ENSURING YOUR COMPANY IS A CUSTOMER EXPERIENCE LEADER

THE 12 CX HABITS THAT CUSTOMER EXPERIENCE LEADERS DO CONSISTENTLY WELL.

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Introduction by Adrian Swinscoe

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For the last 12 years, I've been researching and observing what companies that produce excellent outcomes for their customers repeatedly do.

Over that time, we've recovered from a global financial crisis, seen the release of the first iPad, witnessed the growth of both the sharing and gig economies, witnessed the application of AI in consumer and business technology take massive leaps forward, seen social, political and environmental concerns rise to the top of the agenda and are still going through, what we hope are the last throes of, a global pandemic.

Whilst all of that has been going on, I've been collecting a list of things that companies that lead their fields in experience do well.

That list currently numbers 12 different things.

Some of the items on the list are shorter than others, and some are longer. Some are evidence-based, and some are based on observation and my own experience.

But together, they form a series of behaviours, habits and characteristics that brands who lead their fields in experience invariably exhibit.

This whitepaper describes that list of 12 behaviours, habits, and characteristics and shows why they are important.

1

They are clear on their experience vision and strategy and how it connects to business objectives

Many customer experience (CX) initiatives and projects fail to meet the expectations of both customers and businesses.

While that may be hard to hear, it's not news.

In fact, in late 2019, Forrester predicted[1] that 'One in four CX pros will lose their job' in 2020. This statement was made on the back of mounting dissatisfaction with the returns brands were receiving from their digital and customer experience related investments.

Then the pandemic happened, and this pressure waned as brands were forced to invest heavily in customer experience, customer service and digital transformation initiatives.

However, nearly two years on from that prediction, investment levels and expectations are still high. However, many projects are still not delivering, at least in customers' eyes, with Gartner finding that **85 percent** of customers[2] feel they are not receiving value.

So, it seems reasonable to suggest that as the effects of the pandemic recede, scrutiny

on digital and customer experience related investments will inevitably rise, and many will again be challenged to prove their ROI.

Now, anyone who has experience in a corporate environment and hears about a project facing a new ROI challenge knows that this is often code for things like 'why are we doing this?',' I don't understand it', 'I don't agree with it', 'I don't like it',' what's the best way to kill this?', and 'who approved this?'

When this happens, it is clear that the project owners have not demonstrated their value and relevance to the core business.

Forrester's prediction manifests that in human terms, i.e. if you can't prove the value of your work, then we will eliminate your job.

While that may have many in the CX community gripped with fear, it is clear that too many CX projects are not aligned with their business objectives and strategy. And are being viewed as 'nice to have.'

I'd go further and suggest that many CX leaders don't know how their initiatives or projects support or enable the achievement of the business's overall strategy and objectives.

1) Source: https://go.forrester.com/blogs/predictions-2020-customer-experience/
2) Source: https://www.gartner.com/en/documents/4002809

I know this because I've asked a lot of them.

When I do, I usually ask two questions:

The first question I ask is this:

What is your experience strategy?

This typically elicits a response something along the lines of 'We want to create an effortless, digital, AI-enabled, connected, omnichannel blah blah blah buzzword buzzword buzzword ...customer experience.'

Now, I tend not to dwell on many of the first answers given as many of them are pretty generic and very similar and move quickly onto the second question.

The second question I ask is:

And, how does your experience strategy support or enable your business's overall strategy and objectives?

Now, while the first question gets lots of responses, my second question is often met with silence, blank faces, and sometimes looks of confusion.

And, therein lies the problem.

As a CX professional or leader, if you can't answer the second question with clear links back to the outcomes you want to achieve and what they mean in terms of pounds and pennies or dollars and cents for the business, stop right there and consider starting again.

I'd suggest that you start by thinking about what the business wants to achieve and what that means in terms of outcomes that you can influence.

Once you have done that, that should help you focus on the right things to do. That, in turn, will help you deliver both ROI and worth to the business.

Leaders know this. They also know that this is non-negotiable and crucial to everything that follows, so they bake it into their DNA.

They have a clear vision about the experience they want to deliver and a robust strategy to help them get there that is also tied to achieving their overall corporate objectives.

These companies have clear answers to the big strategic questions regarding their brand, service and experience strategy and how they connect to their overall business objectives.

These questions include:
- What is your brand, service and customer experience strategy?
- How does it support the achievement of your business objectives?
- What is the human touch and technology balance?
- Where is it now, and where would you like it to be? And why?
- Will it change for different types of customers?
- Will it change depending on the stage of their journey?

