

MASTERING 8 DIMENSIONS OF EXCELLENCE

DAY ONE

How to Align Strategy, Culture, Customer Experience and Measures of Success

8:30 AM to 5:00 PM (with check-in starting at 8:00 AM)

Change leaders like you have high expectations, a vision of the possible and urgency to engage others. Join this stimulating and entertaining session for a pragmatic approach that will strengthen your ability to achieve strategic outcomes customers will notice and employees will enthusiastically deploy. Your top-rated speaker and author, Robin Lawton, provides a thought-leading model and new tools for an eminently practical way to:

- Describe, measure and significantly satisfy customer priorities
- Concretely connect them to enterprise mission and strategy
- Balance eight (8) areas of performance and related measures
- Integrate & advance existing initiatives (Baldrige, ISO 9001, GPRA, Lean/Six Sigma, HCAHPS, VOC, Operational Excellence)
- Make huge improvements in simplicity, satisfaction, revenue growth, cost and time reduction, and organizational cohesion

OBJECTIVES:

This fast-paced, interactive session shows you how to:

1. Make intangible knowledge work concrete and measurable.
2. Use new tools to connect strategy, daily work and customer insight.
3. Determine who “the customer” really is in every context (beyond labels like buyers, taxpayers, patients).
4. Move from an internal, process focus toward a culture where customer-desired outcomes drive innovation and excellence.
5. Inject existing initiatives with a strong customer bias; visibly strengthen what you already do well.
6. Address 4 key performance areas balanced scorecards miss.
7. Assure any improvement effort yields at least a 5:1 return on investment and effort.

WHO SHOULD ATTEND: This workshop is for change leaders, initiative champions and their teams responsible for conceiving and executing performance improvement and innovation your customers will love, colleagues will notice and competitors will envy.

You will be equipped with a powerful but elegantly simple framework and process that has consistently produced high results in the toughest settings. Examples illustrate what a well-aligned strategic plan, balanced scorecard and customer-centered change initiative looks like, as applied in government, healthcare and industry. As an executive or change leader, you will also see how to remedy common obstacles that may be interfering with your organization’s customer-centeredness:

- Internal focus: process improvement without first defining and measuring customer-desired outcomes
- No consensus: confusion about what “service” means and who “the customer” really is
- Intent without method: desire to understand the voice of the customer with only ad hoc methods
- Complexity: tools developed for manufacturing operations are difficult to apply to service and knowledge-intensive work
- Initiative proliferation: so much to do, the goal is forgotten
- Measurement imbalance: excess focus on what we and third parties care about, little on customers’ priorities
- Activity-oriented strategic plans: meeting milestones are confused with achieving results
- Execution weakness: stops, starts and changes in deployment delay getting to “done”

PAST PARTICIPANT COMMENTS:

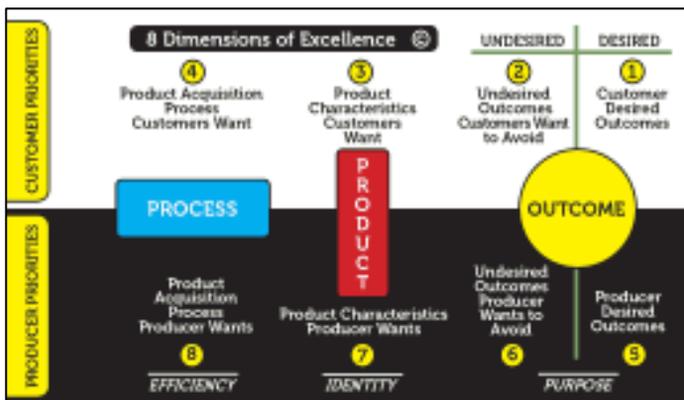
"Excellent seminar! This was not 'soft' training but required concentration and challenged me to make a mind shift to apply the customer-centered thinking in my work. The emphasis on creative divergent thinking may be the key to our success in the next 10 years." Steve McAlexander, Assistant Vice President, **American Honda**

"I have attended more than twenty seminars, workshops and post-Masters degree courses related to customer focus. This is the most practical approach I have found." Clifford Keys, Operations Division Manager, **Lawrence Livermore National Laboratory**

"Mr. Lawton's work clearly places him in a position to be today's premier thinker and practitioner of quality as defined by customer satisfaction. It causes revolutionary new managerial thinking and decision-making." Bruce E. Laviolette, Ph.D., Director, **Naval Air Systems Command**

