



## Creating a Service Culture

**People & their attitude make or break business.**

**It drives behaviour. Poor attitude wastes money and loses customers.**

We understand that the difference between good & great service, is attitude.

**We're different because** we've both experience & expertise in developing capability in people to choose a positive attitude, within the context of the team & the business. It's a powerful source of competitive advantage.

Leaders and front end service staff can underestimate the impact of their attitude on the people they lead or serve. They can focus purely on task and miss the potential to motivate, inspire and generate loyalty.

Today this is a missed opportunity and a hidden cost to business. We show how attitude is formed, how it impacts your service performance & how you can help your people improve it to improve the service you offer.

Developing awareness and capability in people to improve their impact, and so improve individual, team and business performance is the core purpose of what we do and why we created Wiseheart.

### Leadership and Customer Service: our view

Customer service is firstly a leadership issue. Then it is about staff emotional loyalty –win over your staff to win your customers, or put simply, Service Leadership.

### Creating Personal Service



**We have practical experience of bringing this to life at scale.**

***"Simply the best programme in my 20 years in business"***

*Chris Living, Tesco Mobile Chief Marketing Officer 2007*



## Who are Wiseheart and what makes us different?

Our focus is on creating excellent Customer Service performance.

Our reputation is built on being able to relate to people and their business.

We've a unique mix of experience. From leading a service culture at CEO level to expertise in designing & delivering Service culture change programmes that are sustained. We have literally, been there & done it!

We believe great performance comes when both rational (I know what to do) and emotional (I'm motivated and willing to do it) needs are understood and met. Or, to put it another way; excellent performance is achieved when our rational and emotional clarity of thought, provides us with wisdom, a positive attitude & motivation from the heart; hence our name, Wiseheart.

### Winning hearts & minds...

The phrase "winning hearts and minds" is commonly used in the context of improving performance. We have a successful track record of working with business leaders and front end staff, in a unique way that opens their hearts and minds to discovering fulfilling, and effective ways of working with their people and their customers. It is a very human approach – with an experienced eye on what is good for business. It is based on a very simple formula; happier, motivated people deliver great businesses. At Wiseheart we promote leaders who really know this and understand how to get the best from themselves, their team and their people.

People in business respond to this approach; it feels real and sustainable because it is as much about life as about business. That's what gives it a higher impact and is more natural to sustain.

### What your customers want in return for their emotional loyalty...



**This will only win**

**RATIONAL loyalty.**

**And it's the bit that's easy to copy.**

**A Service culture enabling this wins**

**EMOTIONAL loyalty.**

**Very hard for your competitors to copy & will win you new customers, retain existing & will grow your business.**

## How to create & sustain a Service culture ~ An example programme overview

A partnership approach that creates with you a programme tailored to your business, & transfers to you the skills to sustain the change.

### ① Creating some simple definitions that express a great retail culture

With a central team we engage and listen to customers and staff and ask them to articulate in simple terms what great service looks like to them. In Tesco they wanted to create some easy to understand expressions of the brand experience, an articulation of the customer promises, that could also become icons to represent and continually remind what great behaviours look like. They also became a shorthand reminder of the core skills within the programme.

#### Service Expressions



These were seen as created by, and owned by the people in the business. The customer promises defined WHAT great service looked like & the expressions defined the behaviours (the HOW) that would make the service Personal/ Great/ Excellent etc. They were signed off by the main board to provide a clear message, this matters! They provided a framework and focus for the development activity and were used in ongoing communication and training materials as icons that reminded people what the culture aspired to be.

### ② Diagnose the current reality of your culture.

- a. To understand how well the business currently delivers your simple articulation of a Retail Service culture, what attitudes and behaviours help and which don't.
- b. To engage people at all levels in the debate to gain ownership and stimulate their motivation to change.
- c. At a local level to identify the positive & negative motivational drivers impacting on your service performance.



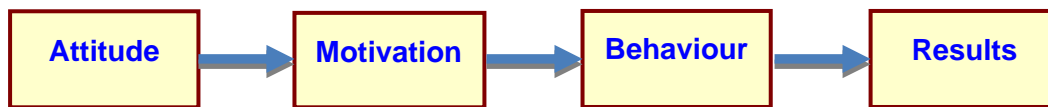
## The Programme overview (continued)

### ③ Develop your Service Leadership capability (Top Down momentum)

Summary of the content:

- A review and honest reflection of the current reality
- Insight and experience into what a service culture looks and feels like
- Insight into what makes an impactful leader
- Self awareness and emotional intelligence skills around what drives our behaviour - -
- Creation of a personal vision for how they intend to lead with choices to bring the vision to life.
- Experiential opportunities to apply the skills.

We have learnt from past courses that a focus on behaviour alone does not work. We asked how behaviour is driven and how can we influence it and came to understand the link between;



This was a radical and powerful insight as it combined life skills, and practical psychology applications of Neuro Linguistic Programming (NLP) and Cognitive Behaviour techniques, applied within a business context. It worked. From this we developed easily accessible skills which we have used for some years from the boardroom to the shop floor.