Secondly, most, if not all, of their CX initiatives are focused on delivering business value and a Return on Investment (ROI).

The way they do that is by linking their customer experience strategy to the improvement of one or more of the key levers (customer interest, conversion rate, average spend, number of transactions in a given period and the cost to serve) that exist in most businesses.

2

They really know their customers

Zappos[1], the online retailer of shoes, clothes and accessories, describes itself as ''a customer service company that happens to sell shoes ….' and is often cited as one of the leading lights in the customer service and experience space.

I asked[2] Alex Genov, Head of Customer Research for Zappos, about what they do that helps them deliver a stand-out experience. He told me that their objective in everything they do is to create an emotional connection with their customers. While they would like to do that over the phone, they know that many customers want to buy from them directly from their website.

So, to achieve that across different channels, they work hard to better understand their customers by leveraging the data they have on them and conducting ongoing qualitative research on their customers. These include home visits better to understand the emotional part of their customers' decision-making - the why behind their buy.

For example, during these home visits, they discovered that one customer said he wanted to change his wardrobe as he was approaching the next stage of his life and career. Meanwhile, one lady wanted to replenish her wardrobe as

she had just had a baby, while another wanted to make changes to her wardrobe not because of how she felt but how the clothes and shoes she was going to buy would make her feel.

Genov believes that brands too often eschew this type of work and focus only on the data they collect and what they can do with it. However, in doing so, they fall into the trap of not seeing the whole person, their context and, as a result, the whole opportunity.

This is the difference between leaders and followers.

Followers rely predominantly on the data that they collect.

But, leaders know that their customers are not just their data, and they are not just a wallet or a series of clicks or transactions. They know that they are so much more than that.

As a result, they are willing to go much further and go past their data to really get to know their customers, their motivations, the why behind their buy and the real them.

1) Link: https://www.zappos.com

2) Source: https://www.adrianswinscoe.com/2018/07/delivering-a-personalized-customer-experience-the-zappos-way-interview-with-alex-genov-of-zappos/

3

They take an experience, data, tech... ordered approach

I remember being told a story about a marketing director who delivered a progress update to their Board of directors one quarter.

At the end of the marketing update, one of the Non-Executive Directors piped up and said something along the lines of "I think we need a chatbot, don't you?".

The marketing director replied: "Thank you for your suggestion, but a chatbot does not fit with our strategy and so is not part of our plans."

At the next quarterly board meeting, the marketing director again provided their update. However, this time, their update included how the business had faced some challenges over the last quarter and how that had negatively impacted their results.

At the end of the update, the same Non-Executive Director commented,

"...that'll be because we didn't have a chatbot, right?"

Now, you might be thinking this is a ridiculous story. But, it is true. Too often have I seen organisations buy technology on a whim or because it's in vogue or because 'everyone else is doing it.'

They buy technology and then think about what they can do with it afterwards.

This is the wrong way round.

Always start with the end in mind i.e. Design the experience you want to achieve and then figure out what tech and data you need to fulfil that.

Not the other way around.

You might be thinking that this characteristic should be self-evident.

But you'd be surprised how often it is not.

That's why it appears on this list.

4

They are brilliant at the basics

Many customer experience initiatives are focused on surprising and delighting customers.

However, many of those are not delivering the desired results.

A better but less 'sexy' way to deliver results is to focus on being brilliant at the basics.

The basics like being easy, quick and efficient to deal with that matter to your customers.

However, too few companies do this.

Ignoring the basics doesn't make sense from ANY angle.

The financial and emotional RoI of helping customers avoid risk, failure, mistakes and disappointment is way higher than the RoI of any surprise or delight initiative.

Did you know that we, as human beings, value avoiding risk, failure, mistakes and disappointment between **5** and **17 times** more than any surprise, delight or other fancy new initiatives?

By not focusing on being brilliant at the basics, organisations miss a huge opportunity to build relationships with their customers that sit on a foundation of trust and reliability.

Perhaps this is because being brilliant at the basics is not easy work, and it takes time, discipline and commitment.

And, that's not to say that new ideas, channels and technology aren't great.

No.

But, before we get distracted with new stuff, let's make sure we figure out and are brilliant at the basics first.

5

They are relentless at the identification and removal of 'grit'

Starting from the same point as the previous characteristic, many customer service or experience improvement initiatives focus on increasing delight or adding a wow factor to their customer service or experience.

