

Chapter	Purpose
1. Chief Customer Officer Role Clarity	Summary of the CCO role based on the five-customer leadership competencies.
2. Unite Leadership to Ensure Role Adoption and Acceleration	How to lay the groundwork for a successful transformation.
3. Competency 1: Honor and Manage Customers as Assets 4. Competency 2: Align around Experience 5. Competency 3: Build a Customer Listening Path 6. Competency 4: Proactive Experience Reliability and Innovation 7. Competency 5: Leadership, Accountability, and Culture	Information on each competency to customize and implement actions for your organization.
8. Staging the Work	Maturity Map so you can stage the work and the evolution of the CCO role for your business.
9. Comprehensive Toolkit for Hiring or Interviewing a CCO. There is valuable information here for <ul style="list-style-type: none"> • CCO candidates • Executives and Boards considering the role • Headhunters recruiting for the role 	Prepares you for the successful research and selection of a customer leadership executive for your organization.

1: HONOR AND MANAGE CUSTOMERS AS ASSETS.

Know the Growth and Loss of Customers and Care About 'WHY?'

“Experience” Accountability =

#1

Customers as Assets:

Align leaders to make a defining performance metric – the growth or loss of your customer base. Shift to a simple understanding of customer-driven growth success.

- Growth of Customers
- Loss of Customers
- Business Growth



New Customers,
Volume and Value.



Lost Customers,
Volume and Value?
WHY?

2: ALIGN AROUND EXPERIENCE.

*Give Leaders a Framework for Guiding the Work of the Organization.
Unite Accountability as Customers Experience You. Not Down Your Silos.*

“Experience” Accountability =

Awareness &
Research

Assess &
Sample

Develop
Solution

Partner &
Contract

Service &
Support

Strategic
Partnership

#2

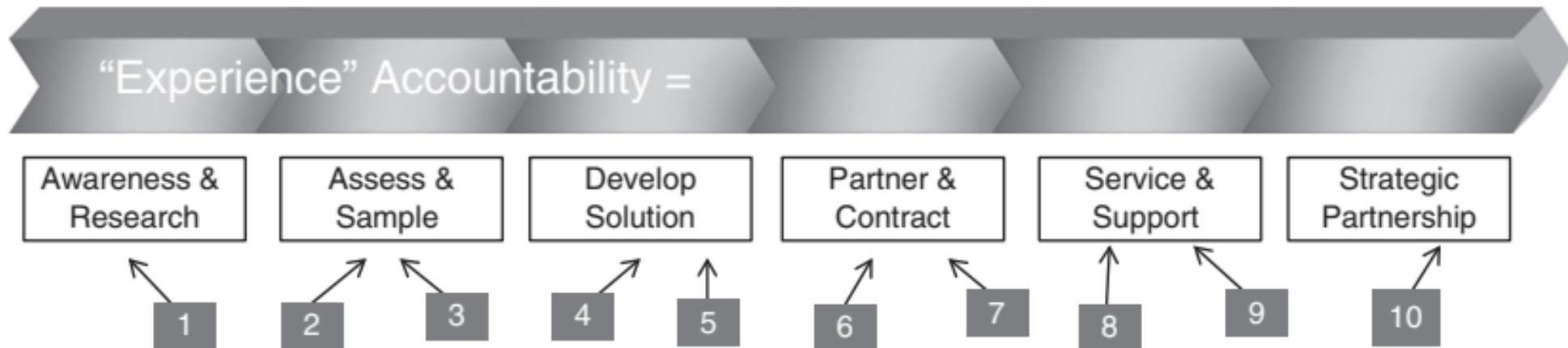
Align Around Experience:

Align the Operation Around Customer Experience Delivery & Innovation. “Earn the Right” to Customer Asset Growth.

- Customer Journey
- Focus on Priorities
- Leadership Language

3: BUILD A CUSTOMER LISTENING PATH.

Seek Input and Customer Understanding, Aligned to the Customer Journey.



#3

Build a Customer Listening Path:

Seek Input and Understanding at Critical Points Along the Customer Journey.

- Use Multiple Sources of Insight.
- Tell the Story of Customers' Lives.
- Unite Decision-Making and Focus.

4: PROACTIVE EXPERIENCE RELIABILITY & INNOVATION.

*Know Before Customers Tell You, Where Experiences Are Unreliable.
Deliver Consistent and Desired Experiences.*

“Experience” Accountability =



#4

Proactive Experience Reliability & Innovation:

Build the ability to predict performance, rebuild and innovate at key touchpoints.
Make customer experience development as important as product development.

5: LEADERSHIP, ACCOUNTABILITY & CULTURE

*Leadership Behaviors Required for Embedding the Five Competencies.
Enabling Employees to Deliver Value.*

“Experience” Accountability =

#5

One-Company Leadership, Accountability, Culture:

Decisions and Operational Actions That Steer the Company Toward Customer-Driven Growth. United Leadership Behavior to Connect the Silos and Enable People to Act.

Competency 1: Honor and Manage Customers as Assets

Current State Assessment

Description

Where Are We Now?

Culture

Do we stress and actively pursue how we are managing the asset of the Customer growth or loss? Do we highlight where we are in losing or gaining Customers as key talking points in meetings within the organization?

EARLY
ADVANCED
MATURE

Data Enabling

Have we identified all the data sources that need to connect to consistently and confidently measure and manage the growth or loss of the Customer asset across the organization?

EARLY
ADVANCED
MATURE

Wanting to know WHY?

Are we actively anxious and passionate about why Customers are leaving—do we want to know what operationally we did to drive departure? Do we personally talk to Customers who have left—not as a research exercise but to know them, and as an operational call to action?

