, the ultimate team player
- **O**- organizer, questioning, accurate, analytical, thoughtful, often thinks of things as either right or wrong

Developing an Employee Engagement Plan

Select an employee that you would like to motivate. In what category does he or she currently fall in the levels of engagement (Actively Engaged, Engaged, Disengaged, or Actively Disengaged)?
_____

What are your primary reasons for increasing this employee's level of engagement? How will increased engagement affect your bottom line?
_____
_____

Determine your employee's PESO type. Identify their primary and secondary PESO type.

_____
_____
_____

Based on their PESO type list all of your employee's strengths. (Remember to also include all of the ways they support your PESO type.)

_____
_____
_____

Based on their PESO type list your employee's weaknesses.

_____
_____
_____

How can you effectively support your employee's weaknesses? Will this determine how you assign projects, due dates, or other work matters?

_____
_____
_____

What is your PESO type? Using the PESO types, examine your personality characteristics compared to your employee's characteristics. How will you change your process of communication to incorporate your personality differences?

_____
_____
_____

Based on your employee's PESO type, is changing the way you communicate enough to effectively increase your employee's engagement level?

_____
_____
_____

If you need to offer incentives, what type of award will your employee value most?
_____
_____
_____

Module Five
Asking the Right Questions

Beginning an active dialogue with your internal and external customers will make them feel like you are listening to them and that you understand them. You can engage customers by focusing on "what effect" your product or solution will have on their business, family, or product. Furthermore, you can solicit valuable feedback and build results by changing your language to include "what if" questions.

Take the customer communication survey below to see how your communication style affects your

<u>Creating an Active Dialogue</u>

Communicating with Internal Customers
The majority of internal customers feel most satisfied when they feel challenged, respected, and an essential part of a team.

Check the statements that are more true than false in your organization:
- ☐ We provide our internal customers with regular progress updates that communicate the importance of their contributions to the overall goals and mission of the organization.
- ☐ Internal employees at our organization don't have much say regarding their role in the organization. We put them where they are most needed.
- ☐ The leaders at our organization think that it is very important to connect the work of our internal customers to the greater purpose and we keep track of results and failures and share these with our internal customers.
- ☐ We solicit internal customer feedback once a year during the annual performance evaluation period.
- ☐ Our internal customers routinely communicate with upper management and feel that they are part of the greater organization.

Soliciting Feedback
Soliciting feedback is an important part of the business model. The strongest organizations clearly define the purpose for the feedback before they begin interacting with customers.

Check the statements that are more true than false in your organization:
- ☐ Our organization has clear goals and carefully targets the customers and the medium for collecting feedback.

☐ Our organization has a clear process for soliciting feedback. We've developed a proven process for communicating with our external customers, have a clear process for processing and responding to feedback received, and have tested all avenues of collection and are using the channels that work best for us.

☐ A "Contact Us" form on our organization's website is the only available avenue for external customers to begin a dialogue with our organization.

☐ We solicit feedback through a number of avenues, but the feedback we receive consists of "yes" or "no" answers that leave us guessing as to the best way to improve our services.

From what percentage of your customers are you currently soliciting feedback?
☐ 0-5%
☐ 6-15%
☐ 16-25%
☐ 26-35%
☐ 36-50%
☐ 50-75%
☐ 75-100%

Of the customers that you solicit, what percentage of customers actually provide you with feedback.
☐ 0-5%
☐ 6-15%
☐ 16-25%
☐ 26-35%
☐ 36-50%
☐ 50-75%
☐ 75-100%

<div align="center">

Ways to solicit feedback
</div>

Feedback can be garnered through many avenues and a variety of strategies should be employed in order to reach the maximum number of customers.

Check the statements that are more true than false in your organization:
☐ Our organization solicits feedback in the form of a survey every time a customer interacts with us.

☐ Every customer receives a phone call after interacting with our organization. We ask targeted questions specific to their experience.

☐ We call each customer and solicit feedback using a standardized set of general open-ended questions.

- ☐ Our organization monitors all avenues of social media (Facebook, Twitter, Yelp, Google+) and engages every person who comments or interacts with one of our sites.
- ☐ We solicit customer feedback over email, but don't have an effective way to respond to the messages.
- ☐ We solicit feedback through email and social media and have a dedicated customer service team to engage customers.