In doing so, they tend to overlook the minor glitches or frustrations customers might have when they do business with them.

As a result, they risk ignoring the very things that customers tend to remember.

It's a bit like walking to a meeting or appointment and noticing that you have a piece of grit (small stone) in your shoe. Now, you may be a bit pressed for time, and the grit doesn't hurt very much, so you don't stop to remove it.

However, it's always there, and once you arrive at your destination, what do you remember about your journey?

The grit in your shoe, right?

The reason this happens is all do with how the memory works and the fact that we generally remember feelings, particularly annoyances and disappointments, better than anything else.

Customer experience leaders are relentless in identifying and removing grit from their customers' experience.

To identify those bits of grit, they are brave enough to ask their customers questions like this:

"Is there anything that we do, however slight, that annoys you or has annoyed you in the past?"

and

One firm that built its whole service and experience strategy around this same approach is Big Ass Fans. Their CEO, Carey Smith, told me in an interview[1] that

"...approach and strategy was central to growing their business fivefold, from $34 million in revenue in 2009 to $175 million in 2014."

1) http://www.adrianswinscoe.com/find-and-fix-customer-problems-by-hiring-a-customer-advocacy-manager-interview-with-carey-smith-and-dave-waltz-of-big-ass-fans/

6

They make things as simple as possible - inside and out

It's common to consider offering customers greater choice and more options when growing your business or developing your customer base.

However, whilst offering more choice may seem like a good idea, it's not always the best strategy.

This may seem counter-intuitive to many but often offering customers too much choice can cause choice paralysis and result in them choosing not to do anything or doing less than they might if we reduced the options available to them.

Here are some examples from a 2010 article in The Economist[1] that illustrate this issue:

- In Nudge[2], Richard Thaler and Cass Sunstein quote a study of company pension plans that when a default investment option was included in the pension product choice, saving employees the task of going through picking or structuring their own portfolio then participation in the company schemes shot up from **9%** to **34%.**
- In 2009, Glidden, an American paint brand, reduced its palette of wall colours from **1,000** to **282** because they saw a change in "Americans' priorities from 'more is better' to 'less is more'".
- Pascal Barbot, the chef at L'Astrance, a three-star Michelin restaurant in Paris, offers no choice on his menu, which is driven by what he has picked up from what was available in the market that day.
- According to Sheena Iyengar in The Art of Choosing[3], when Procter & Gamble trimmed its Head & Shoulders range of shampoos from **26** to **15**, sales increased by **10%**.
- A 2006 Bain study suggested that reducing complexity and narrowing choice can boost revenues by **5-40%** and cut costs by **10-35%**.

Moreover, the article reports on a landmark experiment conducted in a supermarket in California, where shoppers were offered a range of jams. When presented with a range of 24 jams, more shoppers stopped at the display, but only 3% went on to purchase a pot of jam. Meanwhile, when the display was changed to offer only six jams, whilst fewer shoppers stopped at the display, 30% went on to buy a pot of jam.

1) Source: www.economist.com/node/17723028

2) Source: Nudge: Improving Decisions About Health, Wealth and Happiness Paperback (2009) – Thaler and Sunstein.

3) Source: The Art Of Choosing: The Decisions We Make Everyday of our Lives, What They Say About Us and How We Can Improve Them (2010) - Iyengar.

So, it seems that whilst customers may say they want more choice and show more interest when presented with an extensive range to choose from; they actually decide to buy less products when presented with a large range to choose from.