EARLY
ADVANCED
MATURE

Competency 2: Align Around Experience

Current State Assessment

Description	Where Are We?
<p><u>Alignment Around Experience</u> Do we have consensus on how to define the experience we deliver to our Customers—holistically as they would describe it? Have we agreed on the number of journeys? Do we have consensus on the stages of the experience?</p>	EARLY ADVANCED MATURE
<p><u>Move from Silo-based Actions to Customer Priorities</u> Have we mapped the touchpoints to know which are most critical to a) driving revenue, b) forming a relationship/bond, c) rescuing Customers at risk, and d) retaining and growing share of wallet?</p>	EARLY ADVANCED MATURE
<p>Have we done the research and work to know what Customers value most, emotionally what drives them so that we can build differentiated actions? Are we focusing on the right things?</p>	EARLY ADVANCED MATURE

Competency 3: Build a Customer Listening Path

Current State Assessment

Description	Where Are We?
<p><u>Aided Listening</u> (<i>we initiate request for feedback</i>) Is the survey score the big focus? Do we put the right emphasis on understanding what is causing experience issues, or are we focused on the score? Do we bring in other insights to inform and drive action, or do we tend to react to survey scores in isolation?</p>	EARLY ADVANCED MATURE
<p><u>Real-time Unaided Listening</u> (<i>customers volunteer feedback</i>) Have we identified high volume 'listening pipes' (complaints, social, etc.) to know real-time issues/opportunities? Are they organized into consistent categories so they roll up to a trend? Do we watch customer behaviors and use that information as a source of real-time information on customer experiences?</p>	EARLY ADVANCED MATURE
<p><u>Telling the Story of Customers' Lives</u> Are we aggregating multiple sources of insights to tell a balanced story of customer experience issues and innovative opportunities? Do we align customer insights to the stages of the customer journey? Do we practice 'experiential' listening, where people take actions we require customers to do, to understand customers' lives?</p>	EARLY ADVANCED MATURE

Competency 4: Proactive Experience Reliability and Innovation
Current State Assessment

Description	Where Are We?
<p><u>Rescuing High-Value Customers at Risk</u> Are we deliberate about knowing which Customers need follow-through and when? Do we have a system to do this follow-through? Do we have skilled people? Are we reaching out to Customers, not just from call centers, but from throughout the organization?</p>	<p align="center">EARLY ADVANCED MATURE</p>
<p><u>One-Company Experience Improvement</u> Do we do a lot of “one offs” fixing issues one Customer at a time...or do we also fix the company? Do we focus on the key priorities or does every silo pick their own? Do we have an accountability process around the identification, cross-functional teaming, and metrics for solving this issues? Have we embedded a competency for customer experience improvement throughout the company?</p>	<p align="center">EARLY ADVANCED MATURE</p>
<p><u>Experience Innovation</u> Beyond resolving reliability issues, are we actively understanding evolving customer needs and values to inspire innovation? Have we built a customer experience development process and competency that rivals in its importance, the new product development process?</p>	<p align="center">EARLY ADVANCED MATURE</p>

Competency 5: One-Company Leadership, Accountability, Culture
Current State Assessment

Description	Where Are We?
<p><u>Leadership Communication, Action, Beliefs</u> Are leader united in how they communicate about improving customers’ lives? Do they drive cross-company collaboration, accountability, and metrics, to enable reliable customer experiences? Do they make decisions that honor customers as assets?</p>	<p align="center">EARLY ADVANCED MATURE</p>
<p>Do leaders actively engage across the organization to listen and understand what is going on with Customers and employees charged with delivering an experience to them? Do they kill “stupid rules” getting in the way of honoring employees & customers?</p>	<p align="center">EARLY ADVANCED MATURE</p>
<p><u>Enabling Employees to Deliver Value.</u> Is clarity of purpose for serving Customers’ lives understood and translated to everyone’s work? Does that clarity guide hiring decisions? Does it guide investment in skills and competency development to enable our people to deliver value to customers?</p>	<p align="center">EARLY ADVANCED MATURE</p>

CML Organization Chart

PROMOTES ORGANIZATION-WIDE EXECUTION WHILE FOCUSING ON THE CUSTOMER



What Is Your Company Power Core?

What predominant priority in our organization drives the action? How do we rank each of these, starting with the priority that most drives the corporate agenda? Mark your primary Power Core "A" and your secondary "B"

Sales – Quarterly targets and sales goals pull the weight in the company. “The sale” is the focus, sometimes at the expense of the rest of the experience.

Product – Resources, success metrics center on product development, not necessarily customers focus. In software development companies, for example, the Product Engineers and Engineering are the Power Core.

IT – Drives the agenda / priorities of the organization as the majority of projects are driven by their prioritization.

Customer – You begin with customer needs and what they value, and build your operation from there.

A Vertical Business – Execution in the vertical business (such as insurance) is how success is defined and measured and forms the core of power.

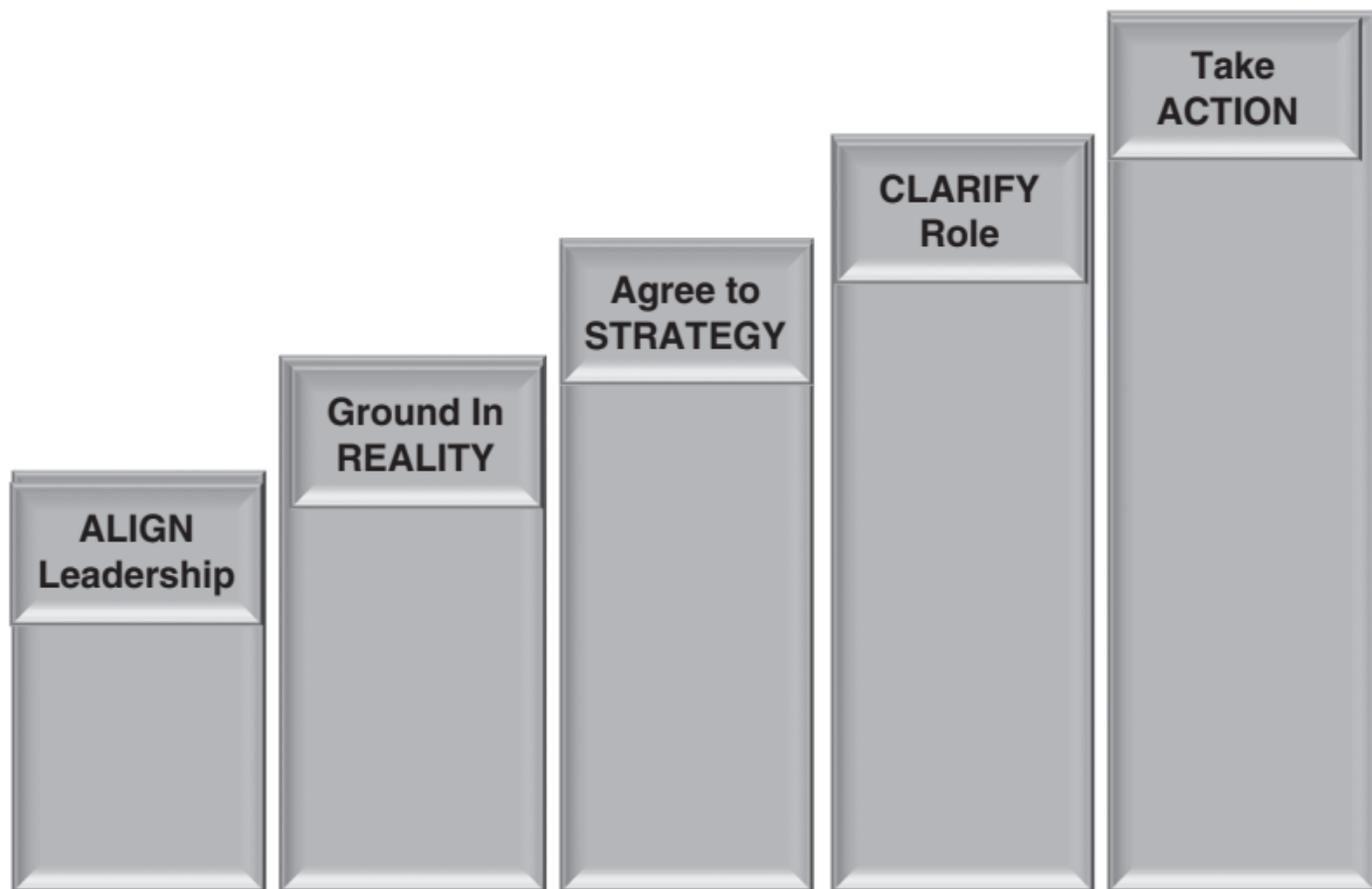
Marketing – the marketing department “owns” the tenor and tone of the relationship with customers

