

1. Review of Creating a Customer Focus

Last month we looked at ways to create a customer focus within your teams. **What are some ways you give your high performers the leeway to challenge the status quo and drive an intense customer focus?**

We can enhance our customer focus by...

- giving customers more face time
- prioritizing & responding to customer requests
- thanking customers for their input
- listening to front-line associates
- tracking trends & reporting upward as necessary
- creating the ultimate experience for every customer

Would anyone like to share the approach you use to bridge the gap between low performers and high performers in your location?

What is your team doing to create a customer focus?

2. Chapter Discussion

According to the book, much of the distrust in work groups stems from what?

What tends to happen in a dark work environment with poor communication?

What can be used to combat such a dark work environment?

Why do leaders sometimes shy away from sharing hard truths?

Why is it important to be open & honest even with these hard truths?

How can you avoid a false type of openness that only gives associates a perception of having a voice?

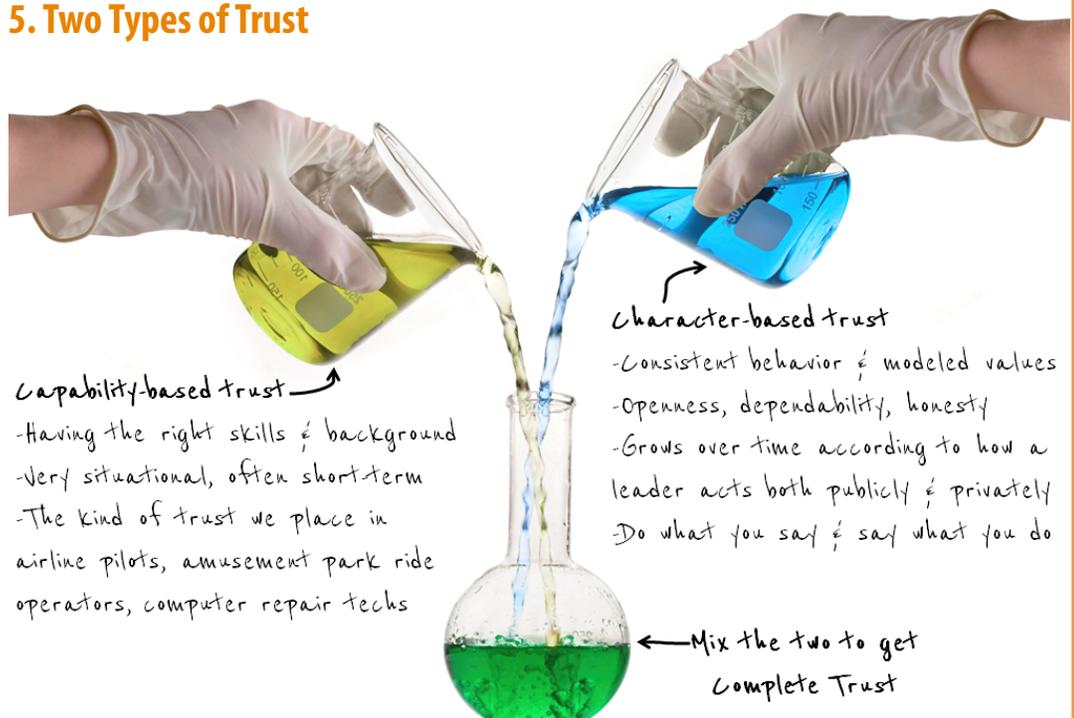
3. Be Genuine

- Do what's right regardless of personal risk
- Admit when you are wrong
- Explain the big picture & where associates fit in

4. Show You Care

- Value associate feedback, as honest dialogue fosters the best ideas
- Tell it like it is, keeping emotions in check
- Be available to your team
- Give credit where credit is due
- Focus on shared results

5. Two Types of Trust

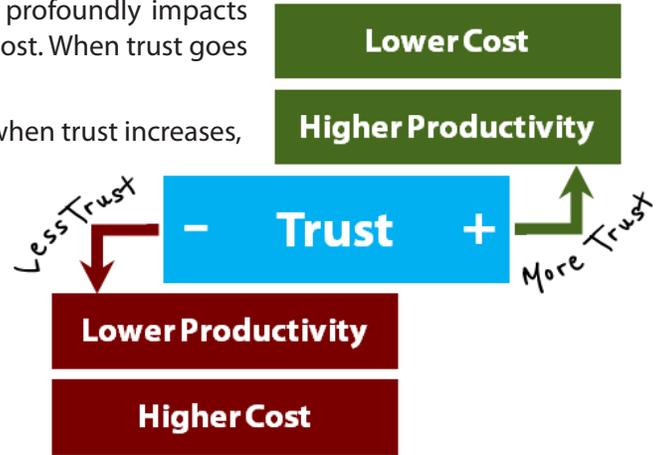


6. The Impact of Trust

Research shows the level of trust associates have in their leaders profoundly impacts results. When trust goes up, it leads to higher productivity & lower cost. When trust goes down, there tends to be lower productivity & higher cost.

A 2011 study in the Journal of Applied Psychology concluded that when trust increases, results also increase. When that trust is character-based, the increase is even more significant - as much as 10% higher on average.

When both capability-based & character-based trust are present, associates feel psychological safety. They believe their individual place on the team is safe for smart risk-taking. They will give their all because they know their leader is looking out for them, which leads to loyalty.



7. Practical Ways to Share Everything

What are some practical ways you can build trust?

8. Are you a transparent leader?

After the call, complete this self-check to see how you're doing. We'll discuss the results on next month's call.

1. Answer these questions:

	Agree	Disagree
I share important information with my whole team in a timely manner		
I value diverse opinions and encourage my team to weigh in		
I can have hard conversations with my team when needed		
I give credit where credit is due		
I have fostered an environment where associates feel safe to be truthful		
My associates share important information with me in a timely manner		

2. Total the number of **Agree's** & then see where you stand:

0-2: Needs work

3-4: Not too bad, but could be better

5-6: You are a transparent leader!

9. Does your team share everything?

After the call, meet with your team to complete this assessment together & identify areas you'd like to improve as a team.

1. Answer these questions:

	Agree	Disagree
Our team is open with information		
We are not afraid to admit when we are wrong		
We talk about hard truths		
We value feedback from one another		
We are up-front & straightforward with our communication		
We ensure we are accessible to one another		
We are not afraid to take intelligent risks		
We care for one another		

2. Total the number of **Agree's** & then see where you stand:

0-4: Needs work

5-6: Not too bad, but could be better

7-8: Your team shares everything!