This is a fascinating and counter-intuitive finding and one that, I think, not only applies to the choices that we provide to our customers but also to the experiences we design and how we run and organise our businesses.
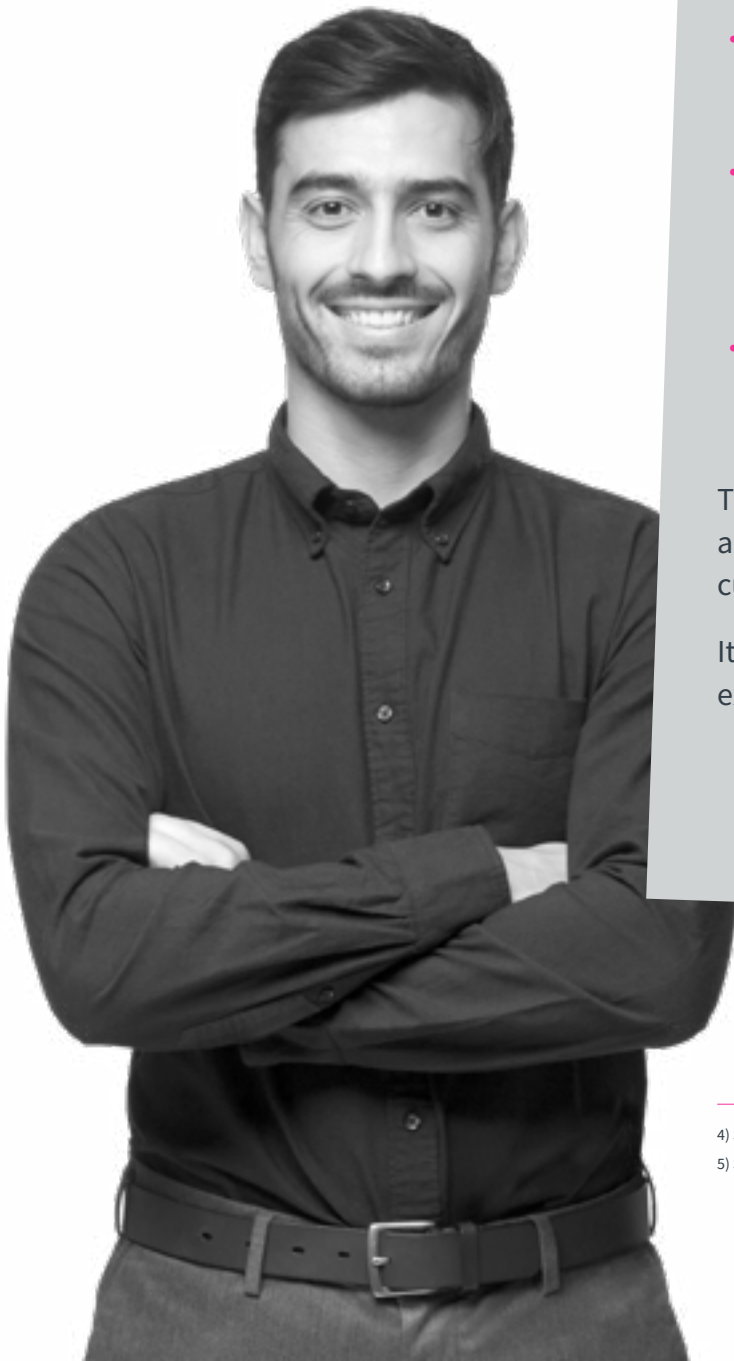
This is backed up by research conducted by Siegel + Gale[4], the international branding agency, who since 2009 have been tracking[5] the impact of 'simplicity' when it comes to brands. They have found that simplicity stands out in an increasingly complex world when it comes to customer choice, service, and experience. They have also found out that brands that focus on delivering simple service and experience deliver better results:

- **57%** of consumers are willing to pay more for simpler experiences.
- **76%** of consumers are more likely to recommend a brand because it's simple.
- Brands that don't provide simple experiences leave an estimated share of **$402 billion** on the table.
- Since 2009, a stock portfolio comprised of the publicly traded simplest brands in their global Top 10 has outperformed the major indexes by **1,600%**.
- **62%** of employees at simple companies are brand champions—versus only **20%** of employees at complex companies.

Therefore, it seems that the reduction of choice and the quest for simplicity has value for both customers and employees.

It may not be easy to do. But, simpler service or experience pays.

4) Source: https://www.siegelgale.com/
5) Source: https://worldssimplestbrands.com/

They focus as much on their employees as they do on their customers

It's widely agreed that having happy and engaged employees directly contributes to an organisation's ability to deliver excellent service and experience.

Gallup's research backs this up and shows that when firms work hard to create, build and develop a highly engaged workforce, they significantly outperform their peers across several relevant metrics. For example, their research[1] shows that firms with a highly engaged workforce experience:

- **37%** less absenteeism;
- Between **25%** and **65%** lower staff turnover (depending on the industry);
- Up to **41%** fewer quality issues;
- **48%** fewer safety incidents;
- **28%** less shrinkage;
- **10%** higher customer ratings;
- **21%** higher productivity; and
- **22%** higher profitability.

1) Sources: http://www.gallup.com/services/169328/q12-employee-engagement.aspx and http://ihrim.org/Pubonline/Wire/Dec13/GlobalWorkplaceReport_2013.pdf

Moreover, research[2] by Temkin Group published in their 2015 Employee Engagement Benchmark Study also found that companies that had a market-leading customer experience had 50% more engaged employees than the majority of their competitors.