Other – You may have another power core, such as Finance which drive the priorities of the organization.

Organizational Readiness:

Enablers and Inhibitors to Customer-Driven Growth

Culture	Process	Financial / Metrics	Legacy Practices



Stair-Stepping Leadership Engagement

HONOR AND MANAGE CUSTOMERS AS ASSETS.

Know the Growth and Loss of Customers and Care About “WHY?”

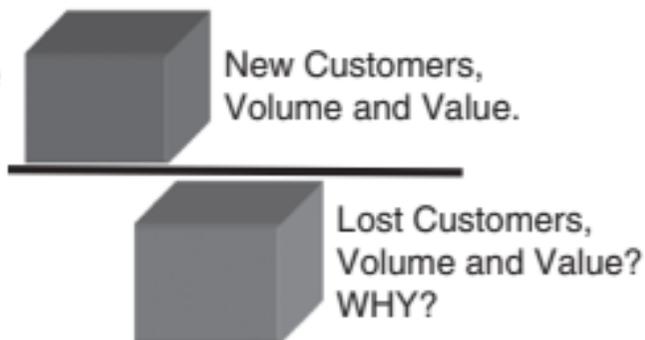
“Experience” Accountability =

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Customers as Assets:

Align leaders to make a defining performance metric – the growth or loss of your customer base. Shift to a simple understanding of customer-driven growth success.

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- Loss of Customers
- Business Growth





New Customers,
Volume and Value.



Lost Customers,
Volume and Value?
WHY?

Where Are You Now With Customer Asset Metrics?

New Customers Volume and Value

- Yes, we track and discuss No, we do not track

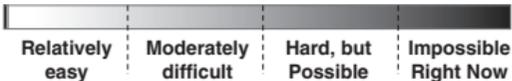
Barometer of Difficulty



Lost Customers Volume and Value, Why?

- Yes, we track and discuss No, we do not track

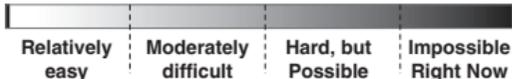
Barometer of Difficulty



Net Growth or Loss: Customer Asset

- Yes, we track and discuss No, we do not track

Barometer of Difficulty



3-5 Customer Behaviors Key to Growth

Example: Product Usage Increase/Decrease

- Yes, we track and discuss No, we do not track

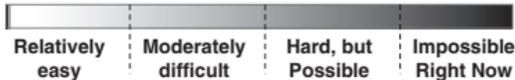
Barometer of Difficulty



Example: Customer Segment Growth/Loss

- Yes, we track and discuss No, we do not track

Barometer of Difficulty



Example: Lost Customers after Key Touchpoint

- Yes, we track and discuss No, we do not track

Barometer of Difficulty



ALIGN AROUND EXPERIENCE.

*Give Leaders a Framework for Guiding the Work of the Organization.
Unite Accountability as Customers Experience You. Not Down Your Silos.*

“Experience” Accountability =

Awareness &
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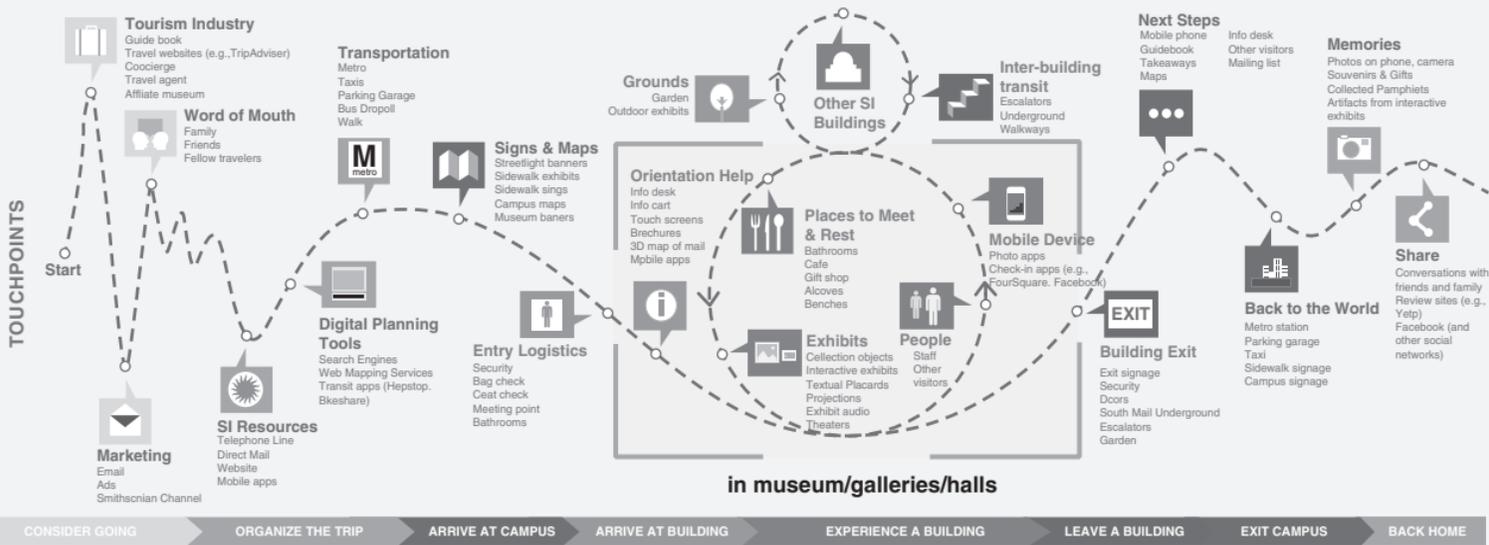
Align Around Experience:

Align the Operation Around Customer Experience Delivery & Innovation. “Earn the Right” to Customer Asset Growth.