TAKE-AWAYS INCLUDE:

- A self-assessment that reveals excellence strengths/needs in four key areas of leadership
- The easy-to-apply framework which shows where your current initiatives really focus and actions to leverage them
- The tool that removes ambiguity about what “service” means, making intangible work concrete and measurable
- Project criteria shown to simultaneously increase satisfaction & workforce capacity, yielding huge cost and time savings
- The method for connecting strategy to daily work, applicable to everyone
- A jargon-free language that eliminates ambiguity
- The 10-step strategy map that consistently produces industry leaders and eye-popping results



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DAY TWO

Uncover, translate, measure & deliver what customers want

8:00 AM to 5:00 PM (Day 1 is a prerequisite for this session)

You'd never tolerate multiple answers to the math problem, $7+5=X$. We've had years of math training, but little or none in linguistics. The ambiguity of our language and weak linguistic discipline remains a largely untouched challenge. This course supplies the needed rigor, easy to apply. You'll see how both improvement and innovation opportunities become unavoidably obvious. Practitioners have repeatedly saved millions of dollars, cut 80% customer-experienced response times, grown revenues, won industry leadership awards and wowed customers.

Success in challenging times is more dependent than ever on understanding and delivering what customers want. But the well-meaning notion that we should listen to "the voice of the customer" is an insult to our intelligence. Everyone knows there is no such thing as the customer. This necessarily means there must be more than one voice to listen to. Yet we can make potentially fatal assumptions about (1) who "the customers" really are, (2) what questions to ask, (3) how to prioritize their answers and (4) how to define and measure success.

Your organization is not alone in this challenge. Consider the top car company executive who heard customers say they wanted more miles per tank of gas. Did this understanding lead to (a) fuel efficient engines, (b) lighter vehicles, (c) aerodynamic bodies or (d) bigger gas tanks? The firm's design team rushed to market with bigger gas tanks. No kidding! Perhaps what customers said was not what they meant.

Tools such as surveys, quality function deployment (QFD), the Kano model, ISO 9001, Six Sigma and others have the intent to capture the voice of the customer (VOC). While they have all made contributions, NONE answer key questions every leader and practitioner must answer. Naturally, this session provides those answers. Examples from government, healthcare and such recognizable firms as Starbucks, Amazon, Southwest Airlines, Honda, Motorola and Google illustrate the growth potential possible by using the easy-to-understand but rigorous methodology described in this session.

OBJECTIVES:

Don't even think about conducting a voice of the customer project, commissioning a customer survey or designing new services without the innovative framework and tools provided in this session. You'll learn a refreshing new way to uncover and translate the mind of the customer in ways you never thought possible, including how to:

- Create the strategic framework for your VOC initiative
- Choose the best ways to collect customer needs
- Avoid the ten most frequent failures of satisfaction surveys
- Balance competing customer demands
- Ask the three "word formulas" that always uncover priorities
- Translate squishy perceptions into objective measures
- Connect VOC, product design, innovation, and growth

TAKE-AWAYS INCLUDE:

- An easy to understand, step-by-step method for defining what your customers want
- An Excellence Framework that balances customer and enterprise values
- The 2017 book, *Mastering Excellence: A Leader's Guide to Aligning Strategy, Culture, Customer Experience & Measures*, by Robin Lawton
- A unique set of tools covering strategy, VOC, measures, and related topics, available nowhere else



Robin (Rob) Lawton



Tony Belilovskiy

Contact Us

For more information on this program, Rob or C3 Excellence, Inc., please visit our website, <http://www.c3excellence.com/>, or call to speak directly to Rob about your transformation initiative and objectives.

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Robin Lawton is a best-selling author and internationally recognized expert in creating rapid strategic alignment between enterprise objectives and customer priorities. He has over 30 years experience directing both strategic and operational improvement initiatives in industry, healthcare, government, education and international enterprises. His powerful but easy-to-understand principles and tools are outlined in his 5-star rated book (see www.Amazon.com), *Mastering Excellence: A Leader's Guide to Aligning Strategy, Culture, Customer Experience & Measures of Success* and numerous publications at www.C3excellence.com. He was ranked #1 of 103 speakers in 2017 by an international organization, ASQ, and is regularly ranked "Best Speaker" at major conferences organized by the Federal Executive Board, Japan Management Association, American Management Association, American Quality Institute, International ISO Conference, Minnesota Healthcare Association, American Society for Quality, Chamber of Commerce, Association for Manufacturing Excellence (AME) and many others.