One way to express this would be to say that customer experience is a function of employee experience or

$$CX = f(EX)$$

However, recent research by SAP Fieldglass in 2018[3] found that around 44% of global workforce spend is on external talent. According to the study, over 65% of organisations need their external workforces to operate at full capacity, meet customer demand, and develop and improve products and services.

This is backed up by research from Deloitte via their 2018 *Global Human Capital Trends*[4] report, which shows that there is an emerging workforce ecosystem that is changing the way that organizations need to engage, attract and manage all types of workers.

These two research studies show that it's no longer sufficient to say that customer experience is a function of employee experience or CX = f(EX). Organisations need to start thinking about both the employee and external workforce experience (WX) if they are to deliver the experience that their customers desire.

That means that our equation now becomes:

$$CX = f(EX + WX)$$

Leaders know this and know that to design and deliver outstanding service and a great customer experience is not just about technology, process and systems; it's also about people and the whole network of people required to deliver the service and the experience that our customers desire.

8
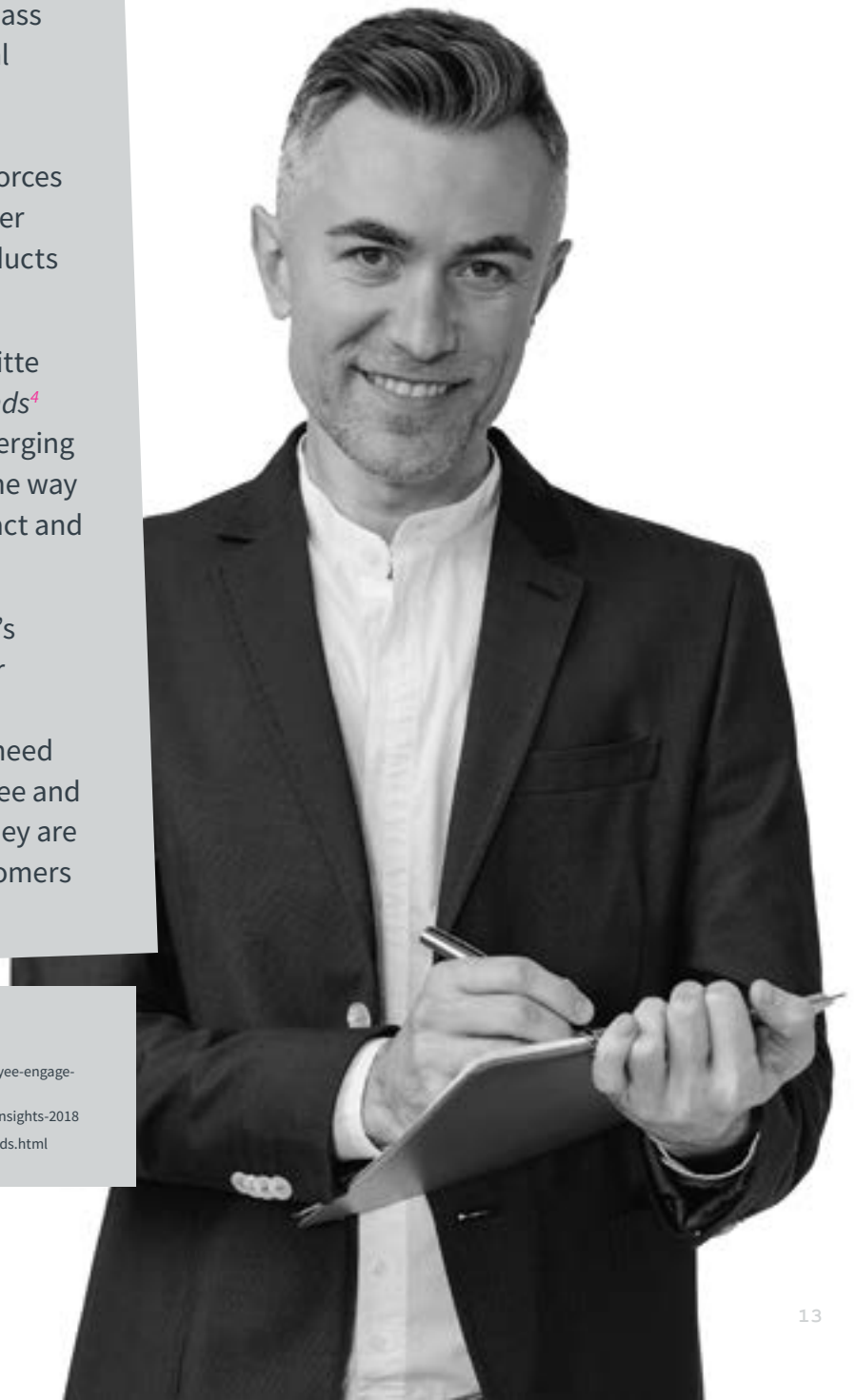
They understand where loyalty is earned