Soliciting feedback from your competitor's customers can provide valuable insight and possible growth opportunities.

Check the statements that are more true than false in your organization:
- ☐ We conduct focus groups to solicit detailed feedback from our competitor's customers.
- ☐ Our organization has a solid base of dedicated customers and doesn't see the need to communicate with our competitor's customers.
- ☐ We monitor our competitor's social media pages as an informal way of surveying the customer experience.
- ☐ Our organization has talked about trying to engage potential customers but we haven't developed a successful way of doing this.

Responding to Feedback
Starting a dialogue with your internal and external customers is the first step in the process. Customers need to stay engaged and know that their feedback was valued. How does your organization continue to engage your customers?

Check the statements that are more true than false in your organization:
- ☐ Our customer service team promptly responds to all inquiries, reviews, and suggestions.
- ☐ Our organization has the ability to create a personalized customer experience and we continue to engage our customers by personalizing our offerings.
- ☐ After providing feedback every customer receives a generic auto-response.

Processing and sorting the feedback your organization has collected allows you effectively utilize the input.

Check the statements that are more true than false in your organization:
- ☐ Our customer service team collects and synthesizes all feedback and routinely updates relevant teams.
- ☐ We routinely survey customers but I never see any of the feedback.

☐ Our organization is trying to find a way to calculate and distribute the customer feedback that we receive.
☐ We review the customer feedback once a year but we often find that the customer experience has changed during that time.
☐ Our organization has a team dedicated to processing customer input and analyzing our current offerings so that our organization is constantly evolving.

Now go back and read the questions/statements one more time and only read those boxes that you checked.

1) **Do you see obvious patterns that you can influence/change/shift?**
2) **Prioritize those things that you think you can influence/change/shift.**
3) **What is one thing that you can implement TODAY that will begin making a shift in your culture?**
4) **What is one thing that you can take to 'higher ups' in the organization to suggest a shift?**

Module Six
Listening Between the Lines

By listening to your customers and then creating the ultimate customer experience your organization can shatter your customer's stereotypes and exceed their expectations. The key to truly deciphering your customer's needs is the ability to combine their words with their body language and tone to receive the full picture. In order to listen effectively you also need to account for gender and generational differences.

Test your knowledge by answering the questions below.

In order to effectively communicate with your customer you need to understand them. List everything you know about your current customer base. Include all relevant information including their gender, income, and profession.

_____
_____
_____

Use the descriptors above and pick one person to represent your largest customer contingent. Who did you pick and why?

_____
_____
_____

Gender and generational differences can have a big effect on the way a message is received and processed. In order to effectively communicate with your customers you should know your audience and choose your word wisely. Thinking about your current organizational communications, are your current external communications relevant to the person you mentioned above?

_____
_____
_____

Now, think about the smallest segment of your customer base. List the differences and similarities between the customers in the smallest segment and the customer contingent that you named above?

_____
_____
_____

Again, think about your external customer communications. Are your current communications relevant to the people who make up the smallest segment of your customer base?

_____
_____
_____

Most organizations tend to engage its largest and most loyal customers, but the smaller, often overlooked, group of customers tend to offer the highest growth potential. List three ideas for engaging, and then listening to, these customers?

1. _____
2. _____
3. _____

Listening Self-Assessment

To help you start to be more aware of your listening habits, complete the following listening self-evaluation. Answer each question thoughtfully and after you have answered all of the questions turn to page 28 to score your self-assessment.

Put an X in the appropriate column. Do you:

