

The Impact of **EX** on **CX**.

Positive Customer Experience
starts with your Employees

PART 1

Why your Employee Experience drives your Customer Experience



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The Inextricable Link Between EX & CX

Peter Drucker said, "There is only one valid definition of business purpose: to create a customer. The customer is the foundation of a business and keeps it in existence. The customer alone gives employment."

Employee Experience (EX) improves Customer Experience. - which in turn improves employee experience.

Because of this circularity, organisations often get stuck debating where to start. And when debate stagnates, the Program lead is awarded a mammoth, undefined mission.

At Proto, we know something about effective planning of Employee Experience programs.

Imagine expertly identifying ten or fifteen potential improvements - based on knowledge of how similar initiatives usually play out. And prioritising these by cost and impact from a nuanced view of your organisational culture.

And, from that point of informed confidence, being able to focus on delivery.

We've seen this approach yield benefits.

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3 CX benefits of improving your Employee Experience

1. Firstly, your Engagement lead's not tempted to 'tinsel' – i.e. to implement immediate, visible initiatives that merely 'signal Christmas'. Employees can spot tinsel a mile away. (It feeds the trolls). Instead, they consider only initiatives that genuinely affect EX.
2. Secondly, the right combination of short and midterm activity builds a body of evidence. As your customers show real response, the business stays engaged. And your Lead doesn't burnout.
3. And thirdly, once you've demonstrated consistent business growth, resource frees up for longer-lead time projects that deliver outsized returns.

We think of employee experience projects targeting three parts of the body corporate:

- 1. Customer Face** - Operational employees need tools and skills to deliver outstanding customer experience
- 2. Support Muscle** — Staff supporting the customer-face need to be strong mentors and advocates for best process
- 3. The Head and the Heart** — Marketing, Finance, IT and Procurement staff with corporate responsibility are also closest to distinctive corporate DNA

For best EX programs, very broadly, you should: Start with Customer Face. Grow deep trust amongst this group. Understand what isn't working. Embed and support the right behaviours.

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4 Customer Face Questions to Consider:

1. How do we connect with operational staff emotionally?
2. How do we set them up technically?
3. How do we grow them developmentally?
4. How do we build them psychologically to be more resolution-focused?

Simon Sinek's book, "Leaders Eat Last", discusses the "Circle of Safety" which purposely protects those inside a team from challenges outside. By guaranteeing psychological safety, you ensure that support staff hold or adjust the corporate line without overriding the customer agenda. By sharing their discoveries, you dial up transparency and response-ability.

3 Support Muscle Questions to Consider:

1. How do we co-create effective processes?
2. How do we build Train the Trainer programs?
3. How do we drive leadership down to the right level?

Lead with Head, capture with Heart. Products, promise and policy must lead. Ability should drive recruitment and training, before adding EQ for culture fit.

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4 Head and Heart Questions to Consider:

1 How do we manage for success?

2 How do we blueprint a thorough employee onboarding?

3 How do we engage staff who live our values?

4 Effective EX is your lifeblood.

Without a powerful, properly-designed, program, you're bleeding out. Success will only ever be anaemic.

PART 2

The importance of Employee Empathy



Part 2 | The importance of Employee Empathy

Why Positive Customer Experiences Start With Employees Who Care

Losing a single customer means losing anything between 5-6 times the current annual revenue of that customer, according to Forrester Research. It makes sense to invest in an improved customer experience.

But, as regular readers of The Shift already know, delivering improved experiences for customers starts with employees who care.

CX is rooted in EX.

How do you build a culture that nurtures empathy? How do you motivate employees effectively? And retain them to pass on the right behaviours for your company?

Just as offering price discounts is an expensive and ineffective way to keep customers beyond the short term, offering money on its own won't keep employees customer-focused beyond payday.

Part 2 | The importance of Employee Empathy

How to increase meaning, purpose and job satisfaction for employees

In fact, more often than not, it's a purpose and a lack thereof that makes an employee walk away.

People leave jobs where they don't matter, they can't affect a difference, their hands are tied or where they're unable to solve customer problems in a way that makes sense.

If your employees don't understand your customer strategy and can't consistently deliver on it day-to-day, they'll get frustrated with the bureaucracy that is devoid of this kind of personal meaning.

You're actively jeopardising your customer base. Start by sharing customer stories.

Stories specifically communicate at the level of meaning and purpose. They create a deeper understanding of the transferable elements of a particular customer challenge and they show the kinds of right (or wrong) behaviours that will resolve the challenge. They allow room for employees to see themselves playing a role in the story; what would I do? How can I step in and do the same?

But don't limit your empathy-building to customer stories. There are many more ways you can connect people to their purpose in order for them to do their best work.

Of course, improving Employee Experience isn't a blanket approach. Particular teams and some individuals may need a more tailored journey, and on-the-ground organisational specialists should be employed to diagnose and address embedded empathy gaps.