In many businesses, when a customer purchases a product or service, requires service and their loyalty are often thought of and treated separately. However, research[1] by Clickfox in 2012 found that the most critical times for generating loyalty were at the point of purchase or when a customer had an issue that needed resolving. Specifically, their research found that:

- **49%** of people surveyed said that their loyalty was earned at the point of purchase/ service; and
- **40%** of the people surveyed said that loyalty was also earned when they had a customer service issue that needed to be dealt with.

Now, if you think about this from the customer's perspective, particularly from a psychological standpoint, these findings make complete sense.

1. We want to feel assured that we are making the right decision when it comes to spending our money; and
2. While we understand that things go wrong from time to time, when they do, we want someone to help us, show up or come to our rescue.

More recently, research investigating the state of loyalty and trust in the experience economy in 2018 by InMoment[2] found that trust is a key driver of loyalty.

Specifically, their research found that:

- **88%** of customers said that trust is "extremely important" when deciding where to shop.
- To build trust, by far the most popular driver (**55%**) was that brands must "deliver what they promised".
- If they don't, **67%** stated that this was the "biggest deal breaker" and would be the biggest reason that they would lose faith with a brand.
- Nearly **50%** of customers said they are willing to spend between **11** and **50%** more with brands they trust a lot.
- **61%** of customers said they would go out of their way to buy from brands they trusted and felt loyalty towards while **60%** said they would buy from those brands more frequently.

A quote from a customer, that participated in the research, sums up the implications for firms that want to earn and keep the loyalty of their customers:

"I'm treated with respect, and I'm not just a "customer number" to them. They train their employees to care about me as a person, and they offer their best support when things don't go right. Even if things go wrong often, I won't change my loyalty to them because I can trust that they will always work with me to make things better and that they will always care for me as a loyal customer and friend."

What is clear from these pieces of research is that loyalty is no longer (and possibly never was) about loyalty programs. Instead, it is a broader construct, one which, at a fundamental level, is about some straightforward and very human things: consistency, respect, value and reliability.

Loyalty is a whole business game, not just a program.

Leading brands know this and know that opportunities to generate loyalty exist across the customer experience. As such, they design and deliver customer experiences that identify and maximise those 'loyalty' moments.

9

They strike the right balance of technology and the human touch

The customer experience space is dominated by discussions about digitisation and the increased use of new techniques and technologies, including predictive analytics, personalisation, robotics, automation and artificial intelligence (AI) and how firms can use them to improve and personalise their customer experience.

While many of these possibilities are very interesting and exciting, I'm often struck by how little is said about the human role and how it fits into this fast-evolving world of high-tech customer experience.

This is despite the fact that:

- Voice and email are still the most popular customer service channels[1];
- Customers continue to report[2] that they value the human touch or that they are regularly frustrated by their inability to speak to a real person when they encounter a problem that needs resolving;
- Customers feel[3] as though companies have placed too much reliance on digital technologies, resulting in the development of "human-less" customer service;

- Voice and increasingly video[4], regardless of demography, are the go-to channels when a customer's issue is urgent, concerning or complex; and
- Nearly half of consumers[5] say the companies they regularly do business with don't show them enough empathy when delivering customer service.

The research shows that connecting with a skilled and empathetic fellow human being, when needed, is a critical part of the customer's experience and can make or break a customer's relationship with a brand if not done or handled well.

Leaders get this and strive to strike the right balance of technology and the human touch.

Followers don't, and while they continue to invest heavily in new technology or default to digital or technology-only solutions to help improve their customers' experience, they run the risk of driving a wedge between them and their customers.

