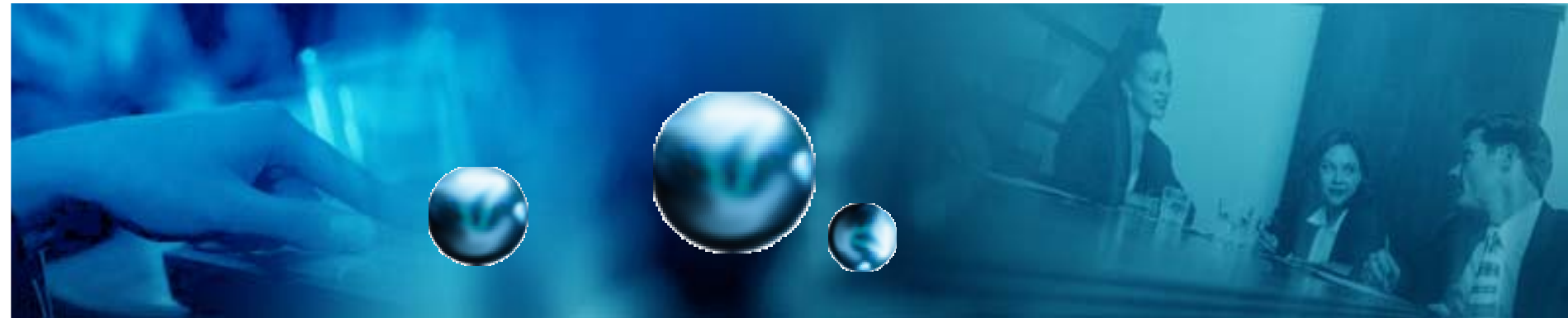


Customer Centricity



PMI Mass Bay Chapter
Advancing the Project Management Profession Seminar

Positive Power Influence



Presented by: Craig Bailey
May 14, 2005



Agenda

1. Why am I here?

2. Critical skills – any occupation

3. What is a customer / why do I care?

4. Amateur or Professional?



Why am I Here?

- To increase my influence as a project management professional
- To advance my career (climb the ladder) as an employee
- To excel at project contracting/consulting as a self-employed practitioner



Critical Skills Any Occupation

- **Time Management**
 - Suggested Reading: Seven Habits of Highly Effective People – Covey
- **Interpersonal Management**
 - Suggested Reading: How to Win Friends and Influence People - Carnegie
- **Project Management**
 - Visit www.pmi.org
- **Ability to Organize Information for Maximum Impact**
- **Public Speaking**
 - Suggested Reading: The Quick and Easy Way to Effective Public Speaking - Carnegie

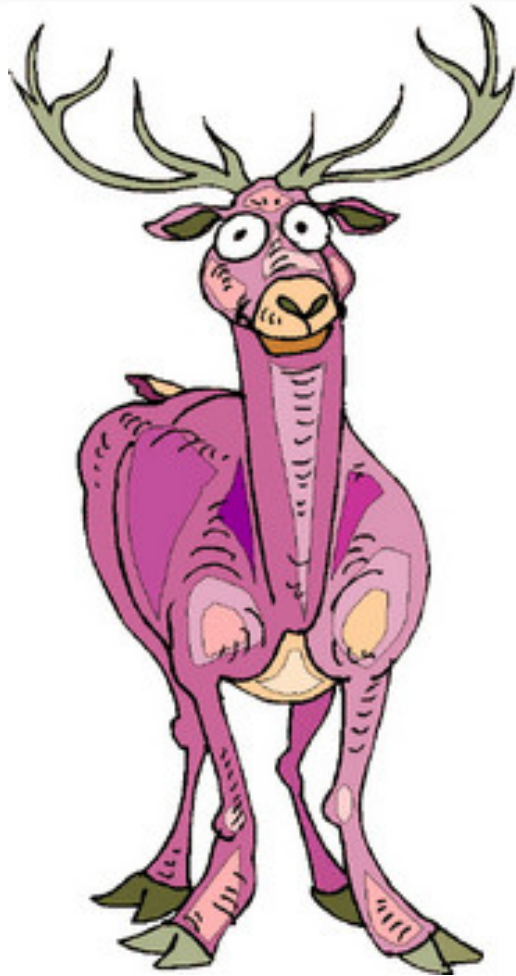


What is a Customer / Why do I Care?

- A Customer is...Anyone that depends on you:
 - Whether paying directly for your services or not.
 - Senior Management / Project Sponsor.
 - Individual team-members.
 - Other stakeholders.
- The customer pays for your mortgage, car payment and kid's braces...
- A key to success in project management is managing the "customer experience."



Amateur or Professional?





Scenario: What have you done for me lately?

