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“Practical, tactical and hands on, this book will push you to initiate the customer interactions you should have been doing all along.”

–**Seth Godin**, Author, *Poke the Box*

THE
AMAZEMENT
REVOLUTION



Seven Customer Service Strategies to Create
an Amazing Customer (and Employee) Experience

SHEP HYKEN

Wall Street Journal Bestselling author of *The Cult of the Customer*

Advance Preview - Not for Sale

THE AMAZEMENT REVOLUTION

Dear Friend,

I am so excited to give you this sneak preview of my newest book. Even though this is just a little more than 20% of the book, I think you will agree that this "preview" could almost be a book by itself. If you like this, then you will love the receiving the book. When you pre-order you will receive many valuable bonuses including:

- ***The Amazement Revolution*** – 224 pages, hardbound, published by Greenleaf
- **One Year Subscription to Shep's "Business Insight" Series** (Retail Value: \$19.95)
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- **Free shipping within the United States** (Small up-charge for International)
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Total retail value: \$89.65 (Actually worth much, much more!)

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The bonuses will immediately be emailed to you with links to download the PDF's and links to listen to the interviews. *The Amazement Revolution* book will be sent to you in April.

So, what are you waiting for? Go to www.AmazementRevolution.com and order the book today!

Always be Amazing!



Shep Hyken
Chief Amazement Officer
Shepard Presentations, LLC

P.S. Order today at www.AmazementRevolution.com. Thank you!

THE
AMAZEMENT
REVOLUTION

Purchase the book at www.AmazementRevolution.com

Praise for *The Amazement Revolution*

Practical, tactical and hands on, this book will push you to initiate the customer interactions you should have been doing all along.

—**SETH GODIN**, author
Poke the Box

In reading Shep Hyken's The Amazement Revolution, I applaud his approach. At American Express we view service not as a cost, but an investment in building customer relationships. Through Relationship Care—our overarching service ethos—we strive to emotionally connect with our customers and add value to every interaction. The seven strategies outlined in this book are exactly how we operate.

—**JAMES P. BUSH**, Executive Vice President,
World Service, American Express

The true measure of Shep Hyken's success as a communicator is simple. His books always exceed the readers' expectations. The Amazement Revolution is no exception!

—**J. KIM TUCCI**, Co-Founder,
The Pasta House Co.

The Amazement Revolution will serve as a guide for many business operators as they pursue paths towards developing and communicating an effective mission, as well as establishing the strong culture needed for success. The book is a demonstration of the importance of attaining effective team leadership.

—**J RONALD E. HARRISON**, Retired SVP, PepsiCo, Inc.,
Currently member of the Board of Managers, RE/MAX, LLC

We have a retail store that competes with other stores who sell exactly what we sell. Why do our customers do business with us? It's not because of our prices. It's because of our service. We give our customers a better experience. The Amazement Revolution tips many of the secrets that give us a competitive advantage over our competition.

—**KEITH BAIZER**, Mayor of Creativity,
Artmart, Inc.

More praise for *The Amazement Revolution*

Our family has been in the roofing business since 1929. How have we been successful for so many years? All you have to do is read the first chapter of this book to know. We just do the right thing.

–**BOB FREDERIC**, President,
Frederic Roofing

In The Amazement Revolution, Shep not only inspires but provides a clear path for moving from a service culture to an Amazement culture and backs it up with real world examples. Whether a sole practitioner or a corporate giant, if you desire to create Amazed customers you need to read this book!

–**BARRY G. KNIGHT**, President
NEXT Financial Group, Inc.

What is your trademark? Why do your customers want to return? My good friend Shep Hyken is a mirror image of successful repeated business. After all, this is his ninth book! This Cowboy knows his stuff.

–**JEFFREY W. HAYZLETT**, best-selling author of
The Mirror Test, Celebrity CMO, Cowboy

It takes more than just great technology for our customers to think of us as more than “just another software vendor.” The chapter on cultivating partnerships is exactly what we do to create value and build customer loyalty.

–**RON CAMERON**, President
KnowledgeLake
Honored as Microsoft Partner of the Year

BOOKS BY SHEP HYKEN

Moments of Magic: Be a Star with Your Customers and Keep Them Forever

The Loyal Customer: A Lesson from a Cab Driver

Only the Best on Success (co-author)

Only the Best on Customer Service (co-author)

Only the Best on Leadership (co-author)

The Winning Spirit (co-author)

Inspiring Others to Win (co-author)

*The Cult of the Customer: Create an Amazing Experience that Turns
Satisfied Customers into Customer Evangelists*

*The Amazement Revolution: Seven Customer Service Strategies to Create
Amazing Customer (and Employee) Experiences*

For information about the above books contact:

Shepard Presentations, LLC

(314) 692-2200

info@hyken.com

www.hyken.com

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THE
AMAZEMENT
REVOLUTION

Seven Customer Service Strategies to Create
an Amazing Customer (and Employee) Experience

SHEP HYKEN



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First Edition

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AUTHOR'S NOTE: When I use the word “customer” in this book, please understand that I mean the whole range of people who do business with, and rely on, your organization. This could be someone you are presently calling a customer, client, patient, guest, member, etc. As we go through the book, you will see the phrase “customer” used most frequently to describe the members of this group. This is just a “catch all” term to describe someone you do business with. Whatever the label, I’m always talking about the same group of people.

PART ONE

WHAT IS AMAZEMENT?

amazement (noun) 1. overwhelming surprise or astonishment.
—*Webster's Unabridged Dictionary.*

Amazement (proper noun) Service that is consistently and predictably better than average. Amazement is not necessarily about “Wow!” levels of service, although sometimes it may be. It is about an all-of-the-time, I-know-I-can-count-on-it, better-than-average experience. Most organizations can be better than average some of the time. Very few, however, are consistently better than average. That consistent experience is what sets apart an average organization from one that is Amazing! —Shep Hyken

Purchase the book at www.AmazementRevolution.com



CHAPTER ONE

THE RIGHT THING TO DO

From the time I could write, whenever I got a present, my mom would say, “Write a thank-you note. That’s what you do when you receive a nice gift.”

That simple-sounding instruction was really about a whole lot more than writing a note. It was part of my parents’ larger philosophy about what was right and what was wrong in life. There were certain things you did, and certain things you didn’t do, in your relationships with others.

Although this wasn’t a customer service principle, it was a life lesson, and it was a lesson that eventually had profound implications for me, my business, and for a whole lot of people who read my book *The Cult of the Customer*. What I eventually came to call the Amazement Revolution—the strategic decision to remake your organization or your team based on the principle of amazement—was actually rooted in my parents’ philosophy. The Amazement Revolution is all about doing what’s right by the important people in your life.

I believe that if you do what's right, then things like customer service and marketing and sales have a way of looking after themselves. If you don't, they become very difficult.

This book is about the seven specific strategies that amazing service organizations consistently do right when it comes to relationships with their customers and their employees. These seven strategies also serve as declarations of principle for the organization as a whole. If you build these seven Amazement Strategies into your organization, lots of important things—like writing thank-you notes—become second nature.

I think we all know what doing the right thing for customers feels like when we experience it in our own lives *as* customers. It's much harder to identify the principles and processes that make “doing the right thing” on a consistent basis possible for an organization, but I know it can be done. Let me give you an example from my own childhood.

