

TEN RULES FOR LEADERS

“IF THE PRIMARY AIM
OF A BUSINESS ISN'T
TO CREATE VALUE FOR
IT'S CUSTOMERS, IT
SHOULDN'T BE
IN BUSINESS.”

10 RULES FOR LEADERS

Most “rules” white papers focus on ways to create value for shareholders. This work is **different**. It focuses on creating value for customers. Doing that is exactly what creates value for shareholders.

One of the best toolsets for creating that kind of value is **customer experience design**. It focuses an organization's attention on its customers in addition to ongoing focus on shareholder concerns. Because it's design-based, customer experience design can deliver both.

THE ELEVENTH RULE



We've set up a **special email address** for questions that arise from this read.

11thRule@StoryMiners.com

We hope you **enjoy** the read. Please share with others if you want.



10 - LISTEN TO YOUR CUSTOMERS

Your focus needs to be on your customers. Listen to learn the points of differentiation they care about and what will be most meaningful from **their point of view**. The potential to create raving fans lies in a wide variety of research tools. They range from traditional interviews to modern techniques. For example, anthropology inspired observation and facial profiling. These help identify just which experience encounters have the most potential. These steps also involve examining the behavior and ‘hot buttons’ of competitors’ customers.

AND LISTEN TO YOUR EMPLOYEES

Dig deep into the attitudes and behaviors of your employees, particularly those in customer-facing positions. The goal is to understand how they recognize and respond to the nuances and clues you introduce – the little touches that **truly differentiate the brand**. Insights gained from this step help assure that the final experience design will be readily adopted.

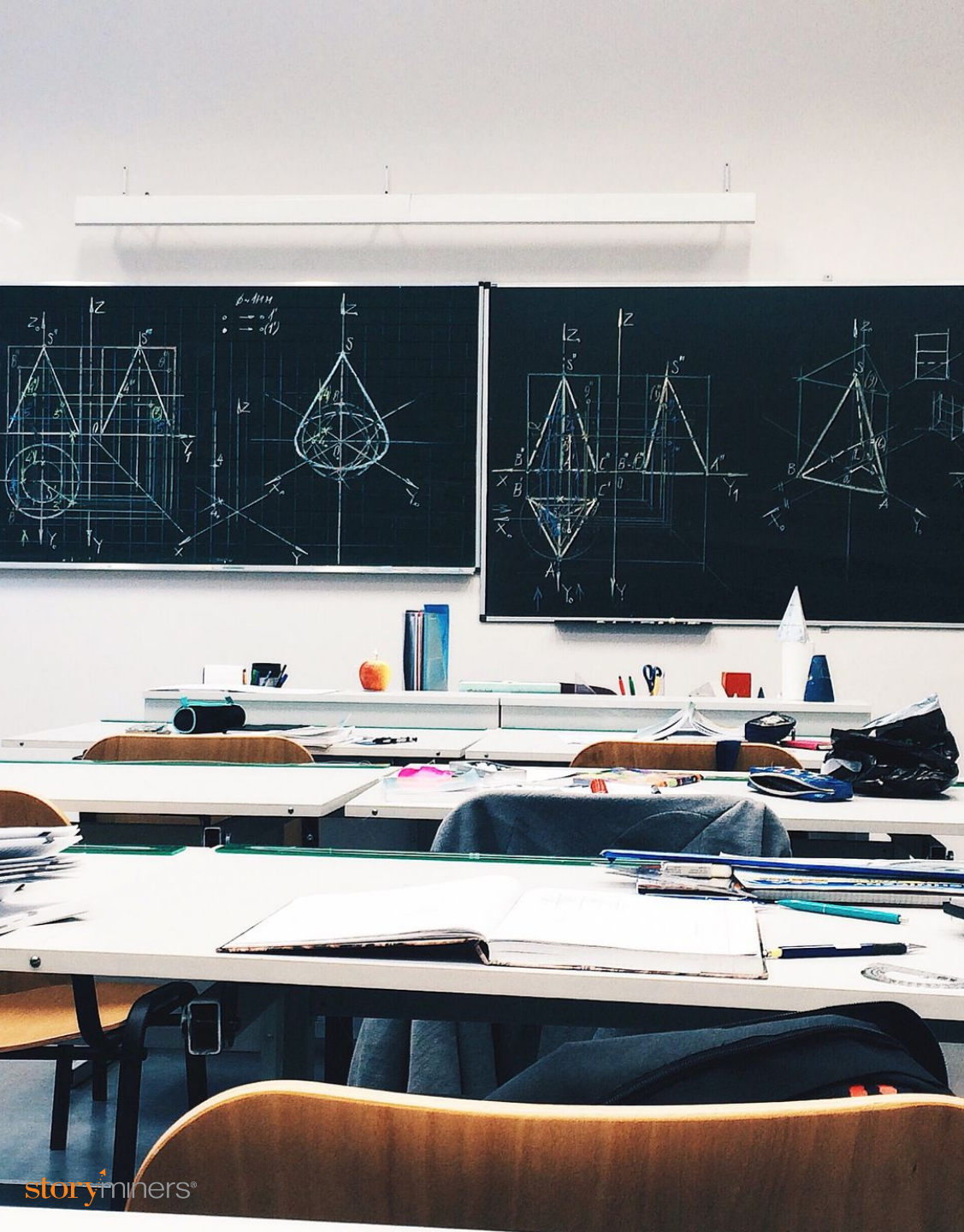


09 - MAKE — AND KEEP THE RIGHT PROMISES

The best customer experience designs make the **right promises**.

Design can also make it **practical and profitable** for the business to keep them.

Remember to **focus on the details** because that's where the magic is.



