1

Chief Customer Officer Role Clarity

> **The Five Customer Leadership Competencies**

A Chief Customer Officer is successful when he or she can simplify how the organization works together to achieve customer-driven growth, engage the leadership team, and connect the work to a return on investment. That's what everyone wants to know about this role. What does the Chief Customer Officer do, how is the work staged and what is its impact? You'll find the answers to these questions in this book.

What you will also find, which is equally important, is how to unite the leadership team and organization to 'earn the right' to growth by making decisions and orienting business operations to improve customers' lives. This is the elusive and challenging element of this work that, when neglected, can turn it into a program or project rather than a transformation. Sustainable change will occur only when this work goes beyond project plans and status updates and is grounded in caring about customers' lives. It's the path to growth the five competencies outlined in this book provides.

What I know from over thirty years as a CCO practitioner and coach to customer leadership executives and their C-Suite,

is that we've got to take the reactive nature out of this work. Our work must be about embedding behaviors and competencies in the organization: Competencies that will transform how the business and operation are run, to achieve customer-driven growth.

If you became the customer "Velcro man" or "Velcro woman" where all customer issues were strewn in your path upon assuming this role, you know that establishing role clarity and executive alignment is paramount. Without it, you run the risk of being defined as the fix-it person. And that's *not* who you want to be.

Customer-focused efforts are often highly reactive because they sync to the cycle of survey results. The results come out; the silos react independently, rinse and repeat. This reactive nature of waiting for the results and then taking actions that chase the score push the work to what I call "whack-a mole" tactics. Fixing things. Project plans or work streams with red, yellow, and green dots.

And the role of the chief customer officer (CCO) is defined as the fix-it person for what currently ails customers, or the one nagging the silos to take action. Despite all this activity (giving a false positive of commitment measured by energy expended), we have not embedded new behaviors for how we understand customers' lives, how we care about their lives, and how we improve their lives. **Our work is defined by project plan movement rather than customer life improvement.**

The purpose of our work is to galvanize the organization to deliver experiences that customers want to have again—to earn the right to customer-driven growth. But what we sometimes do in these roles is the opposite. Customer-focused actions are one-off reactions to survey results, or to an executive in the field getting direct customer feedback, or to a letter that lands on someone's desk. Information is delivered, the silos react, and the cycle repeats.

As a result, the higher purpose of our work, which is to drive growth, is lost. These efforts then fall prey to being perceived

as costs without reward. CEOs and boards *want* to be customer focused, but without an explicit connection to growth, many consider the work to be:

- A leap of faith.
- Expensive.
- Deterrents to the "real" work.

The Five Customer Leadership Competencies

For customer experience efforts to become valued and considered critical to driving growth they must rise above the fray of being defined as problem solving or chasing survey scores. The work must be defined as building your customer-driven growth engine, with the CCO role as the architect of that engine.

From being a practitioner in the rinse and repeat cycle to coaching CCOs and the C-Suite, I knew I had to find a way to break that cycle. To create a system that shows a clear and simple connection to a return on investment, and gives the CEO that legacy that he or she wants to leave as their mark. That system is these five competencies that will, over time, build your customer-driven growth engine.

The 5 Customer Leadership Competencies connect to growth. They deliver constantly updated information to unite leaders on the most impactful customer priorities, and they shift attitudes from chasing survey scores to caring about and improving customer lives to earn the right to growth.

Here are the benefits of this five-competency business engine:

- They establish the connection to business growth. The five competencies elevate customer experience efforts from getting a score to 'earning the right' to growth.

- You build them *at your own pace*, with actions that are most potent for your culture, your leaders, and the company's ability to take on the work within each competency.
- They build an engine analogous to the familiar process of product development, with distinguishable steps and metrics and performance requirements. These five competencies provide an equal discipline for focused customer experience development.
- They drive a one-company focus on customer experiences by uniting leaders in investing in the most impactful priorities. Competency five, for example, builds a monthly process (called a customer room) to step people into the shoes of the customer, uniting the company to focus on a few critical actions rather than having every silo choosing many tactics separately from one another.
- They specify actions that demystify the role of the customer leadership executive (CCO, CXO, etc.). The role becomes clear, as architect and facilitator of the engine, uniting leaders to make decisions that improve customers' lives and lead to business growth.