- Customer Journey
- Focus on Priorities
- Leadership Language

The South Mall Visitor Journey

SUMMARY OF VISITOR MOMENTS



CUSTOMER-CENTRIC STAGE NAMES: DEFINED BY CUSTOMER NEEDS



**I have a
Need to
Be filled**

**Figure out my
options**

**Make my
decision**

**My need is
Fulfilled**

**I
Experience &
Feel value**



Prospect

Pitch

Close

Service

Resell



COMPANY-CENTRIC STAGE NAMES: DEFINED BY SILO OBJECTIVES.

Do We “Earn the Right” to Growth?

**“Experience” is our operational answer
to these questions...**

Research

Did they
make me
smarter
about
my
choices?

Decision

How will
they
help
me?
Can I
trust
them?

Selection

Will they
help me
pick out
the right
plan for my
family?

Installation

Do they
install per
my needs
and time?
Do they get
it right the
first time?

Usage

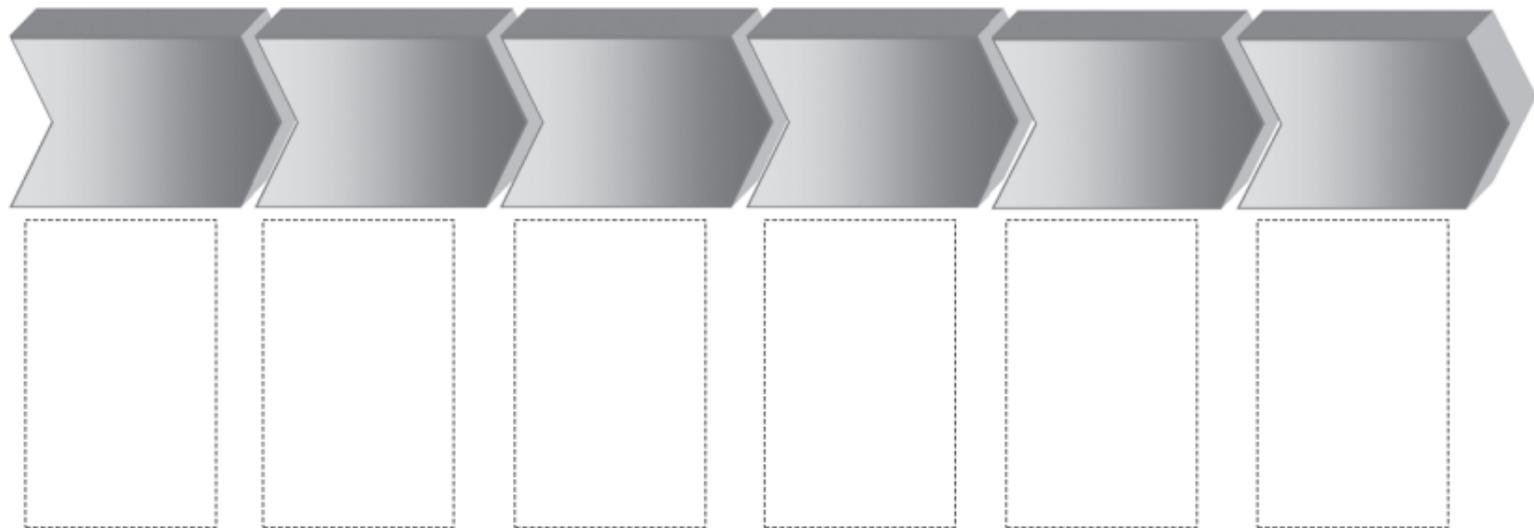
Are they
reliable?
Do they
show up
when
things go
wrong?

Relationship

Do they
know me
and help
me
proactively?

“Earn the Right” To Customer-Driven Growth

DEFINE YOUR JOURNEY BY THE QUESTIONS THE
CUSTOMER NEEDS ANSWERED



zipcar service design ecosystem



Activities and Moments of Truth



"FRONT OF HOUSE"

Key Touchpoints



"BACK OF HOUSE"

Operations

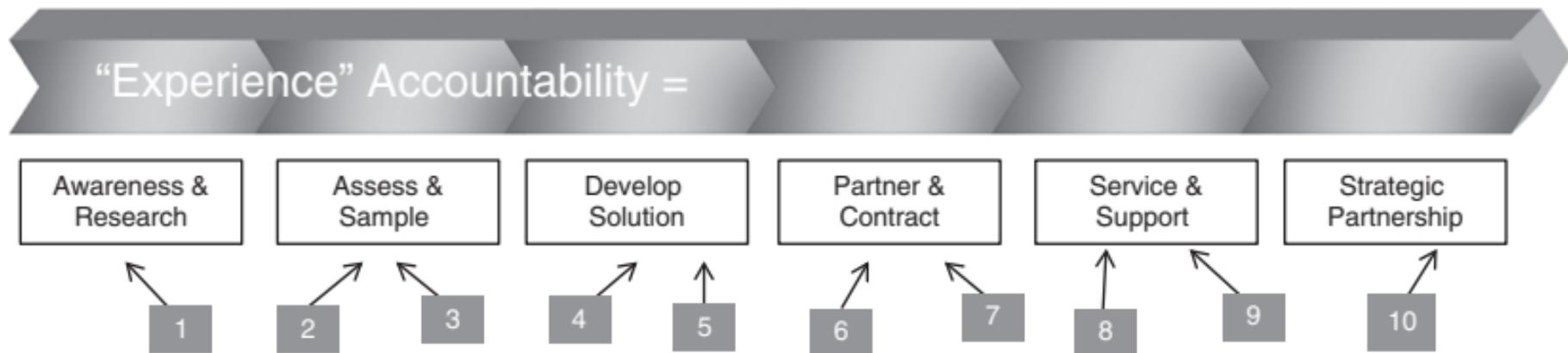


Systems and Tools



BUILD A CUSTOMER LISTENING PATH.

Seek Input and Customer Understanding, Aligned to the Customer Journey.



#3

Build a Customer Listening Path:

Seek Input and Understanding at Critical Points Along the Customer Journey.