Our training is skills-based and experiential. We combine this with challenging service experiences, (ideally out of the training room and into your site), to stimulate the individual's own awareness of what good and bad service looks and feels like.

#### Real life application and sustainability!

Other consultancies do some great work at the individual level and can develop attitude skills. We are different because we teach emotional intelligence skills like "Choose my Attitude" *within* the context of the team and business. We have experienced that this has the most effective impact. Simply put, we focus more on applying the skills than theory.

We follow up the workshops with sustainability reviews and encourage new ways of working that support, measure and review how new behaviours are being applied.

*"This has made a tangible difference to me and the company through a shared language, shared experiences and shared skills. The benefits can be seen across the company – it's a win/ win for the individual and Tesco"* Chris Living, Marketing Director



#### ④ Create Personal Service champions, “Firefighters” (Bottom up momentum)

“Firefighter” was the name given to the front line staff who were trained using a condensed, but very similar course. Their role, (not a job), was to use their new skills to encourage, support and enthuse their colleagues, (i.e. to light a fire in them), as well as customers. They were the front line champions of the three Service Expressions.

The benefit for a culture change programme is that you get bottom-up momentum for change and some on the ground change agents enrolled, enthused and focussed on creating a Retail Service culture.

*“The job is easier now as I know how to choose my attitude and give 100%”*  
A Firefighter from O2 (real job Customer Service Manager)

#### ⑤ Build internal capability: Train the Trainer

A training programme, that builds your own capability to deliver your Service and Leadership programmes. Their training might cover:

- In depth experience of what they would be delivering and personal use of skills
- Insight into core change agent skills
- Followed by train the trainer
- Initial delivery support
- Signed-off to deliver with ongoing support from an external coach

*“I love this job, it’s helped me as much as it’s helped the business. The satisfaction of delivering such impactful training is amazing. I still can’t believe how often I’m genuinely thanked by people weeks later. It’s very satisfying.”* An internal trainer in Tesco

### Who we are? ~ The Founders of Wiseheart

#### **Andy Dewhurst**

Andy has 25 years Tesco experience, most recently as Chief Exec of a Division. Whilst leading the Tesco Telecoms business, Andy experienced first hand the powerful impact on himself, his team & his business of one of Richard’s programmes that developed new emotional intelligence leadership & service skills. This convinced him of the opportunity to help other businesses transform how they lead their people & serve their customers.

#### **Richard Thorp**

Richard has 15 years marketing, retail & change management experience. He has developed many service, leadership & culture change programmes, including an award winning customer service programme called “Living Service” that touched tens of thousands of staff and been attributed as one of the key contributing programmes to Tesco’s continued success. His belief & passion is that there is an enormous opportunity for business to focus development around HOW we get things done.

**To discuss further, please contact Richard Thorp direct:**

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## The Living Service programme in Tesco

“We must engage our people emotionally, not as an end in itself, but because it produces the best shopping trip for the customer. This programme brings our values to life. It is a very powerful experience, “Tim Mason, Main Board Marketing Director Tesco, Guardian article 2004)

**An award winning change programme called Living Service that transformed the leadership and service culture in all UK Tesco stores. It helped increase the emotional loyalty of 220,000 employees and millions of customers. It is attributed as one of the key contributing programmes to Tesco’s continued success.**

This project was led by Richard Thorp, now a founding partner of wiseheart, and won the MCA and Guardian Gold Award for Best Change Project in 2004.

- **Impact on people in store**  
6% improvement in morale across all stores (Impact: teamwork, staff helping each other, morale, attitudes & knowledge)
- **Improvement in customer KPIs**  
Improved performance of Living Service stores vs. non-Living Living Service stores:  
‘Overall Customer Service’ +8%, ‘Warm & Friendly’ +18%, ‘Helpfulness’ +45%
- **Additional business benefits**  
Store-specific improvements directly attributed to the skills taught through Living Service:  
Like for like growth +10%, +2.5%; Shrink 0.7% to 0.4%, three stock results under budget; Absence 10% to 5%, 10% to 3%, 6% to 4%, red for 3 years - now green; Availability 92% to 96%

### Customer Service Centre ~ 2005/06

**An innovative brand/ culture programme that helped transform the level of service delivered to 7.5m customers**

Customer service score up to 85% from 77%

“My opinion is valued “ staff score up 20%

Productivity up 45% & Absence down 28% Attrition down 42%

“ This programme is daring, innovative, good for business &

ethically sound“ (Professor Eugene Sadler-Smith ~

engagement development at Surrey University)

“You have an exceptional story to tell!” (Investors in People

Payroll branch report)

### Telecoms HO business 2006/07

**We helped a joint venture leadership team maximise their business potential through increased levels of understanding & trust.**

“an invaluable programme that has made a tangible difference to me and the company through a shared language, shared experiences and shared skills. The benefits can be seen across the company – it is a win/ win for the individual and Tesco Telecoms.”

Chris Living – Chief Marketing Officer Tesco Mobile

“We’re more open & honest now, a much stronger team & we make better quality decisions as a result” Andy Dewhurst (CEO)

## Example roadmap to build a Living Service Culture