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1) Source: https://insights.datamark.net/best-customer-service-channels/

2) Source: https://www.mycustomer.com/service/management/and-our-biggest-issue-with-customer-service-is

3) Source: https://www.forbes.com/sites/adrianswinscoe/2016/10/01/the-need-to-reconsider-the-technology-and-human-balance-in-customer-experience/

4) Source: https://www.vonage.co.uk/resources/publications/global-customer-engagement-report-2020/

5) Source: https://www.genesys.com/resources/personalization-and-empathy-in-customer-experience

They are proactive by nature

Many companies know that relying just on reactive customer service is no longer sufficient in order to compete, differentiate and drive their businesses forward.

And, many have made great strides in developing and implementing web-based self-service tools over the last couple of years, allowing them to lower costs, drive additional revenue, improve satisfaction and NPS scores, increase customer engagement, and boost customer loyalty and retention.

However, leading companies know that the opportunity in being proactive extends beyond web-based tools, and there are opportunities to deliver value to the business and their customers across the whole customer lifecycle.

Here are some examples[1] illustrating what is possible at different stages of the customer lifecycle:

- US truck rental firm, Budget Truck Rental, added an intelligent virtual agent to its web self-service tool to provide instant answers to questions from prospective customers. Following implementation, they reduced inbound call centre calls by **28%** and achieved **$875,000** of cost savings and online revenue gains in the first seven months of operation.

- AT&T uses SmartVideo technology to minimise 'bill shock' for their new and returning customers. 'Bill shock' occurs when the customer is shocked when they receive their first bill and do not understand all the different elements of the bill. This results in a significant number of inbound calls. Now, each new and returning customer receives, along with their bill, a link to a personalised video that explains all

1) Source: https://www.adrianswinscoe.com/2015/02/where-to-find-proactive-customer-service-opportunities/

of the different elements of their specific bill. Implementing this strategy has allowed AT&T to significantly reduce its inbound calls as a result of 'bill shock' and drive an increase in valuable services, like paperless billing and increase their NPS scores.

- Virgin Media in the UK has around **2500** engineers providing free-of-charge servicing for their broadband customers. However, they know that, on average, **10%** of all their service appointments fail, mainly because their customers forget about the appointments. This has enormous utilisation and cost implications for Virgin Media. Therefore, in the run-up to appointments, they proactively communicate with their customers across various channels to ensure that customers don't forget about the appointment. This is driving a dramatic reduction in the **10%** of failed appointments, saving Virgin Media millions of pounds per year in utilisation and engineer costs and, at the same time, is driving increased customer satisfaction and higher NPS scores.

- One of the UK's largest water companies, Anglian Water is also using technology to proactively notify their customers regarding water outages relevant to their location. This has allowed them to save hundreds of thousands of pounds in call centre costs every year and has improved their overall customer experience, supported by the positive feedback they receive.

11

They personalize everything about their experience

If you ask marketers, almost all of them[1] report that personalization positively impacts customer relationships and, when done well, drives improvement in customer satisfaction, engagement and acquisition, and increased revenue and retention.

The same is true of customers, with around 90% reporting[2] that they find marketing personalization very or somewhat appealing. A similar number reports they are more likely to shop with brands that provide relevant offers and recommendations.

These findings are echoed in NTT's 2021 Global Customer Experience Benchmarking Report[3].

But, the report warns that "organizations and consumers have different views of what personalization means", with consumers saying that personalization is "not about how well the organization knows them, but how well the organization is listening to them, and how efficiently and effectively they respond to needs."

The NTT report goes on to say that "Consumers are more interested in being able to choose how they engage with organizations – and having those choices respected – than receiving what organizations think are

helpful reminders, or proactive offerings in an attempt to upsell or cross-sell to them. They're also wary about sharing personal data so companies can send them personalized information."

So, while there might be an acknowledgement of the importance of personalization on both sides, there seems to be a lack of a shared understanding of what personalization really means.

Leaders understand this and work hard to build a deeper understanding of their customers, their preferences and what a personalized experience means for them.

However, they don't stop there.

They know that a personalised experience is much more than a set of marketing campaigns. So, they build their understanding of their customers and their preferences into everything they do from how they communicate with their customers, to how and who responds to their requests for help, to what recommendations they make about next best actions while also making things easy, relevant, efficient and consistent.

1) Source: https://www.forbes.com/sites/adrianswinscoe/2018/07/28/are-you-doing-personalization-wrong/

2) Source: https://www.forbes.com/sites/blakemorgan/2020/02/18/50-stats-showing-the-power-of-personalization/

3) Source: https://hello.global.ntt/en-us/insights/crossing-the-cx-divide

They have the right sort of leaders and leadership

At the beginning of the pandemic, much of the talk was on how 'leaders' at all levels should focus on supporting their team members, particularly those that were able to work remotely.