- Use Multiple Sources of Insight.
- Tell the Story of Customers' Lives.
- Unite Decision-Making and Focus.

1. *Initiate the Conversation.*

Acknowledge that we know they have stopped or lapsed interacting with us, and we are so sorry. Can you please tell us what happened?

LISTEN TO UNDERSTAND

3. *Earn the Right to Help*

Ask if they would accept help to resolve any issues?

Have a variety of personalized options leaders can extend.

PROVE COMMITMENT

2. *Probe for more Details.*

"Would you be willing to tell me more about your experience?"

Repeat back what was heard.
Clarify specifics if possible.

DISPLAY CARE & EMPATHY

4. *Close the Conversation.*

Repeat how sorry you are, and thank the customer.

If follow-through was promised, reiterate next steps.

END WITH HUMILITY

CUSTOMER LISTENING PATH...

A BALANCED STORY OF
CUSTOMERS' LIVES BY STAGE

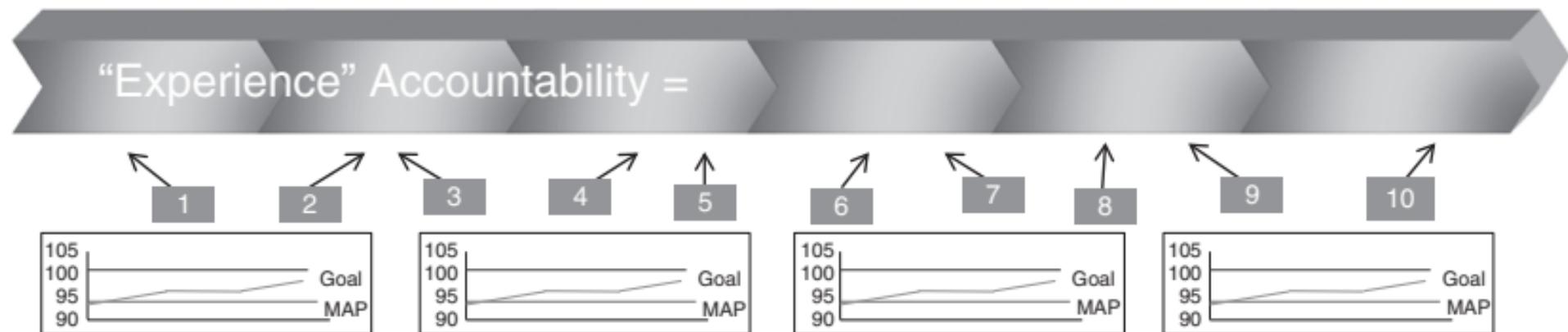
Blend of Qualitative and Quantitative

One-Company Categorization of Issues

Make It Human – “Experiential” Listening

PROACTIVE EXPERIENCE RELIABILITY & INNOVATION.

*Know Before Customers Tell You, Where Experiences Are Unreliable.
Deliver Consistent and Desired Experiences.*



#4

Proactive Experience Reliability & Innovation:

Build the ability to predict performance, rebuild and innovate at key touchpoints.
Make customer experience development as important as product development.

How Reliable is the Current Experience Delivered to Customers?

RATE **CUSTOMER** EXPERIENCE RELIABILITY

Stage 1:

CURRENT CUSTOMER
EXPERIENCE RELIABILITY



Frequently UNRELIABLE SOMETIMES Reliable ALWAYS Reliable



By Stage of the experience, how consistently reliable is this **CUSTOMER** experience delivered across the entire company?

How Reliable Is the Support Provided Employees to Deliver Value?

RATE **EMPLOYEE** EXPERIENCE RELIABILITY

Stage 1:

CURRENT CUSTOMER
EXPERIENCE RELIABILITY



Frequently UNRELIABLE SOMETIMES Reliable ALWAYS Reliable



By stage of the experience, how consistently reliable are we in supporting employees in delivering value to customers?

The Stairway to DESIRE

Random
Experience

```
graph TD; A([Random Experience]) --> B([Reliable Experience]); B --> C([Differentiated Experience]); C --> D([DESIRE]);
```

Reliable
Experience

Consistently Define The Experience
Always Reliable At Priority Contacts

Differentiated
Experience

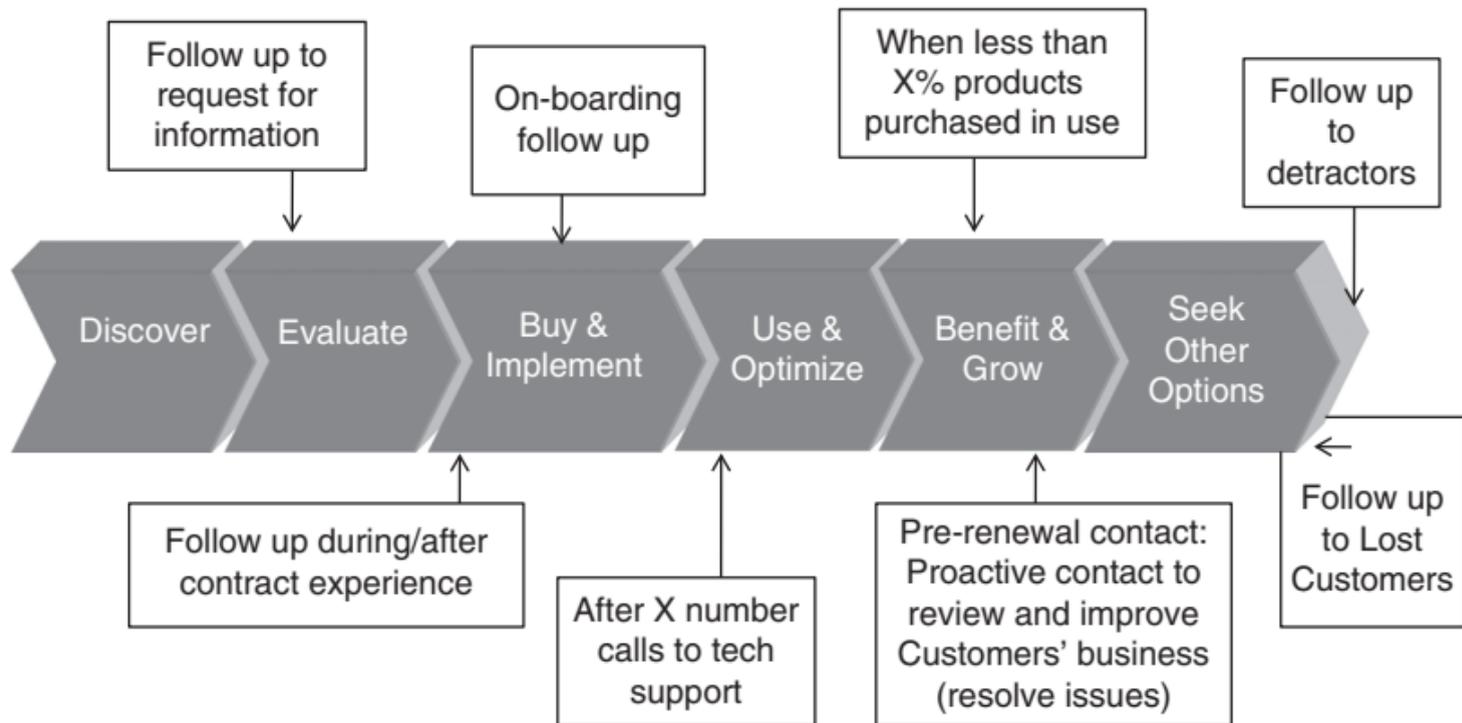
Who ELSE Does This?
Deliver Memories That
Set You Apart