I'd been practicing magic—card tricks, rope tricks, and so on—since I was about ten years old; around the age of twelve, I experienced something totally unexpected. A brave mother asked me to perform a magic show at her son's birthday party. I remember getting paid \$15 for that forty-five-minute show, which was a pretty big deal.

Suddenly I was a professional magician! At dinner one night, after that first show for my first paying customer, my mom said, “Don't forget to write a thank-you note.” Other “command performances” followed. These were birthday party magic shows, and every one I did resulted in a payment from a grateful parent. I always worked hard on my routines, and I made sure at the very end that I “magically” produced enough candy for the kids, so that even if the show had left something to be desired, the audience would still love me.

I did as my mom said—and more important than that, I followed the *spirit* of what she'd said. I wanted to do right by the families who had invited me to entertain at their parties. Following my mother's lead, by the ripe old age of twelve I had learned to develop some “do the right thing” processes for my little business:

- A week before the booking for a birthday party or magic show, I called the parent to confirm the time I would be showing up and to get any last minute details.
- I showed up early. This, my dad told me, was even better than being on time.
- I did the best job I could possibly do.
- I made sure I left a little late. I gave people more than they expected.
- I sent a thank-you note the very next day.
- A week later, I would call to make sure everyone loved the show and to say thank you once more. (By the way, these conversations sometimes lead to booking another party.)

When I look at those six steps, I realize just how important they were—and are! My business today operates using precisely the same processes: show up early, stay late, do your best, always say thank you, give people more than they expect, and follow up. There are many other processes now, of course, but these are still in place for me. And they all arose out of this core desire to do the right thing.

I didn't go to school to learn how to execute those processes. I didn't go to customer service training seminars to learn how to talk to people who wanted to work with me. I didn't go to a marketing class to learn how to write the thank-you notes. And I didn't go to a sales training class to close the additional bookings that arose when I made that follow-up call. My parents taught me those skills and reinforced the core principles, which all came down to the single core principle of doing the right thing. Everything else followed from that. The activities may have looked simple, but executing them properly every single time took discipline.

It's the same with the strategies and principles in this book. They are not simplistic, but they aren't rocket science either. They are easily understood, but they take time to get right. What matters is not just that you understand them, but that you *integrate* them into your overall business strategy and your overall life strategy—into what you and your team do every day.

The Amazement Revolution is about indoctrinating yourself and your team in the phenomenon known as amazement. The book is built on my own observations, based on over twenty-five years of research and working with clients, about the seven core strategies that an organization of any size can use to instill and reinforce the desire to do the right thing by both customers *and* employees. And yes, those two groups are linked. The first are your external customers; the second are your internal customers. External customers, of course, are the people who pay money for your products, services, or solutions; internal customers are the people who work for your organization.

To keep external customers happy, you must make sure your employees know that you care about doing what's right by them, day after day after day. Your employees will in turn care about doing what's right by the customer. There are lots of lessons and processes in the pages that follow, but they all proceed from the first principle of doing the right thing by your internal and external customers. You have to care about that first. Amaze your employees, and they'll spread the amazement!

After we do the right thing, we can classify what we have done as customer service or marketing or sales or employee relations or whatever. In the moment, though, as my parents would surely agree, *it's just what you should do*. And if you do it consistently, you amaze people.

If you believe, as I do, that it makes sense to do the right thing by both internal and external customers more often; if you want to build a world-class service organization, starting at the bottom, the middle, the top, or at any part of the enterprise, regardless of your current title or level of experience; or if you are simply curious about what this Amazement Revolution is all about—read on!



CHAPTER TWO

HOW WE GOT HERE

This book could almost be considered a sequel to my earlier book, *The Cult of the Customer: Create an Amazing Customer Experience that Turns Satisfied Customers into Customer Evangelists*. I say “almost” because you don’t have to have read a word of that book to put the principles of this book into practice. However, you will want to read what follows in this chapter, whether or not you’re familiar with the first book. (If you’ve already read *The Cult of the Customer*, please consider this chapter a brief but essential refresher.)¹

CRITICAL POINT #1: YOUR ORGANIZATION HAS A CULTURE

Every organization has an operating culture. Right now, your organization’s operating culture either focuses on creating an amazing experience for both internal and external customers...or it doesn’t.

Accepting this much is the essential starting point. Whether your organization is large or small, whether you are the founder of the company or a front-line employee, whether you work with customers on the front lines or somewhere deep within the enterprise, *your organization has a culture that determines the quality of the experience you provide* for employees and customers. Your organization's culture falls into one of the following categories:

1. It is *at* the level of amazement, and people are striving to stay at that level.
2. It is *moving toward* the level of amazement, and people are eager to reach that level.
3. It is *stagnant*, and people are, as a group, indifferent about whether or not the level of amazement is ever reached (or they are uncertain about what amazement is).

Look at my definition of amazement again. It's important.

As it applies to customer service, it is a consistently and predictably better-than-average customer experience.

Most organizations' service cultures are not at this level; they're stagnant. Their people are complacent about the level of service they are delivering. As a result, these organizations are moving further and further away from amazement every day.

THE FIVE CULTS

There are five specific cultures—or “cults,” as I call them—that I use to more specifically describe an organization's current direction. As you read the list below, ask yourself which one of these cults best describes your organization right now.

The Cult of Uncertainty

- In the cult of uncertainty, either no brand promise has been com-

municated or the brand promise is regarded as meaningless. As far as the external customer is concerned, there's no consistency to the customer experience. This lack of consistency leads to uncertainty. Sometimes customers have a positive experience with you, and sometimes they don't. Because of this uncertainty, customers might have a poor expectation based on a negative or inconsistent past experience with your organization. At best, these customers simply *hope* for a positive experience. At worst, their "default setting" is a negative expectation. Most customers get used to companies operating in this cult, which is not to say they like it.

- The same dynamic applies to the internal customer (employee) experience. Because the team members haven't been trained properly—or at all—they don't know how to effectively interact with customers, and they don't have the tools they need to do the job well. Job satisfaction is typically low. They have no internal mantra that aligns them with the organization's mission.

An internal mantra is a one-sentence-or-less summary of the service philosophy that aligns employees with the company's mission. This is important because it serves as a constant reminder to employees. An example is Southwest Airline's internal slogan (mantra), which is: "Not just a career, a cause."

- In the very best-case scenario, the employee *hopes* for a good experience. Again, at worst, their "default setting" is a negative expectation.
- Note: The cult of uncertainty is by far the largest of the five cults. Most organizations operate in this cult. That doesn't necessarily mean they're bad organizations. Instead, a company operating in the cult of uncertainty has a great opportunity to experience its own Amazement Revolution and just hasn't yet taken the steps to do so.

The Cult of Alignment

- In this cult, your organization makes a powerful, emotionally compelling, yet simple brand promise. External customers understand the promise, but they are still waiting to experience it. They want proof.

A brand promise is a concise commitment to customers about what they can expect as a result of doing business with your organization. An example of a brand promise is FedEx’s slogan, “When it absolutely, positively, has to be there overnight.”

- Internal customers also “get” the brand promise. They have an internal mantra, a one-sentence-or-less summary that aligns them with the company’s mission. They have been properly trained and given good tools, but most do not yet consistently deliver above-average service. Job satisfaction is improving.
- Some brand promises can also serve as mantras and be the same for both internal and external customers. For example, one of my favorite mantras comes from the Ritz-Carlton Hotel chain: “We are ladies and gentlemen serving ladies and gentlemen.” It’s short, simple, and impossible to forget—and both customers (guests) and employees understand exactly what it means.