08 - DESIGN FROM THE **OUTSIDE-IN**. CHANGE FROM THE **INSIDE-OUT**.

When designing a new experience, **start with your customers**. Use what they need most as the guiding light of your design work. Then, continue working inward to develop the capabilities, roles, tech, and processes, that your organization requires to deliver the future state experience.

Once it's time to introduce the new experience, reverse directions. Start within the organization to announce what's changing. **Don't surprise your own team!**

Once everyone knows what the next-gen experience will be and understands their role in it, do some **live testing**. After working out the bugs, you will be ready to launch publicly. This is the most important of the 10 rules, but we recommend you follow them all ;-)



07 - STATE YOUR BUSINESS GOALS AND CONSTRAINTS

Describe in detail your company's '**Reason for Being**'. It should include what outcome of value the company produces, for whom, and what value a customer can obtain from it.

Also, document the **principles by which the company operates**. Those unwritten rules of the road that keep things aligned and people on the same page.

Finally, create a diagram of **stakeholders' commitments** to each other. Put the name of the role each stakeholder plays in a circle; connect them with lines to each other. Indicate the primary outcomes each stakeholder 'owes' to the others by writing them on the lines. (Ask us about this, it's quite powerful.)

06 - GREAT EXPERIENCE DESIGN BEGINS AND ENDS WITH **STORY**

The organizations that win the **word-of-mouth** game know how to create experiences. The ones that become **great stories** as customers share them. This pattern works because design connects the emotions of people with practical business needs.

*No matter how hard you try or how much you spend, **your brand** can't be any better than what **your customers** experience.*





05 - DESIGN FOR **ADOPTION**, NOT JUST IMPLEMENTATION

Implementation is usually focused on getting **the physical aspects** of a new customer experience installed properly.

Adoption represents a higher-order goal that **delivers greater value**. It is a measure of throughput. In other words, do employees and customers use the new experience? Are they happy and productive?

Achieving adoption is important because it **heightens the experience and creates value**—for both customers and shareholders. *[Hint: keep your existing resources intact. Do not displace key vendors such as architects, agencies, web/mobile developers, and others whose value comes from knowing you so well.]*

Design for **adoption** is a crucial step. Don't skip it.



04 - USE **CUSTOMER EXPERIENCE DESIGN** IN FRONT OF CUSTOMERS AND BEHIND THE SCENES

Working on **customer-facing** parts of the experience doesn't work. Not without adapting the business processes that support them.

So, use **experience design** twice:

- To design the experience for **customers**
- To design the experience for **employees** who must deliver it (and the back-office systems that must support them).



03 - DESIGN THE **EXPERIENCE** FIRST. IMPLEMENT THE **TECH** SECOND.

Employ technology to deliver the **experience** you design. Don't base your experience design on technology just because it's available. Set your own direction.

Defining your future experience solely on what technology can do robs your brand of its **uniqueness**. Putting in tech for tech's sake might seem expedient or cool, but any benefits gained will be lost as the next technology innovation appears.

Put the **experience first** so that your employees and customers will always sense your purpose. Own your experience. Only purchase the tech needed to support it.



02 - USE LOW-RES WITH BUILDERS, HIGH-RES WITH SPONSORS

Use low-resolution tools like written stories or illustrated storyboards to get the gist of your experience design across to inner-circle team members. These are the people you count on to build new experiences. Why? Because during the beginning phases of design, everything (including the context) changes frequently – and because low-res tools leave room for everyone to imagine and contribute.

Once your future-state experience design ideas start to gel and you need the support of sponsors, you'll know its time to switch to higher resolution presentation solution like 3D renderings, animation, or video. These tools take longer and cost more, but they convey much more information – enough to win the hearts and minds of sponsors.

One of the most effective methods we employ at StoryMiners uses actors to role-play key encounters so that sponsors can witness live responses from real customers to their ideas. We call it Human Prototyping®. It let's you make customer-focused decisions about service design and delivery earlier and with higher confidence than ever before.



01 - SWEAT THE DETAILS

Customers typically look for resonance between various details of what your brand does for them—and what your operations do to them. So, make sure that front-of-house operations (what customers see) aligns nicely with back-of-house operations (what employees do).

Nothing is more critical to your company's success than the ability to deliver superior customer experiences—time after time. Those experiences don't happen by chance. They occur when leaders decide to engineer every facet of the business to align with their customers' reasons for buying. That's what helps customers turn into enthusiastic advocates.

When customers turn into raving fans, the companies serving them prosper. Some enter the ranks of the world's most enviable brands. Enhancing customers' experiences at every touchpoint creates loyal, enthusiastic endorsers.

That's the secret sauce of any good experience design. Of course, we're not going to detail it all here. Our ability to do this so well is why we get hired ;-)

10 RULES FOR **LEADERS** - SUMMARY

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- **MAKE — AND KEEP THE RIGHT PROMISES**
- **DESIGN** FROM THE OUTSIDE-IN. **CHANGE** FROM THE INSIDE-OUT.
- **STATE YOUR BUSINESS GOALS AND CONSTRAINTS**
- **GREAT EXPERIENCE DESIGN** BEGINS AND ENDS WITH **STORY**
- **DESIGN FOR ADOPTION**, NOT JUST IMPLEMENTATION
- **USE CUSTOMER EXPERIENCE DESIGN** IN FRONT OF CUSTOMERS AND BEHIND THE SCENES
- **DESIGN THE EXPERIENCE FIRST**. IMPLEMENT THE **TECH SECOND**.
- **USE LOW-RES** WITH BUILDERS, **HIGH-RES** WITH SPONSORS
- **SWEAT THE DETAILS**



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