Company DNA:
Memory Creation

DESIRE

Building a Defector Pipeline (SaaS example)

RESCUE Customers at risk/ GROW Revenue / EMBED Relationship



LEADERSHIP, ACCOUNTABILITY, and CULTURE

*Leadership Behaviors Required for Embedding the Five Competencies.
Enabling Employees to Deliver Value.*

“Experience” Accountability =

#5

One-Company Leadership, Accountability, and Culture:

Decisions and Operational Actions That Steer the Company Toward Customer-Driven Growth. United Leadership Behavior to Connect the Silos and Enable People to Act.

By stage of the customer experience,

What must we ALWAYS do to honor customers?

What must we NEVER do to dishonor customers?

Stage 1:

What Will We **ENSURE** for Customers?

What behaviors and conditions will drive our conduct & decisions?

We Will **ALWAYS**...



Stage 1:

What Will We **ENSURE** for Customers?

What behaviors and conditions will drive our conduct & decisions?

We Will **NEVER**...



Stage 1:

What Will We **ENSURE** for Employees?

What behaviors and conditions will drive our conduct & decisions?

We Will **ALWAYS**...



Stage 1:

What Will We **ENSURE** for Employees?

What behaviors and conditions will drive our conduct & decisions?

We Will **NEVER**...



Intelligent STOP DOING List

Stage 1:

PRIORITY TOUCHPOINTS IN THIS STAGE

- ◆ When the Customer...
- ◆ When the Customer...
- ◆ When the Customer...

SILO BASED PROJECTS IMPACTING THIS STAGE

Project 1	Project 7
Project 2	Project 8
Project 3	Project 9
Project 4	Project 10
Project 5	Project 11
Project 6	Project 12

**RECONCILE
CUSTOMER
PRIORITIES
With
PLANNED
PROJECTS**



THE CUSTOMER ROOM ©

Customers As Assets

New Customers,
Volume and
Value.



Lost Customers,
Volume and
Value?
WHY?



Tell the Story... of Customers' Lives



By Experience Stage

For Each Stage, Tell the Story of Customers' Lives:

- ✓ Unaided Listening
- ✓ Aided Listening
- ✓ Experience Artifacts, such as collateral, recordings
- ✓ Operational Reliability Metrics
- ✓ Touchpoints that Comprise the Stage

Aligning With Our Customers' Business Priorities



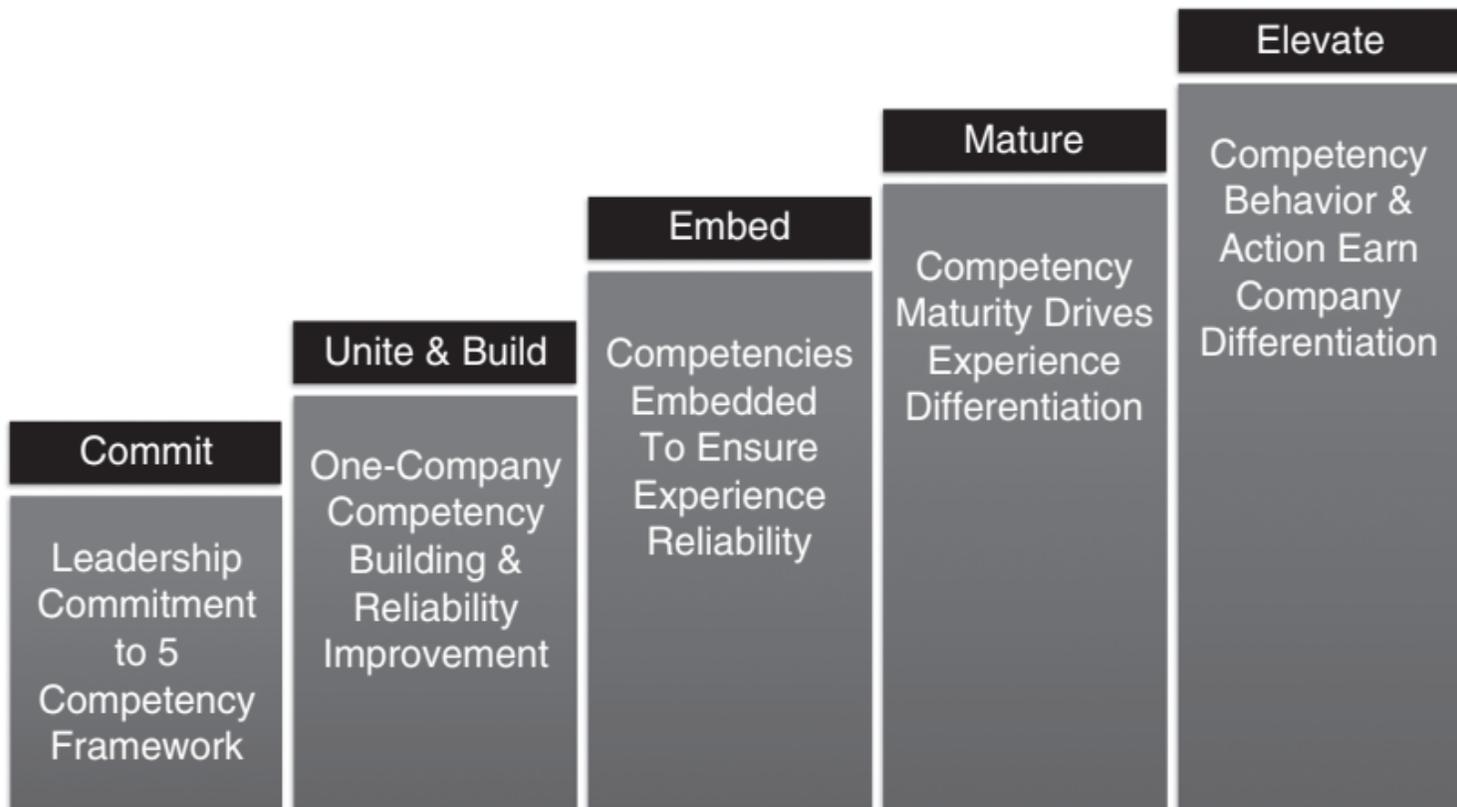
A large digital display screen in the center of the room. The screen features the text 'CX CUSTOMER EXPERIENCE' in a bold, sans-serif font. The background of the screen is a dark, abstract pattern of glowing, out-of-focus light spots, resembling a bokeh effect or a starry field.