I call these Customer Leadership Competencies because they define the behavior of world-class organizations focused on customers and employees. They impact how these organizations decide to grow, how they lead in unison, how they identify and resolve issues, and how they collectively build a one-company experience.

Below is an introduction of the five competencies that will comprise your customer-driven growth engine. Later in the book there is a full chapter on each competency, along with tools to help you to customize your version of these competencies for your organization. These are:

- **Action Lab:** Tools and templates to immediately put into use.
- **My Rock, My Story:** CCO stories on how they united leadership, worked through challenges, and achieved success.

Based on working as a practitioner, and with clients around the globe for over thirty years, here is the *real-world* approach for how to integrate the discipline and role of customer experience leadership into your operation. **Here are the five competencies that define the Chief Customer Officer role** and require engagement of the executive team and organization to make them a success.

1: HONOR AND MANAGE CUSTOMERS AS ASSETS.

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

"Experience" Accountability =

#1   *Customers as Assets:*

Align leaders to make a defining performance metric – the growth or loss of your customer base. Shift to a simple understanding of customer-driven growth success.

- Growth of Customers
- Loss of Customers
- Business Growth

New Customers, Volume and Value.

Lost Customers, Volume and Value? WHY?
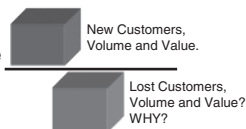
In Competency 1, the work is to align leaders to make a defining performance metric—the growth or loss of the customer base. The purpose is to shift to a simple understanding of the overall success achieved when a company earns customer-driven growth.

Customer Asset Management is to know *what customers actually did* to impact business growth or loss versus what they *say they might do* via survey results.

For example: how many new customers did you bring in this quarter, by volume and value (power of your acquisition engine); how many customers were lost this quarter, by volume and value (power of the experience and value perceived); how many increased their purchases; and how many reduced their level of engagement with you? The key here is to express these outcomes in whole numbers, not retention rates, so the full impact is understood—these numbers represent the lives of customers joining or leaving your company.

This connection can be explained and accepted by your board of directors. And it gives your executives a platform from

which they can personally talk about this work, take ownership of it, and connect it to business growth.

The role of the CCO is not to build and then 'pitch' these metrics to the C-Suite. It is to unite leaders in establishing customer asset metrics and customer growth behaviors that they will stand behind as a united leadership team. And it is to work to build the engine with them to enable the data so that this information is recurring and refreshed to drive business decisions.

What this means is to know and care about, at the executive level, the shifting behavior within your customer base that indicates if their bond with you is growing or shrinking. And, importantly, it's about engaging your executives in caring about the "WHY?" Why did customers stay or leave, buy more or less, or actively use your products or services more or less?

With this book, you'll be able to start the conversation with your leadership team and engage them in building your version of customer asset metrics. You will be able to engage them in building your company's version of this simple metric, and translating and communicating it across your organization, in a manner that connects to your operation and resonates with your employees.

Elevating Our Donors as Assets

Martin Hand
Chief Donor/Customer Officer
St. Jude Children's Research Hospital

Martin Hand is Chief Donor/Customer Officer at St. Jude Children's Research Hospital, where he is responsible for the overall donor experience, contact center operations, and donor account processing functions. Martin was previously Senior Vice President of Customer Experience at United Continental Holdings.

It takes $2 million per day to operate St. Jude Children's Research Hospital to help save children's lives. Donors caring about these kids have contributed over 75 percent of those funds for more than 50 years. Without them we couldn't have pushed the overall childhood cancer survival rate from 20 percent to 80 percent. Therefore we want to connect all of our employees to the importance of how their work impacts donors' lives,
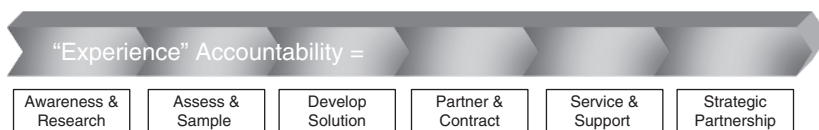
and to find effective and simple ways to measure and discuss the growth or shrinkage of our donor base. Our goal is to elevate this donor-centric philosophy across the organization and make the donor experience a key part of how we measure our success.

What we find is that it is most powerful to combine story telling when we deliver this information. We will tell the growth of donors and how many we did not keep, and then we will challenge the organization with the impact of losing donors. We tell this story in both the number of lost donors and also in the value of the donor we lost—to show the potential future revenue of a lost donor.

