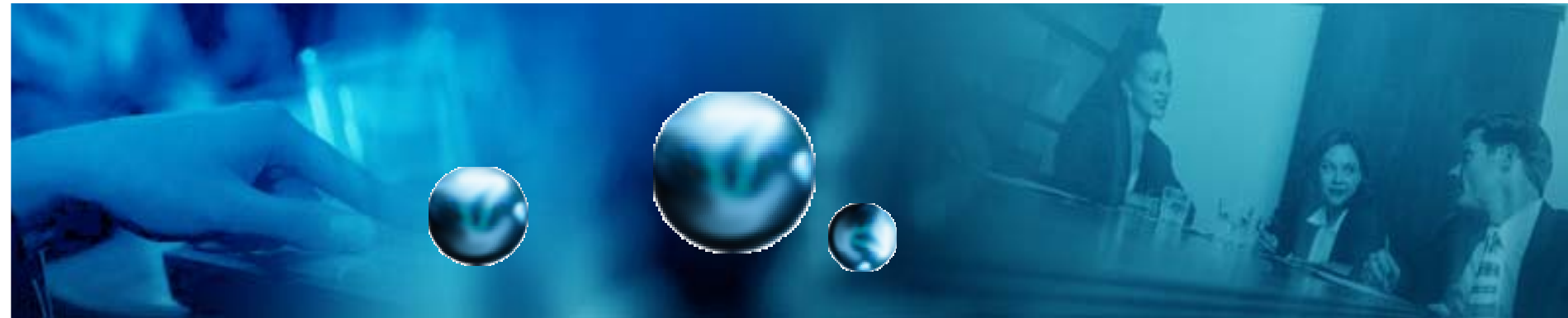


# Customer Centricity



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](http://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!



# Contact Us

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