The Cult of Experience

- In this cult, external customers experience a powerful, positive *interaction* with your organization that supports a brand promise they understand and remember. They like it and hope that the experience will be just as good as the next time. Confidence is building.
- Employees also experience the mantra/brand promise working, and they begin to look forward to delivering on it. Job satisfaction is on an upward trajectory.

- Note: The transition between the cult of alignment and the cult of experience is usually the most important cultural shift for a specific employee, for a specific customer, and for a customer-focused organization as a whole.

The Cult of Ownership

- Over time, customers experience *multiple* positive interactions with your organization. A positive outcome becomes predictable, and the customer begins to own the experience. The customer thinks, “This is where I want to do business!”
- Employees have a similar experience inside the company as positive interactions become consistent and predictable; employees begin to own the process that delivers good customer experiences. They also begin to implement and refine the processes that deliver multiple powerful, positive interactions with customers. They begin to enjoy significant job satisfaction. They think, “This is where I want to work!”
- Note: Ownership has three requirements. First, internal processes (operational procedures and policies) must be in place that are understood and used by employees. Second, these internal processes must consistently deliver positive experiences to customers. Third, these internal processes must regularly be improved upon. In my experience, no organization can move forward to the cult of amazement, the most desirable cult, unless it meets *all three* of these criteria!

The Cult of Amazement

- Customers get *addicted* to the level of experience they consistently receive, and they become *evangelists* on behalf of your organization. They self-identify as part of your community, and they want others to become part of your community, too. (Evidence of this takes the form of loyalty and referrals.) Mistakes certainly aren't impossible, but when you've achieved the level of amazement, if your organization

makes a mistake, the external customer's "default" assumption is that it will be resolved in a positive way. You get a second chance. The bottom line: people trust you and love doing business with you.

- Your employees also connect as a community. They have a shared system of belief, one that elevates the customer experience to primary importance. Employees become evangelists for you as an employer, and they can even aid in the recruiting process. People enjoy their career with you and love telling others about what they do for a living.

Remember: Amazement is not a single experience. It is the consistent outcome of expecting and getting the right thing.

The cult of amazement involves both customers and employees. Expecting your employees to deliver a superior experience to your organization's customers when they have not enjoyed this unique culture as a result of working for you is worse than unrealistic. It's delusional!

CRITICAL POINT #2: YOUR ORGANIZATIONAL VOCABULARY MUST CHANGE

The way we communicate *always* affects our behavior. If your organization is currently operating in the cult of uncertainty, not only must your processes change, but your vocabulary must change as well. *When we change our vocabulary, we can change our thinking.*

Each organization has its own needs on this score, and it's likely that no two organizations are going to share precisely the same terminology as they move out of the cult of uncertainty and away from organizational and personal stagnation. The following phrases should become part of the vocabulary of every group, large or small, if you and your organization are committed to moving toward the cult of amazement.

Amazement: You know this one already. It's an experience that is consistently and predictably above average. Amazement is the state of having people do the right thing for us so consistently that we come to expect that treatment; we overlook occasional problems because we anticipate a positive resolution; and we actively recruit others, so they can have the same positive experience we are having.

Amazement Revolution: This is your organization's movement out of anything that resembles the cult of uncertainty and toward the cult of amazement, or your effort to stay in the cult of amazement. This movement must be led by someone. To learn who, see *force of one*, *force of many*, and *force within*, below.

Evangelist: This describes your highest-level customer, the customer who does business with you at the cult of amazement level. This customer is not just loyal, they also sing your praises to others. This customer wants to convert others, turn them into customers, and thus do your marketing for you! Loyal employees do much the same thing by recruiting prospective employees from their circle of friends and family when your enterprise operates within the cult of amazement.

Force of one: This is someone who aspires to achieve or to continue operating within the cult of amazement as a solo entrepreneur.

Force within: This is a person or group within an organization that aspires to achieve or to continue operating within the cult of amazement, even though the enterprise as a whole may not share that objective.

Force of many: This describes the situation where *everyone* in the organization aspires to achieve or to continue operating within the cult of amazement. It's part of the culture. However, the Amazement Revolution is not over. It's an ongoing phenomenon, and the drive to maintain amazement is driven by a leader (typically a CEO, owner, founder, or president) who is focused on people—both employees and customers.

Interaction: This is the phrase with which I propose we replace the common word “transaction.” A transaction is something that starts and ends. An “interaction,” however, is part of an ongoing relationship. I’ve made a promise to remove “transaction” from my service vocabulary, and I hope you will do the same in your organization.

Moment of Magic: This is my take on Jan Carlzon’s moments of truth concept: “Anytime a customer comes into contact with any aspect of a business, however remote, that customer has the opportunity to form an impression.”² These touch points can be good, bad, or average, and they can be experienced by both internal and external customers. Positive moments of truth are what I call Moments of Magic. Even though I use the word “magic,” that doesn’t mean the touch points are always “wow” experiences. Just as we saw in the definition of amazement, these may simply be above-average person-to-person interactions. There’s an old saying that a journey of a thousand miles begins with a single step. The journey toward amazement begins with a Moment of Magic!

Moment of Misery: This is the phrase I use to describe negative moments of truth, such as a manager criticizing an employee in public during a team meeting, or an employee failing to assume accountability for a problem reported by a customer. Note: Any moment of truth, even a Moment of Misery, can be transformed into a Moment of Magic! (And vice versa!)

Role model: This is a person or organization engaged in an Amazement Revolution—someone from whom you can learn specific lessons that help you to lead your own Amazement Revolution. I’ve included more than fifty role models in this book. See Amazement Revolution takeaway below.

Touch points: See Moment of Magic.

Amazement Revolution Takeaway (ART): This is a best practice that you learn from another person or organization and adopt to support your own Amazement Revolution. It's the answer to the questions: "So what? Now what?" Amazement Revolution Takeaways follow every amazement story in this book and are highlighted with the phrase **ART**.

ART of Amazement To-Do List: This is a summary of the specific best practices that you are focusing on implementing within your team or organization. You'll find this list in Appendix A; use it to create your own unique to-do lists.

Amazement Brainstorm Worksheets: These are special activities that will help you to implement the good ideas you've encountered in this book. You'll find them in Appendix B.

CRITICAL POINT #3: YOUR ORGANIZATION NEEDS ROLE MODELS

After I finished writing *The Cult of Amazement*, I asked myself: What internal principles, beliefs, and best practices make a culture of Amazement possible? What are the standards that can ignite an Amazement Revolution within any size organization, whether it employs one person or thousands of people? Which companies are the very best role models for individuals and/or companies who want to make the transition to a cult of amazement? Drawing on decades of experience, I am offering this book as my answer to these questions.

I believe there are seven Amazement Strategies shared by the best service-focused organizations in the world. Much of this book is devoted to the true stories of these real-world role models, both people and enterprises who actually live by these Amazement Strategies and whose examples and best practices can help you transform your own workplace into that of a premier service organization.