We show explicitly the incremental growth that we would have if we kept 5 or 10 or 20 percent more donors. And then we attach that information to examples of issues that drive donors away. Now people's work is connected to growth and they have clarity about what they can do about it.

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.

"Experience" Accountability =

| Awareness & Research | Assess & Sample | Develop Solution | Partner & Contract | Service & Support | Strategic Partnership |

#2 *Align Around Experience:*

Align the Operation Around Customer Experience Delivery & Innovation. "Earn the Right" to Customer Asset Growth.
- Customer Journey
- Focus on Priorities
- Leadership Language

Competency 2 gives leaders a framework for guiding the work of the organization: requiring cross-silo accountability to deliver deliberate customer experiences. It unites the organization in building a framework for 'earning the right' to customer asset growth. The role of the CCO is to unite leaders and the organization in building a one-company version of their customer journey.

This means facilitating across the silos to unite them in the development, and understanding of the entire customer

journey, versus the silo-based processes that dictate the customer experience (such as the sales process, marketing acquisition process, etc.). It includes focusing the organization on priority one-company experiences. And on changing the conversations from silo-driven conversations to collaborative conversations about customers' lives—their experiences across the journey they have with your organization. Over time, this will evolve leadership language to drive performance along the customer journey, driving accountability to journey stages, not only down silos.

As a result of competency two, questions about silo and project performance will shift to include accountability for customer life improvement. Your customer journey framework will provide a disciplined one-company diagnosis into the reasons behind customer asset growth or loss. And it will establish rigor in understanding and caring about priorities in customers' lives (The *real* power in journey mapping.)

With this book, you will be able to assess how you currently use your customer journey map as the framework to consistently drive company focus, in your customer listening, experience improvement, and planning efforts. You will learn how other CCOs have avoided the "shiny object" syndrome that journey-mapping is at risk of being today. And you will learn how to move mapping from a one-off activity to the beginning of a competency that drives business behavior.

How We Built Our Customer Eco-System

Lesley Mottla
Senior Vice President, Customer Experience at LAUNCH
Previously EVP, Global Product & Customer Experience, Zipcar

Lesley Mottla was part of the management team that developed Zipcar's award-winning customer experience and technologies. She just joined LAUNCH, a start-up devoted to reinventing multichannel consumer experiences.

To get started with customer experience, we built a very simple high-level customer journey on one page so everyone could understand it.

We call it our eco-system. Here's what's included: At the top are the activities and moments of truth customers go through, in the middle they are bucketed into high-level touchpoints, or stages as some call them. These are what we call "front of the house"—what customers see. Then below the stages are the "back of house" items—the things we have to unite on to deliver seamlessly to the front of the house. Presenting the visual on one page was very important for us in communications and creating understanding.
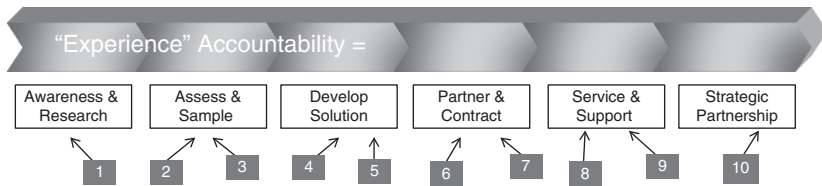
To build this map we started internally with our people, then we did a lot of observations with customers to build out the specific front-of-house components. When we started working on the micro-processes under these, we got more detailed. But starting here was important to build a one-company view of the Zipcar experience.

Then every year we would create a roadmap using the eco-system visual. Each year we would start with certain themes to focus on. Inside of each theme was the customer experience to be improved or heightened and why, the development, investment, and initiatives. This also included the financial impact and cost to the operation.

We used this singular format consistently every quarter and prior to planning to align and focus and make the work real and tangible.

3: BUILD A CUSTOMER LISTENING PATH.

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

"Experience" Accountability =

Awareness & Research	Assess & Sample	Develop Solution	Partner & Contract	Service & Support	Strategic Partnership
1	2	3	4 5	6 7	8 9 10

#3

Build a Customer Listening Path:
Seek Input and Understanding at Critical Points Along the Customer Journey.
- Use Multiple Sources of Insight.
- Tell the Story of Customers' Lives.
- Unite Decision-Making and Focus.