71% Expansion
Usage Agreement
Customer
Move-In/
Adjust
Relationship
Renew
Expire



Five Competencies Maturity Map

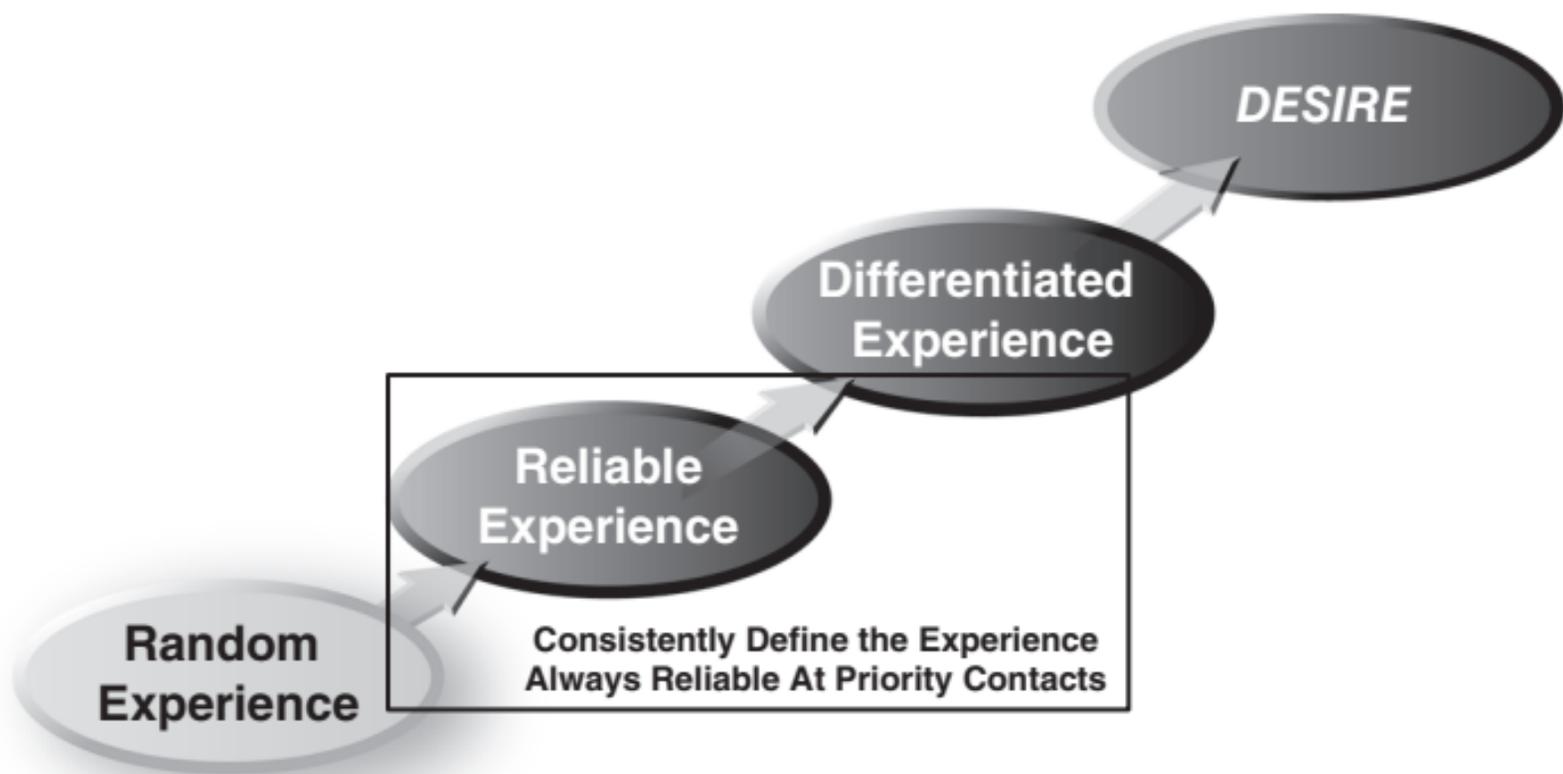
How Customer Experience Matures Over Time



Transformation Milestones

	Commit	Unite & Build	Embed	Mature	Elevate
	Commit & Drive 5 Competencies	Reliability Improvement	Experience Reliability	Experience Differentiation	Company Differentiation
Behavior of Leaders	<p>Personally Involved in First Generation of 5 Competencies.</p> <p>Ensure teams have time to participate.</p>	<p>Focus Company On Priority Reliability Experiences.</p> <p>Invest in improvement teams & competency development.</p>	<p>United Leadership Accountability by Customer Journey Stage.</p> <p>Formalization of resources to sustain 5 Competencies.</p>	<p>Customer Life Improvement – Customer Room evolving to Identify & Commit to Differentiating Moments in Customer Journey</p>	<p>Decision making, hiring and actions consistent throughout company through lens of customer asset growth and life improvement.</p>
Behavior of Employees	<p>Select Individuals Participate in Competency Teams:</p> <p>Building First Generation of 5 Competencies.</p>	<p>Engaged teams learn and participate in “CXD”:</p> <p>“CXD” - Customer Experience Development for priority experiences.</p>	<p>Five Competencies part of business improvement engine: “CXD”</p> <p>Competency Consistently Practiced by Teams.</p>	<p>Employee teams work top down and bottoms up, practicing the five competencies to build differentiated customer experiences.</p>	<p>One-company consistency in customer experience decision making. Collaborative silos find it easy to practice “CXD”.</p>
	Years 1 through 3			Years 3 through 5	
				Years 5+	