The seven Amazement Strategies are:

1. **Provide membership.** We think of customers as members who deserve a superior level of service.
2. **Have Serious FUN.** We embrace *fulfillment, uniqueness*, and anticipation of what's *next* as internal operating principles.
3. **Cultivate partnership.** We deliver a level of service and create a confidence so compelling that customers might consider us a partner, not just a vendor or supplier.
4. **Hire right.** We hire the right people, and we look for the right personality for the job even before we look for technical skills.
5. **Create a memorable after-experience.** We deliver a powerful after-experience that reminds our customers how much they enjoy and appreciate doing business with us.
6. **Build community.** We create and support communities of loyal customers and employees, also known as evangelists.
7. **Walk the walk.** We operate under a clear, shared set of values that everyone throughout the entire organization understands and follows.

ABOUT THE ROLE MODELS

I selected fifty role models for this book. Many of these organizations will probably be familiar to you; some you won't recognize at all. I wanted a mix of role models, from small entrepreneurial businesses to large Fortune 500 companies, to show you that the Amazement Strategies can work for organizations of any size.

These role models have a lot to teach us about launching and sustaining a culture of amazement. With that said, I can only confirm that they are *currently* engaged in an Amazement Revolution. That doesn't mean they always were or will always be. As quickly as this book goes to print, one or more of these organizations might fall from grace. Furthermore, most of

the role model companies don't practice all seven of the Amazement Strategies. That's good news for you because it proves that implementing just one or two of the strategies can put you on track, or keep you on track, to create an Amazement Revolution for your own customers and employees.

You may disagree with some of my role model choices. That's okay. (If you feel the urge to do so, please feel free to write me and tell me why you disagree.) Even though we may not see eye-to-eye about a company's role model credentials, I hope our differing views will not diminish the powerful lessons we can learn from these organizations.

To be included in this book as a role model, an organization had to:

1. **Demonstrate mastery** in at least one of the Amazement Strategies.
2. **Have a dedicated group of loyal customers or evangelists.** This is a real-world community from which the company draws praise and also ideas for improvement and innovation. You know your company is amazing when you've developed a community of evangelists!
3. **Show the ability to prosper, or at least rebound, during tough times in the larger economy.** Time after time, I have found that amazing companies use service, loyalty, and retention as critical marketplace weapons to survive and thrive during tough times.

Before we move on, I want to share a few important thoughts on the Amazement Revolution Takeaways (ARTs). First and foremost, I want to emphasize that what follows is not just a list of techniques. Here you will not only learn the important how-tos, but also some of the important whys behind a successful Amazement Revolution. Some of these ideas can be implemented immediately, and others will take a considerable amount of time to implement. Regardless of how long it takes to implement a given ART, you always want to look at what must happen to change the *culture* of the team or organization. I can teach someone the right strategy, but equally important cultural changes have to happen for someone on

your team—or for your entire organization—to actually want to do the right thing by the customer.

I believe the best way to change the culture of an organization that's currently operating within the cult of uncertainty is to start treating employees the way you'd like customers to be treated—maybe even better. I call this the Employee Golden Rule, and it is at the heart of any successful Amazement Revolution. What happens inside the organization inevitably affects what happens to customers on the outside of the organization. Managers, that's the part of the Amazement Revolution that you must make a special effort to constantly pursue. It's all too easy, in the midst of our busy day, week, or quarter, to lose sight of the Employee Golden Rule!

Some managers who read customer service books like these are eager to get the tips they can share with the front-line team members that will help them improve interactions with customers, but they may be less interested in strategies to improve their own interactions with the team. The way managers communicate with their team members has far more impact on the level of service your organization delivers than any advice we pass along to them. As you make your way through this book, the seven strategies will not only help managers to improve your organization's relationships with customers, but they are also designed to help you support your employees, improve your relationships with *them*, and implement the Employee Golden Rule!

Managers must pay close attention to what is happening inside the organization, because the quality of their interactions with front-line people will determine the quality of the organization's interactions with customers.

The very first role model you will learn from—American Express—proves that any organization, including a global financial services giant,

can make the Employee Golden Rule a driving operating principle of the enterprise. As you'll learn in the next chapter, constant improvements in the *internal* culture have made this company a global leader in the area of customer service.³

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PART TWO

THE MASTER CLASS

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CHAPTER THREE

THE MASTER CLASS: AMERICAN EXPRESS

In the chapters that follow, I spotlight each of the seven Amazement Strategies and offer operating examples and Amazement Revolution Takeaways (ARTs) from real-world organizations. To start, I want to give you a detailed “master class” in amazement by profiling, in depth, one world-class service organization that has led the way for the rest of us by implementing *all seven* of the Amazement Strategies throughout the enterprise and living them as operating principles on a daily basis. That organization is the diversified global financial services company American Express.

Amazement Revolutionary: American Express Company

Enterprise Focus: Financial services

Headquarters Location: New York, NY

Website: www.americanexpress.com

What You Need to Know: Founded in 1850, today American Express has over 58,000 employees. Famous for its credit card,

charge card, and traveler's cheque businesses, American Express cards deliver 24% of the total dollar volume of credit card transactions in the United States. *BusinessWeek* ranks American Express as the twenty-second most valuable brand in the world; *Fortune* lists American Express as one of the top thirty most admired companies in the world; and as of this writing, J.D. Power and Associates has ranked the company as highest in customer satisfaction among credit card issuers for four consecutive years.

The selection of American Express as a primary role model is based on this organization's demonstrated record of service excellence (which has been verified by *BusinessWeek*, J.D. Power and Associates, and many other sources in recent years) and my own extensive research into the company's mission, culture, and operating principles. Once I had formalized the seven Amazement Strategies, my team and I did a great deal of research and undertook a series of detailed discussions with many key people within the company. After looking at hundreds of other businesses, our conclusion was that this organization is truly among the elite Amazement Revolutionaries. Very few established companies have completely internalized all seven of the basic Amazement Strategies we identified. American Express is definitely one of those companies!

What struck me was not merely the commitment of senior executives to raise American Express's game to a higher level, but the sheer speed with which a Fortune 500 company was able to mobilize and make the internal changes necessary to sustain and support an ongoing Amazement Revolution. As you will learn, the new internal initiatives that drove this revolution began only about five years ago.

Given the short timeline and high level of achievement, I believe American Express has successfully launched one of the most remarkable internal-service culture revolutions in the history of American business. As Jim Bush, the company's executive vice president of world service, is quick to point out, the changes that have played out in recent years are completely consis-

tent with the company's 160-year legacy of service and innovation.¹

As we spoke during our interview, I often got the feeling he and his team had been implementing precisely the same system I had been developing and refining over twenty-five years of work in the field of customer service! They had not been using my notes, of course, but rather implementing the same timeless strategies shared by all truly great service organizations. The core strategies go by many names. It's not what you call them that really matters, but whether you put them into practice.

Let's look at the seven Amazement Strategies now. You will notice that many of them, when followed to their logical conclusions, connect to and dovetail with other strategies on the list. Whatever names *you* give these ideas, you will find that they form an interlocking, self-sustaining set of core principles that are both easy to remember and easy to return to, day after day.

AMAZEMENT STRATEGY #1: PROVIDE MEMBERSHIP

Close-up on Membership

Shift your mindset to treat the people you serve more like *members* rather than *customers*. What would you do differently?

American Express doesn't have customers or users or clients. American Express has *members*. Every single holder of an American Express card is a "cardmember." Many of those members can quickly tell you, without even looking at the date on their card, exactly how long they've *been* a member. And the entire organization is oriented toward communicating with, engaging, and serving those members.