But if you've started on your Employee Experience Journey and you want to see tangible ROI, use empathy to build empathy. Organise a listening tour and sit down with your teams to find out what's truly important to them and what's getting in their way of delivering real customer improvements.

Then— a critical and often overlooked step —bring everyone together to reflect and create together.

If you want your employees to listen to your customers, you need to model the right behaviours. Every time we conduct this type of exercise for our clients, without exception, we see sharing, connection, engagement and a genuine spark of energy.

And that's what the customer's looking for.

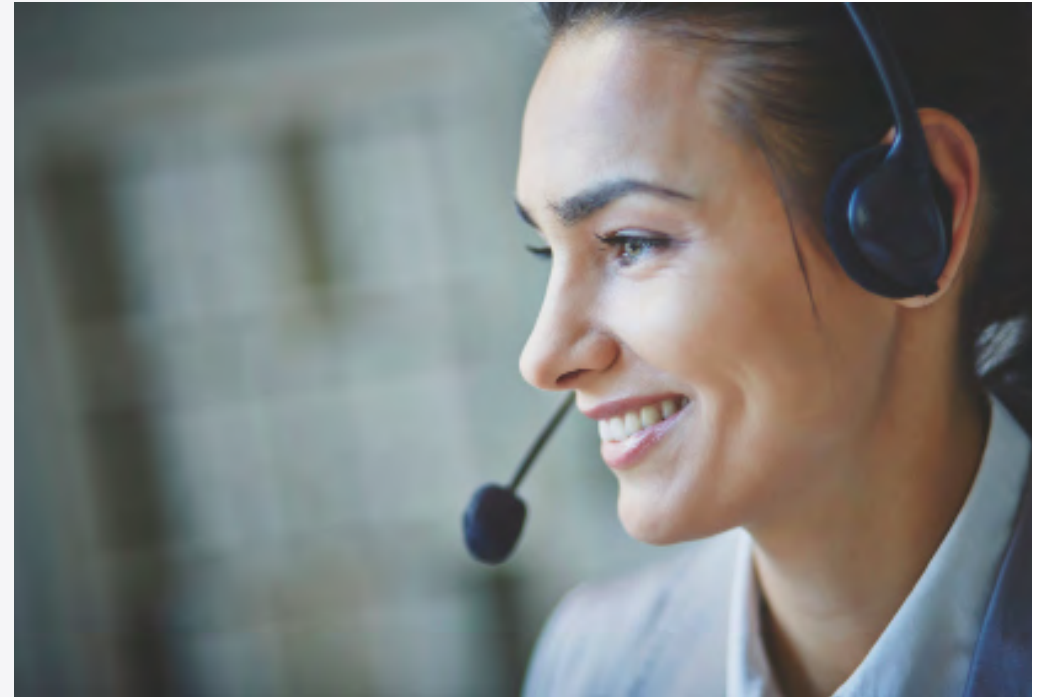
To help, we've put together a quick guide that you can download and share with your team that will start the conversation about what your people need in order to grow and contribute meaningfully:

The EX shift we need to make

From	To
Delivering a commodity service	Delivering experiences
Great EX at some points	Consistent, easy & seamless EX at all points
Function or channel-focussed EX	Managing journeys & experiences
Trade-offs (good for the customer vs. good for the organisation)	No trade-offs (good for the customer & for the organisation)
EX for some at the organisation	EX for everyone (it's in your DNA)
Marketing driven EX (we tell customers)	Experience we design does the marketing (customers tell customers)
Different employee & customer experience	The employee experience reflects the EX we are designing for

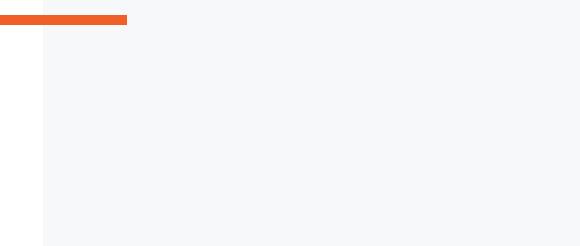
PART 3

How to improve your call-centre employee and customer experience



Part 3 | How to improve your call-centre employee and customer experience

Why Australian NPS has not significantly improved in nearly two decades



More than two-thirds of Fortune 1000 companies measure NPS. The metrics can cover relationship and transactional levels. Surveys are triggered for the opening of an account, an in-branch visit, a cab ride or browsing a website.

And while Head Office is increasingly able to count the CX beans (at least for those customers who answer surveys), it's fair to say Australian NPS has not significantly improved in nearly two decades of the 'One Number'.

Part 3 | How to improve your call-centre employee and customer experience

Does your call-centre experience accurately reflect your NPS?