Begin with Experience RELIABILITY



CCO Team Resources by Year

	Commit	Unite & Build	Embed
	Commit & Drive 5 Competencies	Reliability Improvement	Experience Reliability
Engaged Company Participants	<p>Leadership Commitment to Co-Lead First Generation Building of Five Competencies</p> <p>Company members tapped to participate on competency teams</p>	<p>Continued Leadership Engagement</p> <p>Cross-functional teams established per experience improvement priority</p>	<p>Continued Leadership Engagement</p> <p>Cross-functional teams established per experience improvement priority</p>
Formal Organization	<p>Chief Customer Officer</p> <p>1-2 headcount assigned (temporarily) to first generation build full time.</p>	<p>Chief Customer Officer</p> <p>1-3 headcount to formalize build out of 5 competency framework.</p> <p>Contractor headcount to facilitate CXD work teams.</p>	<p>Chief Customer Officer</p> <p>2-8 headcount to embed & sustain 5 competencies.</p> <p>2-6 headcount to facilitate cxd work teams.</p>
	Role Initiation through Year 1		
		Year 1 through Year 2	
			Year 3+

Years 1 through 3: Chief Customer Officer Priorities

UNITE	Unite leader actions, decisions, and behavior for customer-driven growth.
CONVINCE	Convince the organization, through listening and engaging them, that one-company focus will improve their results.
BUILD	Build and embed actions and competencies to achieve greater results.
FIX	Fix unreliable priority customer experiences. Remove employee obstacles.
PROVE	Prove the connection to customer and employee advocacy and growth. Deliver value. Earn the right to continue the work.

Year 4 and Beyond: Chief Customer Officer Priorities

UNITE	Unite the organization to deliver differentiated experiences that elevate the role you play in customers' lives.
ENABLE	Enable maturity of decisions to improve customers' lives. Embed competencies to become the work of the organization.
PROVE	Prove the connection to customer and employee advocacy and growth. Deliver value. Earn the right to continue the work.

Readiness for the Role: Do You Need a Chief Customer Officer?

Here is a very tactical set of questions, which is meant to accomplish two things for you. First, the explicit questions give you a platform to define the scope of work and specific work that a Customer Leadership Executive would take on. This takes the mystery out of the role. Second, if many of the responses to these questions are “no,” it also provides you with a mandate to advance the exploration of the role.

1. There is someone in our company who clarifies what we are to accomplish with customers.
 - Yes, there is
 - No, there is not

Implementation tip: These agreements need to be established in partnership with the functional owners across the organization. It is important to make sure that the CCO or executive leadership does not do this in a vacuum and then try to “throw the brick over the wall” to the leaders to rubber-stamp.

2. There is a clear process to drive alignment for what will be accomplished.
 - Yes, there is
 - No, there is not

Implementation tip: Alignment is tricky. The best leaders I’ve worked with drive people into discussion by going around the table and asking each to state his or her commitment or dissent. These leaders make it okay to disagree if someone is not comfortable with what’s being proposed. Think of alignment as requiring three steps: propose, put the idea out there for what will be accomplished, and don’t suppose. Seek out dissenters and their reasons. Work out the solution and alternatives, and then ask for consensus again.

3. We have a road map for the customer work and know where progress will be measured.

Yes, there is

No, there is not

Implementation tip: This needs to be a group effort. Bring together a team of people with at least one person from every operational area. This group needs to get into the ramifications and work involved in getting the priorities done.

4. Clear metrics exist for measuring progress that everyone agrees to use.

Yes, there is

No, there is not

Implementation tip: Start with customer-asset metrics. Remember that simple is good and repetition works. Start here. Get everyone counting customer metrics consistently throughout the organization.

5. There is real clarity of everyone's roles and responsibilities.

Yes, there is

No, there is not

Implementation tip: This is about the hand-offs between the silos. Make sure that there is clarity for which parts of the organization must come together to get the priorities accomplished. Too often these goals are kept lofty and high, and people aren't made accountable for their completion.

6. People really participate and care about the customer work.

Yes, there is

No, there is not

Implementation tip: To make participation stick requires the commitment of the senior leadership to whom these people report and to create a partnership with them. Make participation in the customer work a privilege. Practice capacity management.

7. Appropriate resources are allocated to make a real difference to customers.

Yes, there is

No, there is not

Implementation tip: Hand waving without investment won't get you anywhere. The key here is to have an organized annual planning approach that dedicates time to the customer objectives and customer investment. The chief executive needs to be personally involved. To achieve success, specific actions with defined parameters of what needs to be accomplished must be identified. Investments that drive partial improvements in each area but don't connect in a real and meaningful way at the customer contact point have limited return on investment.

8. There is an understandable process for people to work together.

Yes, there is

No, there is not

Implementation tip: This work is as clear as mud. It starts with a high-level frenzy that in the blink of an eye has people going back to business as usual. The process for how the work will be defined, reviewed, executed, and rewarded has got to be laid out clearly.

9. The work is considered attainable.

Yes, there is

No, there is not

Implementation tip: There's a term that people used a lot at Microsoft: *boiling the ocean*. What I learned is to not abandon strategy but to dole it out in bite-size pieces. You need to know the end game. But then you need to bridge the gap between strategy and execution so people can work it into budgets, priorities, and planning.

10. A process exists for marketing achievements to customers and internally.
- Yes, there is
 - No, there is not

Implementation tip: What I've come to refer to as “marketing back” is often overlooked. When you don't tell people internally what's going on with the customer, it's all white noise to them. No report equals no action. You must make a point of marketing back to both your customers and internally inside the organization. I call this “marketing hope.”

11. Recognition and reward are wired to motivate customer work.
- Yes, there is
 - No, there is not

Implementation tip: The customer work is not going to seem important until people start to be publicly commended and rewarded for it. Make every company gathering an opportunity to call out customer achievements and reward people for them.

Action 1: Identify Your Company Power Core

What Is Your Company Power Core?

What predominant priority in our organization drives the action? How do we rank each of these, starting with the priority that most drives the corporate agenda? Mark your primary Power Core "A" and your secondary "B"



Sales – Quarterly targets and sales goals pull the weight in the company. "The sale" is the focus, sometimes at the expense of the rest of the experience.



Product – Resources, success metrics center on product development, not necessarily customer focus. In software development companies, for example, the product engineers and engineering are the power core.



IT – Drives the agenda / priorities of the organization as the majority of projects are driven by their prioritization.



Customer – You begin with customer needs and what they value; and build your operation from there.



A Vertical Business – Execution in the vertical business (such as insurance) is how success is defined and measured and forms the core of power.



Marketing – the marketing department "owns" the tenor and tone of the relationship with customers



Other – You may have another power core, such as Finance which drive the priorities of the organization.