The specific concept of membership began in 1963, when American Express first began embossing those "member since" dates on their charge cards. The larger idea of defining a premium level of experience, one reserved exclusively for people who choose to work with American Express, really does have its roots in a premium-service ethic. "We're here to help," Bush told me. "That goes back to the start." That ethic has been

part of the organization's legacy, and its chief competitive advantage, since the company's founding in 1850.

The American Express Company began life as an elite express shipping service. Back then, its role and mission was to “Forward Merchandise and Money, Collectibles with Goods, Notes, and Drafts, throughout the State of New-York, the Canadas, and all the Western States and Territories...Each Express in charge of a Special Messenger.”² The service-driven company prospered—and innovated. In the 1880s it offered its mobile, worldly, generally upscale clients a revolutionary new solution to the frustrating personal challenge of not being able to make purchases easily while overseas: the traveler's cheque. The rest, as they say, is history.

In recent years, CEO Kenneth Chenault has reinvigorated the brand by inspiring a new generation of true believers to live up to American Express's lofty history—and its tradition of high service standards. Bush is one of those true believers. He proved that much during our conversation by returning over and over again to three critical themes that support the central service concept of membership as it is lived out every day at American Express.

Don't Think of Them as Customers—Think of Them as Members

“By putting that ‘member since’ date on our cards,” Bush told me, “we create membership, and membership is something that our cardmembers treat as a badge of honor. It's not elitist. It's inclusive. It means they are appreciated, that they have the right, and expect, to be served in a premium fashion. As long as we *treat* them like members in high regard, we believe cardmembers will maintain their relationship with American Express. Our job is to continue to service the needs of all our customers who rely on us as a premium service experience organization.

“In fact,” he continued, “we don't really think of ourselves as a credit card company at all. We actually view ourselves as a premium service company. We are really in the services business. We happen to facilitate payments. But it's the experience around those payments that makes what we do unique and special for our cardmembers.”

What would happen if you stopped thinking of the people who do business with you as “customers” and started thinking of them—or even referring to them—as special individuals who occupied a special category? What would you do differently?

Offer Members Exclusive Amenities

A central part of the membership experience at American Express is being offered amenities that nonmembers don't have access to. “With the goal of membership in mind,” Bush explained, “we offer the finest, most powerful rewards program in the world, with a host of rewards that emphasize the importance of membership.”

Those rewards include access to fine dining through some of the company's premium card offerings, the ability to get tickets for exclusive theater engagements, and access to airport clubs for frequent travelers. Hundreds of other such amenities are tangible benefits of membership. And the sheer range of benefits American Express offers day after day, around the world has been impossible for other players in the credit card industry to duplicate. The right amenities can take the membership experience to another level, one that makes your enterprise unique.

What amenities could you offer people that are exclusive to working with you or would be difficult find to elsewhere?

Invest in the Membership Experience

Jim Bush repeatedly emphasized one point during our interview: American Express sees delivering premium service to its cardmembers not as an expense but as a critical strategic asset, one that pays back handsomely in both the immediate future and the long run. Accordingly, the company welcomes opportunities to invest in improvements in the quality of its membership experience.

“Service is the most powerful competitive advantage we have,” Bush told me. “Service is not a cost, it is an investment. It's a growth engine

for our company. Service is one of our most powerful channels of growth opportunity. Service is value creation. Service is using human interaction to enable mutual benefit, and not only are we willing to make that investment, we are really proud of our investments in service. In an age when service is perhaps at its lowest ebb, when there's basically a vacuum, regardless of where you go in the world, we're proud of the role we can play to fill that void. From our perspective, there's no time better than the present to capitalize on our greatest asset—by investing in the level of service that supports the experience we deliver.”

No, this isn't just talk. When it comes to investing in the membership experience, Bush and his leadership team have been instrumental in making absolutely sure that American Express puts its money where its mouth is. As you will see when we examine the next Amazement Strategy, FUN, Bush and his team engineered a complete overhaul of the enterprise's training, recruitment, and customer service functions to lead an internal Amazement Revolution that has paid handsome dividends in the marketplace.

How can you invest in and improve your organization's membership experience?

- ! **ART #1:** Start thinking of your customers as members of a special group; consider a change in the labels you use to describe them, both internally and externally.

- ! **ART #2:** Brainstorm ways to deliver amenities that will take the customer experience to another level.

- ! **ART #3:** Invest in creating the membership experience.

AMAZEMENT STRATEGY #2: HAVE SERIOUS FUN

Close-up on FUN

Real FUN in the workplace is determined, not by how many belly laughs your enterprise generates, but by the level of *fulfillment* it generates in the workforce, the *uniqueness* it respects in each employee, and the sense of anticipation it creates for the *next* challenge on the horizon.

Leaders at many organizations—indeed, leaders at most organizations—pay lip service to the principle that customers “come first,” are the “reason we’re here,” and so forth. Then those very same leaders continue an old habit: ignoring the real-world, day-in/day-out workplace experience of the employees who are supposed to deliver all that great service. It doesn’t add up.

American Express’s stated goal is to become the world’s most respected service brand—and Bush and his management team knew that the company’s legacy of service-driven innovation demanded a different approach. They knew that any successful revolution always begins from the inside.

Bush and his team launched that revolution using a strategic weapon I call Serious FUN. That’s my terminology, not Bush’s, but he and I are in complete agreement about the importance of the three elements I use to define workplace FUN: personal *fulfillment* in the job; a working environment that respects each employee’s *uniqueness*; and a sense of escalating challenge that always leaves people looking forward to the *next* challenge, whether that means the next project, the next day at work, or the next rung on the career ladder.

By embracing all three of these values in its call center operations, American Express proves that a corporate giant really can create FUN in the workplace.

As Bush put it, “Sometimes people say, ‘You’ve got to make people happy.’ Well, we do want to stimulate people, but we want to give people the opportunity to be energized, to be engaged, in a way that will make

happiness on their own terms possible. The goal is to not just make people happy as though they were simply being entertained.

“A lot of people are energized by a challenge,” he went on, “which is great. But what we found was, for a while there, we were subsidizing poor performers, and that was as frustrating to the people on the team as anything else. By addressing all of that, we’ve created a highly engaged, very assertive workforce that’s committed to both individual development and to achieving the collective objectives.”

Faced with the task of reinvigorating its call center workforce, American Express used a novel tactic. It actually asked the people who worked in the call centers what was important to them.

“A few years ago,” Bush explained, “we went out and we asked our front-line people questions. We asked: ‘What is important to you to drive an experience that would get our customers to recommend American Express to a friend? What is required for you to be successful, for you to achieve your potential, for you to excel?’ That survey mechanism went out to the front-line leadership, and to the people who were actually working on the front lines. The answers that came back covered five major themes. One answer was people wanted to be compensated fairly. Another was that they wanted to be recognized for the important role they play. A third response was that they wanted a career path and they wanted the opportunity to develop as professionals. Fourth, they wanted flexibility. They felt like they deserved not to be held to a rigid schedule, and they wanted flexible scheduling with their colleagues, so they could swap shifts to meet the ever-changing needs of their family life. And fifth, they wanted the tools necessary to be successful.”

American Express senior management concluded those were all fair things to ask for. They have stayed focused on and continuously invested in those five aspirations, identifying and meeting the needs their front-line people identified.