Competency 3 unites your organization to build a one-company listening system that is constantly refreshed to tell the story of your customers' experience, guided by the customer journey framework. Feedback volunteered from customers as they interact with you, survey and social feedback, ethnography,

and other sources of gathered input are assembled into one complete picture, presenting customer perception and value, stage by stage. This alignment of multiple sources of feedback focuses and galvanizes the organization to focus on key areas of improvement connected to customer growth, driving greater results and greater understanding of this work.

The role of the CCO is to engage leaders and the organization to want to be a part of one-company storytelling to unite decision-making and drive cross-company focus and action. That's why I call this competency as building a customer '*listening path*.

With this book, you'll be able to evaluate your current listening system to determine how to evolve to the comprehensive customer listening path of competency two. This will enable you to utilize multiple sources of information to move your company past survey-score addiction, to customer experience storytelling - prompting caring about customers' lives, and improvements that earn the right to growth.

Aggregating Insights To Interest Even the CFO

Graham Atkinson
Chief Marketing and Customer Experience Officer
Walgreens

Graham Atkinson, is Chief Marketing and Customer Experience Officer at Walgreens, the largest drug-retailing chain in the United States, with responsibility for the full customer experience/relationship, including loyalty.

What I first encountered at Walgreens was that the stores were receiving a simplistic survey report with results by store. Often it gave them results from only 20 to 30 customers with only the survey score numeric. There was very little if any commentary behind the score. They might receive a few ad hoc comments. As you could guess, from these results, store managers could easily explain or rationalize bad results away.

Then, in our leadership meetings, we had a monthly report-out from sales and marketing. In this meeting there were just two lines of information reported on that applied to customers: the exit store survey results and the competitive results. One meeting's discussion on these results elicited an almost cathartic conversation, which opened the door to change.

We didn't really understand what this customer number meant or the impact. One of the first things we did to put meat on the bones of this information was to understand what we had in terms of tools and pro-cesses and start to build out a robust listening system with understanding and meaning behind the data we were gathering.

Within my first six months, we rebuilt our approach to give each store higher response rates with more credible feedback that was harder to refute, we built a program to identify how each store was performing to encourage a friendly horse-race among stores, and we did the heavy lifting for store managers to identify a few key things per store to focus on.

Over time, we created a central repository of multiple categories of listening feedback and turned it into a consistent scorecard on business performance. We also looked at behavioral loyalty so we could connect to improvements that would drive a return on investment. With analytics we were able to show how behaviors changed over time and how we needed to achieve different results to achieve customer-buying patterns that drive growth. Importantly, this was not just a rudimentary part of our leadership meetings—but presented as important as the report-out of financial results.

4: PROACTIVE EXPERIENCE RELIABILITY & INNOVATION.

Know Before Customers Tell You, Where Experiences Are Unreliable.
Deliver Consistent and Desired Experiences.
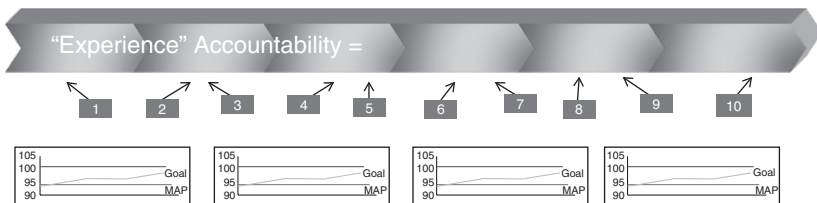
Proactive Experience Reliability & Innovation:
Build the ability to predict performance, rebuild and innovate at key touchpoints.
Make customer experience development as important as product development.

Competency 4 builds out your "Revenue Erosion Early-Warning Process." We need leaders to care about operational performance in processes that impact priority moments in your customers' journey with you. These are the intersection points that impact customer decisions to stay, leave, buy more, and recommend you to others.

This is where you build your discipline to know *before customers tell you* if your operation is reliable or unreliable in experience delivery in the moments that matter most. The role of the CCO is to drive executive appetite for wanting to know about these interruptions in customers' lives, simplifying how they are delivered, and facilitating a one-company response to these key operational performance areas. It is to facilitate the competency of building a deliberate process for customer experience improvement that rivals the clarity and processes that most companies have for product development.