As an experiment, switch to a new service. It doesn't matter which one. Then use a call centre to resolve an issue. We'll wait...

And that's the point. You know the calls are going to be painful — even excruciating. The agent can't find your details, they can't solve your problem and you are passed to another department. You start all over again.

And when the screaming stops, an IVR survey asks how you feel. You can't give a minus score.

The saga would be laughable if it weren't commonplace, expensive and if the casualty of the conversation were not a human employee, trapped between an irate customer and inside-out service design.

Such call handlers have no control over the experience they're charged with and measured on delivering. They didn't create the silos that don't interrelate. They didn't procure the IT that can't transfer warm calls or highlight relevant details over several months of a problem's journey. They don't set Average Handling Times too short to hear the customer properly. They don't write scripts with irrelevant sign-offs, compulsory sales pitches and hidden offers to be triggered only if the customer says a magic word.

They didn't design the experience that makes you suspect the company's not really engaging with you.

And, whatever score you give, the company IS STILL NOT engaging with you. Central teams at HQ are way back in the engagement process, whilst customer-facing teams are hamstrung: all responsibility, no rights.

Part 3 | How to improve your call-centre employee and customer experience

Are HR enabled to support call-centre staff with Employee Experience that improves CX?

HR is a secret weapon. But if their remit is serving HQ and merely incentivising support staff with free lunches – with the expectation that it will satisfy their needs enough to meet Head Office targets – the results might be disappointing. Enabling and supporting staff by giving them the power to guide their own parameters – ones that really satisfy customers – now that's job satisfaction.

This means bringing in soft skills, creative problem-solving and expert communication. It means fiercely advocating against the shackles of micro-measurement so people can connect with other people. It means unpacking Employee and Customer Experience with experts who can help you lead the transformation, working backwards from the customer-interface to the centre, improving EX, CX and NPS in the process.

HR could be BraveHeart in the narrative, demanding liberty and justice for the call centre. It's a role that few adopt, in Australia or globally. I've just switched telco providers. If this model – of a customer-facing employee driving the decisions of my supplier HQ - was implemented sooner rather than later, it would save me and my next call-handler a world of pain.

Part 3 | How to improve your call-centre employee and customer experience

Does your call-centre have increased staff churn, complaints and long customer hold times?

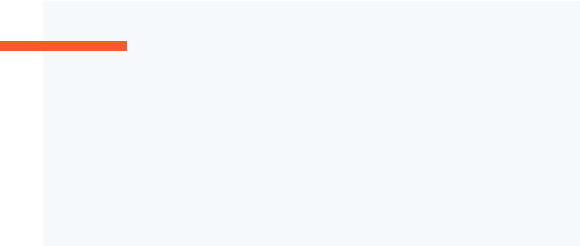
In the event that you're experiencing increased staff churn, call-centre complaints and long customer hold times, now is the time to address it head-on.

Listening to front line staff challenges is a good place to start. Anonymous feedback loops or confidential conversations tend to provide the most transparency.

The critical next step is grouping challenges to uncover the problem behind the problem. Then prioritising those insights into actions that deliver the largest payback to customers and employees from the bottom up. And finally rolling out changes – easy, right?

Whilst improving Employee Experience can deliver the biggest impact to customers, it's one of the most difficult areas to change from the inside out on top of business as usual. Precisely why we are here to help.

Moving forward



Do you distinguish your employees, their needs and how you can best deliver them? Do you value relevant insights? Are they part of your EX strategy?

That all sounds pretty simple right?

Now think about how many different types of employees you have and how many touch-points they use to connect with your customers. Perhaps it's not so simple after all.

Companies who excel as customer-centric organisations show 6 distinct characteristics. These characteristics provide a clear framework for you to base your actions on, and their implementation has clear benefits which we will reveal in [our next blog](#).

In the meantime, if you have any questions about Employee Journey Mapping or would like to find out how you can get one for your organisation, email experience@protopartners.com.au to receive more detailed information and pricing.

In 2008, Damian Kernahan and Kara Weaving, founders of Proto, identified the growing gap between the services large organisations promised and what customers received. Thus, Proto was born out of a small serviced office in the northern suburbs of Sydney to close that gap and was the first Service and Experience Design consultancy launched in Australia.

Proto uncover key customer problems and deep and robust insights to help leaders create change, transforming their culture and services into outstanding experiences that both employees and customer love and to provide pragmatic, actionable and robust solutions that they help implement into organisations with minimal disruption.

Over the years, they increased their emphasis on helping their clients increase their customer experience and service design capability across teams to continually meet the growing needs of customers and sustain business growth. They've helped over 200 major brands and organisations clarify, gain confidence and have conviction for commercially viable business solutions that are feasible, measurable and deliver 20X+ ROI.

If you'd like to find out how they've helped businesses like yours, and how they can help you too, [get in touch to find a time to have a chat.](#)



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