“As part of the recognition of their concerns,” Bush recalled, “we changed the job title. We said, ‘Let’s stop calling them reps. Let’s stop

calling them agents. Let's call them what they are.' And 'customer care professional' seemed to be more accurate as a title. We validated that through some focus groups with our front-line people. And that change in terminology has worked out very well."

Something else that worked out well involved a substantial financial investment: a complete overhaul of the call center priorities, from recruiting to training to compensation, in keeping with the request for better workplace tools and rewards. Bush made sure those changes happened.

To understand the Amazement Revolution that took place in his corner of American Express, you have to understand how impersonal and demotivating most call centers are for the people who work in them. Most call centers hire people with call center experience. These people are given metrics, and they are evaluated based on their ability to deliver those metrics. They're supposed to keep coming back to a certain script, or use the customer's name three times within the first sixty seconds, or keep the call under a certain amount of time, or talk to a certain number of people per hour.

Not surprisingly, when applied to a sea of potentially stressful calls with customers, standards like these burn out a lot of call center employees (and let's face it, a lot of customers, too). The turnover rate among employees at these call centers is quite high, often more than 100% annually.

American Express decided to take a different tack—by changing the hiring and recruiting philosophy (see Amazement Strategy #4: Hire Right, on page 35), by de-emphasizing the metrics, by training its people in generally unscripted "soft skills" such as listening and relationship building, and by investing in new technologies that enabled customer care professionals to make better customer-specific product and service recommendations during the calls. Instead of simply trying to shorten call times, the company made the strategic decision to use the calls to improve the quality of person-to-person connection with cardmembers. To do this, the company hired, trained, and motivated its customer care professionals to be better, more autonomous improvisers, a major change in workplace

culture that gave front-line people much more control over the direction of the call.

“Three or four years ago, we spent 70% of our training on what screen to find and button to push,” Bush said. “Now we spend 70% on how to service customers and how to work at a company with a service heritage like American Express. Anyone can learn the screens, but we’re not in the screen business.”

Since Bush and his team made these changes and others, American Express has seen a rise in cardmember awareness of its varied products and service offerings. That improvement has been accompanied by a strong upward trend in customers’ overall satisfaction with the company. At the same time, the company’s call center retention rates have improved. Turnover among these employees is now *below* the industry average!

Bush is certainly happy about these developments, but he doesn’t seem greatly surprised by them. He appears to have virtually limitless faith in the transforming potential of an engaged workforce.

“By understanding that it’s a people business first and foremost,” he told me, “by investing in people, by creating performance management systems around those individuals that care for our customers, by defining what is right from a customer point of view and then rewarding the people who deliver on the outcome, we all learned that it’s amazing what you can accomplish as an organization. As we started to develop a more autonomous and empowered environment, I think all of us felt a sense of release. We in management had not really created anything new, but we had *unleashed* the power of these incredible professionals. Now they’re more than professionals, I think. They now pride themselves in being ambassadors of the American Express Company.”

***How could you make FUN a part of daily working
life at your organization?***

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- ! **ART #4:** Give your people a greater sense of personal fulfillment by giving them the training and the autonomy they need to solve problems and make good recommendations. Don't try to micromanage their every word and deed.

- ! **ART #5:** Respect and embrace the uniqueness of each of your employees.

- ! **ART #6:** Issue a professional challenge that inspires team players and makes them look forward to what's next.

- ! **ART #7:** Ask your team what should change.

- ! **ART #8:** Don't subsidize poor performance.

- ! **ART #9:** Throw away the script; give your people more autonomy to identify and solve problems.

- ! **ART #10:** Change internal job title terminology.

AMAZEMENT STRATEGY #3: CULTIVATE PARTNERSHIP

Close-up on Partnership

Deliver a premium level of service that incorporates active problem-solving and inspires customers to count on and return to your organization.

When American Express's customer care professionals not only take care of the initial reason for the call, but also empathetically ask about the cardmember's business, travel, or other issues, they are becoming *prob-*

lem solvers. True partnership often begins with this kind of proactive problem solving—which means not merely resolving the existing issue, but looking for other problems to solve in such a way that the customer begins to expect and rely on that level of care. This is partnership; this is where we want the relationship to go. And it begins with being empathetic, emphasizing shared values, and being fully accountable for the situation at hand.

“I think what we have been able to do successfully,” Bush told me, “is use empathy to engage our employees in becoming part of the solution. That’s the first step. They can actively listen, they can understand and empathize with the tone of the cardmember or the merchant or whoever we’re talking with and attempting to serve; and through that assessment, they can determine then how the dialogue should go, listening for what’s most important to the customer, and then engaging the customer through that. Even a simple apology early on can get us to a position where we can resolve the issue—and then we build from there. Once we’ve resolved the initial issue, then we start to look for opportunities to serve our customers beyond that interaction, opportunities that may help us to deepen the relationship.

“We are always building upon a solution—by reinforcing value opportunities and by creating incremental value. We try to do that with every interaction we have. And we have hundreds of millions of interactions every year.”

In other words, once the customer care professional has worked with you to resolve your Moment of Misery, whatever it may be, he or she wants to use the positive emotional momentum of that experience to learn more about you—and find *more* problems to solve on your behalf. This high-level, aspirational partnership standard applies not only to American Express’s relationships with its external customers but also to the company’s relationships with internal customers (i.e., colleagues and coworkers) and, just as critically, with merchants (the vendor base). People within each of these groups have come to expect, not an absence of problems, but a higher level of problem solving from the American Express Company.

What if you viewed your customers' problems, crises, and Moments of Misery as opportunities to establish higher long-term customer expectations from your organization?

- ! ART #11: Empathetically solve existing problems. Then proactively look for unanticipated problems to solve.
- ! ART #12: Use crises and Moments of Misery as opportunities to build or expand the partnership.
- ! ART #13: Strive for partner relationships with customers, with your employees, and with your vendors.
- ! ART #14: Wherever possible, identify and emphasize core values you share with your partners.

AMAZEMENT STRATEGY #4: HIRE RIGHT

Close-up on Hire Right

Create and implement innovative hiring and retention processes that support your service mission.

American Express took a long, hard look at the way the enterprise was staffing its call centers and decided that the processes it currently had in place simply weren't keeping up with the competition. Contrary to what you might expect, though, its comparisons were not to the obvious competitors—Visa, MasterCard, or Discover Card.

The company chose to benchmark itself against organizations such as the Ritz-Carlton and the legendary Four Seasons hotels! So Bush and his team looked outside their own industry, to global leaders in the service

field, for the hiring and retention processes they needed—and eventually they looked outside of their industry for the people they wanted to hire, as well.

As Bush put it: “We said, ‘It’s nice being the best in the credit card industry, but with all due respect, the credit card industry as a whole is not really viewed as being all that committed to service.’ So we challenged ourselves: How do you look at other industries to learn from what they do, who they employ, and how they engage? And we made some changes.”

Like other great service organizations I’ve worked with, American Express was willing to take a whole new approach to hiring and retention in order to deliver a better customer experience. Specifically, it was willing to recruit from an industry other than its own—the hospitality industry—and reassign or part ways with people who weren’t predisposed to deliver the empathetic level of service that supported the company’s mission.

“The fact that somebody has been in a call center,” Bush said, “does not make that individual the perfect match for what we’re trying to accomplish. Why? Because we’re talking about human engagement, and that requires the ability to connect. And hospitality, when you think about engagement, that’s exactly what those enterprises do.”