- **Amateur:** Project sponsor complains to the project manager *“All I hear about are the issues with this project. Will you please get this project under control!”*
- **Professional:** Holds frequent progress update conferences with project sponsor to share accomplishments, upcoming milestones and issues/obstacles (within context).
- **Principles:**
 - You own the entire customer experience.
 - Perception is their reality.
 - Constantly communicate value – what you have done for them lately.



Scenario: Missed Deadline

- **Amateur:** *Frank underestimated the effort it would take to meet the deadline.*
- **Professional:** *It was my fault, I'll ensure we get back on track and that this doesn't happen again.*
- **Principles:**
 - Protect the team – EVERYTHING is YOUR FAULT.
 - Without religious inspection of EVERY aspect of YOUR project you can safely assume that it is not getting done.
 - Don't be a wimp - Be accountable!



Scenario: Who's to Blame / Praise

- **Amateur:** *She is the reason why we missed the original deadline, but I turned things around.*
- **Professional:** *It is my fault that we missed the original milestone, but the team pulled together and came through. In fact, she really put in the extra effort.*
- **Principle:** Take all the blame / give all the praise.



Scenario: Unanticipated Roadblock?

- **Amateur:** *We weren't aware of the complexity of the network and security issues...*
- **Professional:** *I knew there would be obstacles, just not when they would appear. We have anticipated things like this and built contingencies into the plan.*
- **Principles:**
 - “Pro-ject” as well as project manage.
 - There are NO unanticipated obstacles!
 - Think about what they may be / plan accordingly.



Scenario: Unachievable Milestone

- **Amateur:** Continues working heads down harder than ever in denial reporting project status as green.
- **Professional:**
 - Acknowledges reality.
 - Works with team on options
 - Scope reduction
 - Incremental phases each delivering value
 - Alerts project sponsor ASAP.
- **Principles:**
 - Bad news does not get better with age.
 - Sometimes...the faster you go the behinder you get.



Scenario: Escalation Required...

- **Amateur:** *We have just hit a major obstacle, which puts the launch in jeopardy...Sigh...*
- **Professional:** *We hit a speed-bump. Here is how we got here. We have the following options...It is my every intention to ensure no delay to launch, or that any impact is minimized. I will report back in 24 hours on a suggested course of action and impact to the plan (if any).*
- **Principles:**
 - It is not what you say but how you say it.
 - Escalate for awareness; provide solutions and expectations.
 - Keep the monkey on YOUR back.



Scenario: “You’re the boss”

- **Amateur:** Upon making a statement in a team meeting the project manager hears a reply - *“OK...you’re the boss.”* Puffs up and proceeds.
- **Professional:** Upon hearing this reply, inquires - *“Is there something I’m missing? Did I just say something stupid?”*
- **Principles:**
 - Be open to criticism and seek it out!
 - People may not tell you (the emperor) that you are naked.



Scenario: Assumptions...

- **Amateur:**
 - Sends email/leaves voice-mail, assumes receipt and proceeds per note.
- **Professional:**
 - Sends email/leaves voice-mail.
 - Requests confirmation.
 - Indicates will follow-up in specific period of time.
 - Follows-up if confirmation not received.
- **Principles:**
 - Silence does not equal acceptance, unless confirmed they heard you.
 - Silence may equal non-receipt or no-communication.



Scenario: Submitting a Proposal

- **Amateur:**
 - Sends via email and anxiously awaits a call from the customer.
 - Is impatient with delays in the customer's process to obtain final approval and becomes discouraged.
- **Professional:**
 - Schedules a time with the client to review the proposal.
 - Sends via email in advance of the scheduled time.
 - Meets (in person or on phone) with customer to walk through the proposal.
 - If immediate approval is not provided (a likely scenario) establishes an agreed upon follow-up date/time to bring to closure.
- **Principles:**
 - Own the entire process.
 - Delay does not mean denial.
 - Corporate America moves slow – be patient.



Scenario: Feature or Benefit Focus?

- **Amateur:** This system will result in:
 - Users only entering data once.
 - An increase in customer satisfaction.
 - An increased ability to cross-sell and up-sell.
- **Professional:**
 - This project will result in:
 - A cost reduction of \$20,000 per month.
 - An increase of 20% in customer retention.
 - An increase in profitability of 15%.
 - This will be achieved by (see features listed above).
- **Principles:**
 - Focus on the benefits to the customer; back up with features.
 - Quantify the benefits.



The Result of Being a “Professional”

- Senior Management Acknowledges That You:
 - Get things done.
 - Provide solutions not problems.
 - Let me sleep well at night.
 - Tell me if I (the emperor) am naked.
 - Do not surprise me.
 - Consistently meet or exceed my expectations.
- Increased Responsibilities
- Increased Rewards
- Referrals and Endless Opportunities!



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