With this book, you will be able to evaluate how proactive your efforts are today in uniting leadership focus to identify and provide resources to improve priority customer experiences. You will receive information so that you can engage leaders in working with the silos to pull out the few critical metrics they should care about with as much rigor as they care about achieving sales goals. And you will gain a perspective from CCOs on how they built a path for embedding the competency of focus, capacity creation, and reward for one-company experience improvement.

Real Time Performance Visibility to Improve Customer Experience

Lambert Walsh
Vice President & General Manager, Global Services, Adobe

Lambert Walsh is Vice President and General Manager at Adobe, where he leads Adobe's efforts to retain and grow long-term relationships with customers and partners across all segments and lines of business. He has led customer success at Adobe since 2007.

At Adobe, we now have performance indicators that leaders across Adobe are accountable to, that build a connection between core system performance and delivering exceptional customer experiences with our services. Typical Software as a Service (SaaS) operational metrics around availability and uptime remain important, but they are internal metrics about how we are doing. Additional quality of service indicators will measure how we are performing in relation to what customers need in real time. For example, we may see that a system is up and running but a subset of customers may be experiencing disruption in performance, impeding tasks they want to perform. When we look at only the traditional system performance we risk getting a false positive of our performance and the customers' experience. With additional measures that reflect exactly what customers are seeing we can make adjustments in real time to ensure that we deliver the best experience possible.

5: LEADERSHIP, ACCOUNTABILITY & CULTURE

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

"Experience" Accountability =

#5   *One-Company Leadership, Accountability, Culture:*

Decisions and Operational Actions That Steer the Company Toward Customer-Driven Growth. United Leadership Behavior to Connect the Silos and Enable People to Act.

This is your "prove it to me" competency. For this work to be transformative and stick, it must be more than a customer manifesto. Commitment to customer-driven growth is proven with actions and choices. To emulate culture, people need examples. They need proof.

Culture must be proven with decisions and operational actions that are deliberate in steering how a company will and will not treat customers and employees. Competency five puts into practice united leadership behaviors to enable and earn

sustainable customer asset growth. It focuses them on what *they will* and *will not* do to grow the business.

The role of the CCO is to work with the leadership team in building the consistent behaviors, decision-making, and company engagement that will prove to the organization that leaders are united in their commitment to earn the right to customer-driven growth.

You must move beyond the customer manifesto and translate the commitment to actions that people understand and can emulate. That's what competency five helps you to accomplish for your organization. In this book you will receive specific examples of a set of leadership actions that are foundational for the success of a customer experience transformation. And you will be provided with examples from chief customer officers on how they united their company's leadership in these critical actions. You will have the information to determine how to engage as a leadership team and where the critical roadblocks are that you must tackle.

Building Trust to Scale the Business

Tish Whitcraft
Chief Customer Officer
OpenX

Tish Whitcraft is Chief Customer Officer at OpenX, responsible for the partner experience and all revenue growth and retention. OpenX is a global leader in web and mobile advertising technology that optimizes the economic potential of digital media companies through advertising technology.

In a lot of organizations we put too many rules, policies, and frameworks in place, thinking that these will make a scalable experience. But a scalable experience occurs when we begin giving people the ability to make the right decisions. At OpenX, for example, we learned that we had to give account managers permission to make decisions to grow and scale the business.

One of the things we did was to simply begin having regular weekly meetings with account managers to enforce and go through specific customer issues they were having. We'd have them recommend what they thought should be done—and then give them the authority to just do it. Simple, right? But somewhere along the way someone didn't give them permission to make decisions. So they thought that was a rule they had to follow. And they stopped taking action and started asking first. And that got in the way of solving customer issues and creating value. It impeded growth and our ability to scale.

We also work deliberately to show customers that we have confidence in our own people and trust their decisions. We are always in meetings with customers—so we showcase their account manager as the one who owns the decisions on the account. If we make them get approval on everything—then the customer will see their account manager as a paper pusher they have to go around to get a decision.

The Five Competencies Build Your Customer-Driven Growth Engine

When these five competencies are embedded into the organization with committed leadership behavior, they are so clear that they become *the work* of the organization. There is no difference between the "customer" work and the "real" work. The five competencies connect to growth, and they shift attitudes to caring about and improving customer lives.

These five competencies unite the organization to identify and improve customer priorities with most impact. Today, surveys come out, and silos react to them. Research is done and they react. Products are developed with varying degrees of customer understanding. Everything is a distinct project without an overarching framework. Work streams begin without lines of sight to each other.