That’s how American Express began looking to a new profile for its customer-facing talent: direct customer-facing experience in service-driven hotels, restaurants, retail stores, and similar establishments. It began looking for an outgoing, empathetic, problem-solving attitude. Once it had identified the person who could support the organization’s service-first culture, and who brought the right experience and the right outlook on customer care to the workplace day after day, the technical skills could be added to the mix.

There was also a comprehensive overview of the compensation structure, ensuring that one of its key drivers was customer feedback.

What would happen if you looked in places outside of your industry and identified a new career profile for your customer-facing service professionals?

- ! **ART #15:** Look outside your industry for good talent.
- ! **ART #16:** Don't be afraid to reassign (or part company with) people who don't belong in customer-facing positions.
- ! **ART #17:** Periodically reevaluate your compensation system. Consider making customer feedback one of the major drivers.

AMAZEMENT STRATEGY #5: CREATE A MEMORABLE AFTER-EXPERIENCE

Close-up on After-Experience

A positive initial customer experience is only the beginning! Make sure your organization gives people the flexibility to deliver a range of powerful, personalized *after-experiences*.

A while back, I called American Express and used their concierge service (a member amenity) to buy tickets for my mom to go to a Broadway show while she was on her vacation in New York City. I happened to mention to Tom, the customer care professional I was talking to, that the tickets were not for me. Tom immediately recommended that we set up the purchase so my mom could pick up the tickets at the ticket office in New York.

A few days later, I got a call back from the ticket merchant, updating me that Tom had alerted them to the fact that my mother would be stopping by the box office to pick up the tickets, and confirming for my convenience that this was the way I wanted the purchase set up!

Like a concierge at a great hotel, Tom had anticipated a potential

problem and followed through. After he had hung up with me, Tom had foreseen that the box office might expect me to be present to pick up the tickets in person, which would have been a problem for my mother. (Typically, the member purchasing the tickets must pick them up and have the proper identification, which includes the same credit card used to charge the tickets and a driver's license or passport.) Tom had contacted the vendor and requested that the vendor circle back with me to confirm that the arrangement he and I had discussed was in place. Rather than hang up with me and move on to the next customer—make that *member*—Tom took an extra step. Tom was looking out for me!

Here's my question: What kind of working culture makes possible that kind of follow-through, that kind of positive after-experience?

The answer is, a working culture that doesn't focus narrowly on "transactions." Even after our call was completed, even after the "transaction" was over, I was still on Tom's radar. The "transaction" was only a small part of a more important relationship. And that is exactly how American Express wanted it.

This kind of person-to-person follow-through—which goes way beyond the now-familiar call from a credit card company to confirm that a big, unusual purchase is actually legitimate—is not simple altruism. It has a profound bottom-line justification, as Bush explains: "Follow-through is part of the larger strategy of relationship care. That's what really drives value for our organization, because it changes customer behavior in a number of positive ways: higher spending, faster payments from cardmembers, and an increasing number of merchants accepting the American Express card. All as a result of that person-to-person engagement with the customer care professional."

How can your organization use follow-through to create a memorable after-experience?

- ! **ART #18:** There is no such thing as a transaction. The word transaction implies a clear starting point and an equally clear ending point. In the cult of amazement, however, any transaction is simply an interaction that leads to the next potential Moment of Magic.

- ! **ART #19:** Don't pressure employees to close customer interactions before they have a chance to build a relationship with the customer.

- ! **ART #20:** There are probably hundreds, if not thousands, of ways to effectively follow through. Empower people to find some of them. Recognize and consider rewarding them when they do.

AMAZEMENT STRATEGY #6: BUILD COMMUNITY

Close-up on Community

Support and inspire both the internal and the external community of evangelists.

American Express uses a powerful combination of incentives, emotional connection, and good listening to support two distinctive communities of American Express “evangelists”: the internal community of American Express employees and the external community of cardmembers and merchants. Although these two communities are structurally very different, they are connected, and engaging on a person-to-person basis with members of each group is a central element of the company's mission. Each feels a sense of community and belonging, and a sense of identity, as a result of that engagement.

While we were discussing the loyalty and high retention rates of his community of customer care professionals, Bush shared with me his view

that the larger mission of making American Express the world's most respected service brand has served as a powerful unifying force within the workplace. That mission, he said, had led to an important internal initiative: *to win customers' hearts and minds by delivering extraordinary care at the right margins.*

"These are more than just pithy words on a sheet of paper," Bush insisted. "This goal was internalized by tens of thousands of people who have passionately committed themselves to it. And the passion of our people is truly something remarkable. It's amazing what happens when you enable people to do what they're passionate about, how that translates into reality, both in terms of people's own ability to succeed as professionals and in terms of the experience they commit, as a community, to delivering to our customers."

In other words, the company's internal community of service employees is now mobilized and emotionally engaged around an inspiring service goal—a goal that they feel they own, one that gives them a sense of identity and belonging. Whenever that happens, in my experience, good things tend to follow in the external community of customers. And that is exactly the result that American Express achieved.

As far as that community of customers (make that *members*) is concerned, they too show a sense of belonging and identity, as evidenced by their active evangelism on behalf of the company. Consider the following post from an American Express member's personal blog, and notice how the first story involves a Moment of Misery that the company transformed into a Moment of Magic!

American Express is a great company. Not only have I been able to decorate my entire dining room using AMEX points, but I have had two recent experiences with AMEX that make me love them even more. A few weeks ago, (a family member's) car broke down at our house. I called the AMEX roadside assistance service, and they dispatched someone to come tow the car. I was still waiting after an hour and a half,

so I called AMEX again to follow up. The woman I spoke with was so great—she said that it was unacceptable that I had waited over an hour for the tow truck and that she would send another tow truck to our house as well as follow up with the first guy. I truly felt like a valued customer and loved it!

If that weren't enough, I got a call on Friday from AMEX about a suspicious charge on my card. They had been monitoring my account and noticed that someone bought \$488 worth of vitamins from an online vitamin distributor out of New Jersey. They had already suspended payment, and they closed my account in about 30 seconds over the phone. To top it off, I had a new card delivered to my door on Monday. Amazing! I know, I sound like a cheesy ad, but AMEX, you really are the best. I love you!¹³

Here you see the member evangelizing about American Express—not only to immediate family and friends, but to a potentially global audience. All the advertising in the world could not be more powerful than that! Over the last few years, as I have noted, the company has been recognized for excellence in service by J.D. Power and Associates, *BusinessWeek*, and other institutions. It's worth noting that all of that recognition has been driven by the community of American Express members evangelizing on behalf of the company. The company did not apply for those awards! Central to all of that public recognition has been a service experience that inspires both loyalty and evangelism.

American Express creates and supports this community of evangelists via millions of interactions each year. Members' willingness to recommend American Express to family and friends appears to be driven by three powerful factors:

- A premier service experience
- The belief that American Express is willing and able to resolve problems when they arise

- The perception that the benefits offered by the company are superior to those offered by competitors

A 2010 J.D. Power survey of over 8,000 credit card users resulted in five stars, the best possible rating, for American Express in each of those three categories.⁴

“What more powerful marketing opportunity do you have,” Bush asked, “than when a customer refers you to a friend? That’s the most powerful viral marketing there is.”

How can you deliver a service experience that creates a sense of belonging and identity?

