

Jan M. McLaughlin, CSP



Jan@YourCommunicationConnection.com

206.818.6689

“The greatest problem with communication is the assumption that it has taken place.”

—George Bernard Shaw

“...almost all employees come to work wanting to deliver great service; but the processes and policies they work under—coupled with insufficient managerial support—are the real causes of customer dissatisfaction and disloyalty.”

—John Goodman

“Not changing your strategy merely because you’re used to the one you have now is a lousy strategy.”

—Seth Godin

“People need directed autonomy—both specific direction and the freedom to make choices that help accomplish the goal.”

—Robert H. Waterman



Getting in Your Customers' Way?

Policies, procedures or people may be driving them away

► Communicating with purpose

- Intent
- Criteria, Expectations or Needs
- Content
- Process—if our message is **incongruent** | face-to-face
 - How you look 55 %
 - How you sound 38 %
 - What you say 7 %

► Policies to revisit?

- One that is outdated or unnecessary
- One that needs to be rephrased
- One that could be initiated

► Procedures that get in your customers' way?

- Face-to-face
- Telephone
- Email
- Website

► People skills of staff and leaders?

Set a bearing in line with your customers'



► **Policies** to revisit?

- Outdated or unnecessary
- Needs rephrasing
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► **Procedures** that get in your customers' way?

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► **People skills** of staff and leaders?

- Staff
- Leaders

<http://www.icmi.com/Resources/People-Management/2013/03/Treating-Employees-as-Customers>
Expert Angle: Treating Employees as Customers—John Goodman

<https://hbr.org/product/what-makes-a-leader-hbr-best-seller/R0401H-PDF-ENG>
\$8.95 *What Makes A Leader?* —Daniel Goleman