But, as things progressed, it struck me: Who was focused on supporting the leaders themselves? Are they OK? How are they coping?

And, did they have the right sort of skills to flourish and thrive in this new environment?

Well, in May 2020, The Institute of Leadership and Management surveyed[1] 1,200 managers working remotely in the UK and found that:

- Almost a third reported that the greater flexibility, lack of commute and more time with their family had improved their mental health. However, **20%** said that their mental health had deteriorated.
- **42%** reported that they felt increasingly isolated during the period of lockdown or shelter in place. This was more acutely felt by men living alone (**79%**) than women living alone (**56%**).

- Meanwhile, **44%** reported that they had been working longer hours while working remotely; and
- Finally, nearly a third of working mothers, who did not have a support network, said they could not take adequate breaks when working.

These were not isolated findings, with McKinsey highlighting[2] the strains that CEOs are facing and Gallup highlighting a drop in engagement over the last few months, with the most significant drop coming from leaders and managers[3].

Now, some organizations were well prepared for these challenges. Dean Robison of ServiceNow told me a story[4] about how Bill McDermott on taking over the helm at ServiceNow in October 2019, instigated a new leadership development and investment programme at all levels of the business. That decision looks incredibly prescient, as Robison told me that leaders and managers at ServiceNow feel well placed, well supported and well equipped to deal with and thrive in this changing environment.

1) Source: https://www.managementtoday.co.uk/two-faces-remote-working/food-for-thought/article/1687701
2) Source: https://www.mckinsey.com/featured-insights/leadership/the-toughest-leadership-test
3) Source: https://www.gallup.com/workplace/313313/historic-drop-employee-engagement-follows-record-rise.aspx
4) Source: https://www.adrianswinscoe.com/2020/08/lessons-learned-from-the-move-to-remote-working-interview-with-dean-robison-of-servicenow/

More recent research from Advanced's 2021 Workplace Trends Survey Report[5] suggests that many managers and leaders have started to adapt their leadership style over the last two years to suit their new working environment.

In particular, **48%** of managers and leaders report that they are spending more time providing reassurance and feedback, **40%** are providing more flexibility on deadlines, **39%** are focusing on providing clearer direction on tasks and projects, and 34% are spending more time on setting and reviewing tasks.

However, despite all this change, Advanced's research also found that many managers are still struggling to get to grips with the new challenges that remote and hybrid working pose.

Leading organizations understand this and are investing heavily in their senior, middle and front line team leaders to help them successfully navigate and thrive in a changed working paradigm.

5) Source: https://www.oneadvanced.com/siteassets/resources/reports/2021-work-force-trends-survey-report.pdf

Conclusion

These 12 habits have emerged out of 12 years of research, observation and immersion in the customer experience space. Over time, some will change, some may disappear, and new ones may emerge. But, as they stand, they offer a guide to what leading organisations do consistently well to help them stand out and lead their markets, especially when it comes to customer experience.

Now, it is up to you to assess which of these habits your organisation possesses, how you are performing and where you need to develop new habits and capabilities as you plot your path to experience leadership.

Author Bio

Described as an experimental CX thought leader and visionary, **Adrian Swinscoe** is a best-selling author, Forbes contributor, speaker, investor, advisor and aspirant CX Punk.

He has been growing and helping develop customer-focused large and small businesses for over 25 years now.

His clients have included brands such as Sky, NowTV, Apple, ING, KFC, Philips, Cancer Research UK, Talk Talk, Gazprom, Intercontinental Hotel Group, Olympus, Harper Collins, the UK Gov's Crown Commercial Service, Microsoft, Pearson and Costa Coffee as well as numerous tech vendors and many smaller and medium sized businesses.

Adrian is a frequent writer, podcaster and speaker on all things related to customer service and experience.

He published a best selling book in 2016 called *How to Wow: 68 Effortless Ways to Make Every Customer Experience Amazing (Pearson)*, published an exciting new book: *Punk CX* in 2019 and has just published an exciting follow up: *Punk XL*.

You can find out more about Adrian via:

- **Blog**: www.adrianswinscoe.com
- **Podcast**: www.adrianswinscoe.com/category/interviews
- **Forbes** column: www.forbes.com/sites/adrianswinscoe
- **LinkedIn** profile: uk.linkedin.com/in/adrianswinscoe
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