- ! **ART #21:** Create goals that inspire and engage your internal evangelists (employees).
- ! **ART #22:** Develop value-added privileges, rewards, and amenities to offer your customers as a way to build community.

AMAZEMENT REVOLUTION STRATEGY #7: WALK THE WALK

Close-up on Walk the Walk

Acknowledge, model, and reward adherence to customer-focused values at all levels of the organization.

I like to describe the walk the walk strategy with the word *congruence*: the customer-focused values you communicate to people should match up with what you actually do. Other words that describe this state of being are *authenticity* and *consistency*, but I prefer congruence because it does a better job of conveying the crucial sense of values matching up, both internally and externally. Congruence means you’re doing something, not

because someone else told you to, but because doing it is what you genuinely believe to be right, and you are therefore willing to be accountable for your actions in all situations.

Congruence in an exchange with another person is an extremely powerful force that can turn around even the most challenging situation. The absence of congruence, on the other hand, signals inconsistency and opportunism and can do long-term damage to almost any relationship.

Congruence is what we all expect of, and sometimes actually get from, the people we rely on in life. Congruence is also a way of doing business. It's what truly great service organizations consistently deliver, whether or not there's a consumer problem to be resolved at any given moment. A lot of people mistakenly believe that the best service organizations have found some magic formula for *eliminating* problems altogether. That's nonsense. What these organizations have found, however, is the formula for *responding* to problems, whenever they arise, with full congruence.

And guess what? It works. The reason it works is that congruence, when combined with genuine empathy, is something consumers absolutely love to experience. They expect it from everyone, at every level of the organization, and when they get it, they look for reasons to stick around. When they don't, they look for reasons to leave. It's that simple.

Congruence is an institutional value first and foremost. Its presence or absence at all levels of the workplace—from the most senior employee to the newest hire—depends on the degree to which it has been modeled and supported by our leaders. The American Express world service leadership team's relentless emphasis on providing premium level service to all those who rely on the company wouldn't mean much if they didn't actually provide premium service to their own team, or if they didn't hold themselves accountable to the standard of actually winning the hearts and minds of cardmembers and merchants. They do.

If you want your employees to walk the walk, not just talk the talk, in their interactions with consumers, you must first walk the walk *in your own interactions with the team*.

I asked Bush how he measured individual and organizational progress toward the goal of “winning the hearts and minds” of consumers. The intensity and animation of his response instantly signaled to me that this was a topic near and dear to him. He offered me the powerful example of changes in the productivity metrics system at American Express, evidence of the service principle I call walk the walk.

“When you look at how we used to measure success historically,” Bush recalled, “what you see is that we had a whole list of metrics that we used to track. We tracked how much time people spent on the phone, of course, but then we also had internal quality monitoring, which was much more subjective. We had checklists to evaluate whether the call was good or not, whether the engagement was good, and so on. The problem was, no two people would necessarily agree on what engagement was or what a good call was. Those metrics had nothing to do with customer feedback. So we said, let’s eliminate that.

“We removed the subjectivity from our call evaluation system,” Bush continued, “which meant we freed up the resources we’d been using to grade the calls. We then invested more heavily in our external surveys of customers, which we had been doing for a long time, but as a result of this decision to change the way we measured the success of a given call, we decided to generate the sample size necessary and the infrastructure necessary to extend the survey results all the way down to an individual customer care professional on the front line. That new measurement process asked one simple question: *Would you recommend American Express to a friend?*”

A side note: This now-famous survey query, which was developed by Fred Reichheld, is sometimes referred to as the Ultimate Question. Whatever you call it, though, the answers it generates tell you exactly how well the individual customer care professional is doing. By extension, that question also tells you exactly how well the *department as a whole* is doing. And that’s not all: It also tells you exactly how well the *manager of the department* is doing! Once the manager publicly accepts accountability for the same standard he or she expects the team to meet, the whole dynamic

of the workplace changes. People have something to model. What was once a *congruence vacuum* becomes a *congruence zone*!

“Now we are all, from me all the way across the world service organization, measured on the voice of the customer,” Bush concluded. “We’ve made sure everyone’s compensation, including mine, incorporates the driver of customer feedback. We apply the same principle up and down the line. That’s a very important overriding objective in terms of driving outcomes.”

Can you see where this is going?

The answer to the question “Would you recommend American Express to a friend?” ultimately tells you exactly how well *Jim Bush and the entire world-service management team* is doing! And don’t think the people working on the front line don’t notice the management team’s willingness to embrace that standard. They do. They know the people they report to don’t just talk the talk...they walk the walk.

How can you model congruence to the members of your team so they in turn can deliver congruence to your customers?

- ! **ART #23:** Model congruence with the right customer-focused values at all times.
- ! **ART #24:** Start a congruence movement within your organization. Everyone should walk the walk!
- ! **ART #25:** Identify customer feedback that’s both objective and measurable that everyone in your organization, regardless of rank, can use as a benchmark.
- ! **ART #26:** Consider tying compensation to Fred Reichheld’s Ultimate Question: “On a scale of one to ten, what is the likelihood that you would recommend us to a friend or associate?”

Now that you've seen one company that models all seven of the Amazement Strategies, both internally and externally, you're ready to look at some additional examples of organizations that have built one or more of these seven ideas into their mission. We'll take a look at them next, focusing on one Amazement Strategy at a time.

The “Official” (and somewhat boring) Shep Hyken Bio



Shep Hyken is a customer experience expert and the Chief Amazement Officer of Shepard Presentations. He is a *New York Times* and *Wall Street Journal* bestselling author and has been inducted into the National Speakers Association Hall of Fame for lifetime achievement in the speaking profession. Shep works with companies and organizations who want to build loyal relationships with their customers and employees. His articles have been read in hundreds of publications, and he is the author of *Moments of Magic®*, *The Loyal Customer*, *The Cult of the Customer* and *The Amazement Revolution*. He is also the creator of *The Customer Focus™* program, which helps clients develop a customer service culture and loyalty mindset.

In 1983 Shep founded Shepard Presentations and since then has worked with hundreds of clients ranging from Fortune 100 size organizations to companies with less than 50 employees. Some of his clients include American Airlines, AAA, Anheuser-Busch, AT&T, AETNA, Abbott Laboratories, American Express - and that's just a few of the A's!

Shep Hyken's most requested programs focus on customer service, customer loyalty, internal service, customer relations and the customer experience. He is known for his high-energy presentations, which combine important information with entertainment (humor and magic) to create exciting programs for his audiences.

Shep Hyken, CSP, CPAE
Shepard Presentations, LLC
(314) 692-2200
E-Mail: shep@hyken.com
www.Hyken.com

Buy the book at www.AmazementRevolution.com.

We hope you enjoyed this sample!

Thank you for your interest in *The Amazement Revolution*. I hope you enjoyed what you have read. This sample consisted of around 20% of the book. What follows is seven chapters that expand on the seven strategies, with forty-nine role-model companies showing us how they use these strategies to achieve amazing customer service and loyalty.

In addition to the strategy chapters, there is section with Amazement Brainstorm Worksheets. These worksheets will help you implement what you have learned from the book. These can also be downloaded, free of charge, at the Amazement Revolution website.

To order the book, go to the website noted below. When you buy through the website, you will receive a number of extra's that include:

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Shep Hyken

Shepard Presentations, LLC

314-692-2200

<http://www.Hyken.com>

shep@hyken.com