These competencies are designed with a clear connection to one another so that over time you have a repeatable and

deliberate customer-driven growth engine. And please keep this in mind: the goal is that you build this *over time*. The customer leadership executive's role is to engage the organization to phase the build-out so that it sticks.

Five Competencies = Engine for Growth

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.

Over time, one of this engine's most potent impacts is in prioritizing investments for customer-driven growth by shifting the annual planning process. Instead of starting with the silos, leaders start with the customers' lives, identify priorities, and then determine collectively the investments to improve them to earn the right to growth. Without alignment among your executive team to regularly review the customer journey that this engine

affords, investments are not fully optimized. Tactical actions are budgeted and implemented by silo, but complete customer experiences that drive growth are not improved. Rinse and repeat.

State of the Customer Report

Claire Burns
Chief Customer Officer
MetLife

Claire Burns is Chief Customer Officer at MetLife. She drives the customer-centricity strategy and actions to build customer empathy and improve the experience of purchasing, maintaining, and enhancing customer coverage with MetLife. MetLife, Inc., is a global provider of insurance, annuities, and employee benefit programs.

As we go into our planning cycle we prepare the organization with a "State of the Customer" report. In this report we walk through what has improved and the lingering issues.

- We identify highlights and priorities by customer journeys specific to regions or countries.
- In the report we synthesize the customer experience for the past year, gathering insight from multiple sources: trended complaints, inbound feedback from the web and call centers, social media feedback, operational performance, and survey results.
- We identify "the top five-problems" list to be tackled by market area and the biggest success achieved in the current year.
- We also identify the two to three company-wide priorities we need to tackle.

Finally we provide a decision guideline—of what to do and what not to do to customers across the journey as they plan their actions.

If you're in the fray of silo-based reactivity to customer issues, these five competencies will help to emancipate you from those fire drills. For the CCO currently in the role, they will help you accelerate this work with clarity and leadership alignment. And for leadership teams, boards and newly appointed customer leadership executives, these five competencies will help you to

begin the role and the work effectively, cutting years off your learning curve.

No matter which path you are on now, these five competencies will clarify and accelerate your work and elevate it to connect to business growth. The engine built from these five competencies gives you an organized and phased approach for investing in and building reliable experiences around the products and services you build. Within each of these five competencies are operational mechanics and cultural actions required to drive the transformation of doing this work for the right reasons, and with the impact of "earning the right" to customer growth.

The Five Competencies Connect to Tell the Story of Your Customers' Lives

These five competencies connect to tell the story of your customers' lives as they traverse your business. They begin with the outcome of the experience, which is how the customer asset grew or diminished (Competency 1). They organize listening, feedback, and organizational and experience reliability by stage of the experience, uniting actions to imagine and improve complete customer experiences, rather than independently driven silo-based actions (Competency 2 and 3). And they remove what I consider the Achilles' heel of customer experience, the lack of regular accountability for experience and inconsistent leadership behaviors and actions (Competencies 4 and 5).

As you build out these five competencies, your role as the customer leadership executive is to connect them to be the storyteller. Tell stories that move customers off spreadsheets, engage people personally in customers' lives, and compel prioritized and focused action. Tell the story of how your customer experience impacted customers' lives and business growth. In chapter two, you'll find more detail on how the five competencies connect

in storytelling to reveal emerging opportunities for customer experience improvement and innovation.

You Can Stage the Competencies to Meet Your Timing and Priorities

There is a term that I am sure you have heard. It is connected to a major reason for customer experience transformation failure. And that is 'boiling the ocean' by taking on too much too fast, with multiple parts of the organization translating and taking action independently. My suggestion is to learn and understand the five competencies. But then stair-step actions for embedding the five competencies. Don't "boil the ocean" with an overwhelming implementation plan.

Here are the three methods we find to be most successful.

1. **Break the five competencies down into crawl-walk-run action steps.** For example, in Competency 1, Honoring and Managing Customers as Assets, don't wait until you have all the data perfectly aligned and automated until you roll this out. Start with the data you have now, even if it means manually building spreadsheets.

2. **Improve priority experiences while developing the five competencies.** Unite leaders on the identification of the priority customer experience touchpoints. Learn how to work as one-company to solve and improve them.