Listening Habit	Almost Always	Frequently	Occasionally	Almost Never
1. Tune out people who say something you don't agree with or don't want to hear?	☐	☐	☐	☐
2. Concentrate on what is being said even if you're not really interested?	☐	☐	☐	☐
3. Assume you know what the talker is going to say and stop listening?	☐	☐	☐	☐
4. Repeat in your own words what the talker has just said?	☐	☐	☐	☐
5. Listen to the other person's viewpoint, even if it differs from yours?	☐	☐	☐	☐
6. Learn something from each person you meet, even if it is ever so slight?	☐	☐	☐	☐
7. Find out what words mean when they are used in ways not familiar to you?	☐	☐	☐	☐
8. Form a rebuttal in your head while the speaker is talking?	☐	☐	☐	☐
9. Give the appearance of listening when you	☐	☐	☐	☐

aren't?				
Listening Habit	*Almost Always*	*Frequently*	*Occasionally*	*Almost Never*
10. Daydream while the speaker is talking?	☐	☐	☐	☐
11. Listen to the whole message, what the talker is saying verbally and nonverbally?	☐	☐	☐	☐
12. Recognize that words don't mean exactly the same thing to different people?	☐	☐	☐	☐
13. Listen to only what you want to hear, blotting out the talker's whole message?	☐	☐	☐	☐
14. Look at the person who is talking?	☐	☐	☐	☐
15. Concentrate on the talker's meaning rather than how he or she looks?	☐	☐	☐	☐
16. Know which words and phrases you respond to emotionally?	☐	☐	☐	☐
17. Think about how the other person might react to what you say?	☐	☐	☐	☐
18. Plan the best time to say what you want to say?	☐	☐	☐	☐
19. Think about how the other person might react to what you say?	☐	☐	☐	☐
20. Consider the best way to make your communication (written, spoken, phone, bulletin board, memo, etc.) work?	☐	☐	☐	☐
21. Think about what kind of person you're talking to (worried, hostile, disinterested, rushed, shy, stubborn, impatient, etc.)?	☐	☐	☐	☐
22. Interrupt the talker while he or she is still talking?	☐	☐	☐	☐
23. Think, "I assumed he or she would know that"?	☐	☐	☐	☐
24. Allow the talker to vent negative feelings toward you without becoming defensive?	☐	☐	☐	☐
25. Practice regularly to increase your listening efficiency?	☐	☐	☐	☐
26. Take notes when necessary to help you to remember?	☐	☐	☐	☐
27. Hear noises without being distracted by them?	☐	☐	☐	☐
28. Listen to the talker without judging or criticizing?	☐	☐	☐	☐

Listing Habit	Almost Always	Frequently	Occasionally	Almost Never
29. Restate instruction and messages to be sure you understand correctly?	☐	☐	☐	☐
30. Paraphrase what you believe the talker is feeling?	☐	☐	☐	☐

Score Sheet for Listening Self-Assessment

Circle the number that matches the time frame (almost always, frequently, etc.) you checked on each of the 30 items of the self-evaluation.

Example: If you put an X under "frequently" for number 1, you would circle 2 in the "frequently" column.

Then, add the circled scored in each of the columns. Now, write the scores of each column in the lines under each time frame category.

	Almost Always	Frequently	Occasionally	Almost Never
1.	1	2	3	4
2.	4	3	2	1
3.	1	2	3	4
4.	4	3	2	1
5.	4	3	2	1
6.	4	3	2	1
7.	4	3	2	1
8.	1	2	3	4
9.	1	2	3	4
10.	1	2	3	4
11.	4	3	2	1
12.	4	3	2	1
13.	1	2	3	4
14.	4	3	2	1
15.	4	3	2	1
16.	4	3	2	1
17.	4	3	2	1
18.	4	3	2	1
19.	4	3	2	1
20.	4	3	2	1

	1	2	3	4
21.	1	2	3	4
	Almost Always	Frequently	Occasionally	Almost Never
22.	1	2	3	4
23.	1	2	3	4
24.	4	3	2	1
25.	4	3	2	1
26.	4	3	2	1
27.	4	3	2	1
28.	4	3	2	1
29.	4	3	2	1
30.	4	3	2	1
Totals:				

Total of items circled in each column:

Almost Always		Frequently		Occasionally		Almost Never		Total
	+		+		+		=	

Scoring
110-120   Superior
99-109   Above Average
88-98   Average
77-87   Fair
Below 77   You really need to work on improving your listening skills!

Action Plan for Listening
Action Plan: Reexamine your responses. What questions do you feel you want to modify and/or improve upon? Pick three to start working on. To get started on modifying your behavior consider the following:

In listening, what I want to accomplish is…

In my organization, what I want to accomplish through listening is…

In my role as a manager, what I want to accomplish through listening is…