3. **Prove out the process before expanding.** I had a client who wanted to embed the five competencies in three countries simultaneously. My recommendation was to rollout version 1 of the five competencies in one country first, working out the kinks and gaining experience and relevant examples. Instead, there was pressure to go broad and go fast. You can predict how that ended.

The Five Competencies Answer the Question "What Do You Do?"

When I worked in the role of CCO, it drove me crazy to receive the question, "*What* do you do?" Now, my clients receive it. These five competencies will answer that question and define the CCO role. Each of the five competencies, with their explicit outcomes, clarify what the CCO function does and what it enables the leaders and organization to do.

By engaging the organization in building the repeatable cycle of the five customer leadership competencies, the organization can unite, understand and care about customers' lives, and pool resources to focus on what is most important. This repeatable cycle will drive growth. The chief customer officer, in short, is the architect of this customer-driven growth.

Throughout the course of this book, you will receive information, tools, sustenance and support to enable you and your leadership team to customize and build your version of a customer-driven growth engine.

How We've Elevated My Role and This Work

Pete Winemiller
Senior Vice President of Guest Relations
NBA's Oklahoma City Thunder

Pete Winemiller is Senior Vice President of Guest Relations for the NBA's Oklahoma City Thunder. He is charged with creating repeat customers in a business environment where you cannot control the level of success on the basketball court, but you can control what happens in the stands.

For the Thunder organization, the guest experience is a pillar of our business on equal footing with other departments, such as sales and marketing. And here's why: The nature of our business is that we can't control the level of success on the basketball court (the purchased product), but we can control what happens in the stands (the customer experience).

Even if the game outcome is not what we hope, the goal is that the overall guest experience will keep our fans coming back. That means our work is yoked to the other departments in driving the economics of our business.

We are fortunate to have a leadership group that values the guest experience in equal weight to the other economic drivers of our business. In other businesses, the customer-experience role does not always have a seat at the same leadership table as marketing or finance. In our organization, we all are committed to the idea that the guest experience is essential to meet our overall business goals.

Summary

The power of these five competencies is how they connect to drive clarity for customer experience transformation and the role of the CCO:

1. The five competencies establish an engine for driving customer growth.
2. The CCO facilitates the construct of the engine, engaging leaders and employees throughout the company.
3. The engine enables one-company customer growth behavior and actions.
4. Without this united engine, activities go back to being ruled by squeaky wheel issues, executive-driven one-off action items, and silo-by-silo priorities.

ACTION LAB   **CURRENT STATE: FIVE COMPETENCIES**

Below please find an audit I conduct with my clients at the beginning of each coaching engagement to determine how much work has been completed in each of the five competencies. I encourage you to use this audit as a tool to clarify the CCO role as guiding

(*continued*)

(*continued*)

the company to build out these competencies, and to clarify what you can achieve by embedding the five competencies into how you operate your business.

If your results suggest that you are "early" in some activities within the competencies, you are in good company. The early stage is in many cases the outcome of silos working hard (even after many years of survey work or focus)—but working hard *separately*. That is why the five competencies are powerful … because they create an engine to unite leaders and your organization.

Competency 1: Honor and Manage Customers as Assets *Current State Assessment*	
Description	Where Are We Now?
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?	EARLY ADVANCED 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?	EARLY ADVANCED MATURE

Competency 2: Align Around Experience *Current State Assessment*	
Description	**Where Are We?**
<u>Alignment Around Experience</u> 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?	EARLY ADVANCED MATURE
<u>Move from Silo-based Actions to Customer Priorities</u> 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 d) retaining and growing share of wallet?	EARLY ADVANCED MATURE
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?	EARLY ADVANCED MATURE

Competency 3: Build a Customer Listening Path *Current State Assessment*	
Description	**Where Are We?**
<u>Aided Listening</u> *(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?	EARLY ADVANCED MATURE
<u>Real-time Unaided Listening</u> *(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?	EARLY ADVANCED MATURE
<u>Telling the Story of Customers' Lives</u> 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?	EARLY ADVANCED MATURE

Competency 4: 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?	EARLY ADVANCED 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?	EARLY ADVANCED 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?	EARLY ADVANCED MATURE

Competency 5: One-Company Leadership, Accountability, Culture *Current State Assessment*	
Description	**Where Are We?**
Leadership Communication, Action, Beliefs 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?	EARLY ADVANCED 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?	EARLY ADVANCED MATURE
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?	EARLY ADVANCED MATURE