



People Before Process

Customer Service Every Day



Leadership Academy (Fall 2020) Team C



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The Typical Missouri Farm Family



Served by...



Also served by...



Process Before People

- ▶ Generalizing Individual Customer Outcomes
- ▶ Setting Inconsistent Expectations
- ▶ People confused with agency responsibilities



Why are we failing?

We don't prioritize

We don't hold people accountable

We don't explain why it's important

Leaders are not coaching or role modeling

We don't measure it



Changing Trend but Lack of Movement Across All Agencies

% Change in External Orientation & Customer Focus by Agency



External Orientation: Quality of engagement with customers to drive value
Customer Focus: Organization identifies and offers customers tailored services and solutions

SOURCE: State of Missouri Quarterly Pulse Survey 2017-2019, 2020



Opportunity for Growth

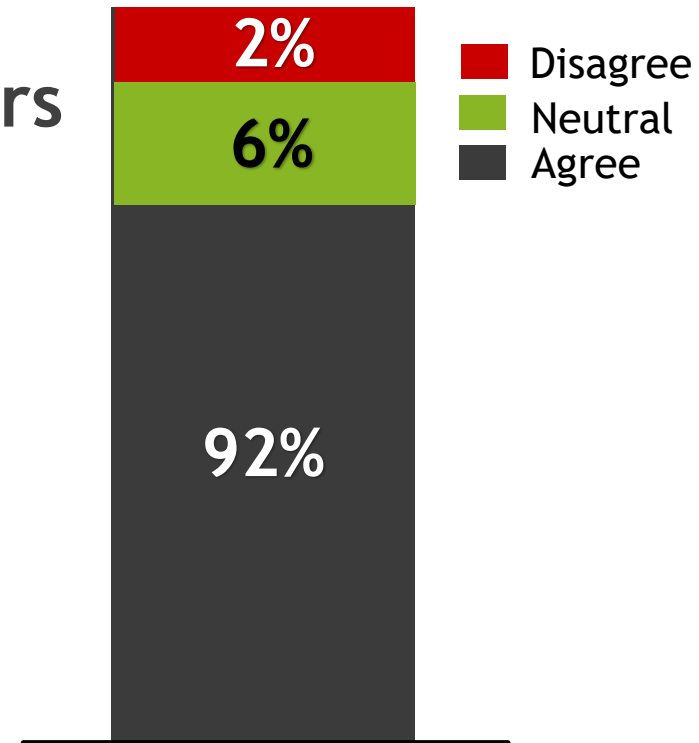
- ▶ External Orientation **51%**
- ▶ Customer Focus **34%**
- ▶ **“Caring”** was team members most used word to describe State of Missouri government
- ▶ Need to further drive change across the State of Missouri



Why are we not talking about our customers?

- ▶ State of Missouri team members surveyed believe “*the work they do each day impacts the daily life of their customer*”

52+% do not discuss their customer during Engage/Quarterly meetings

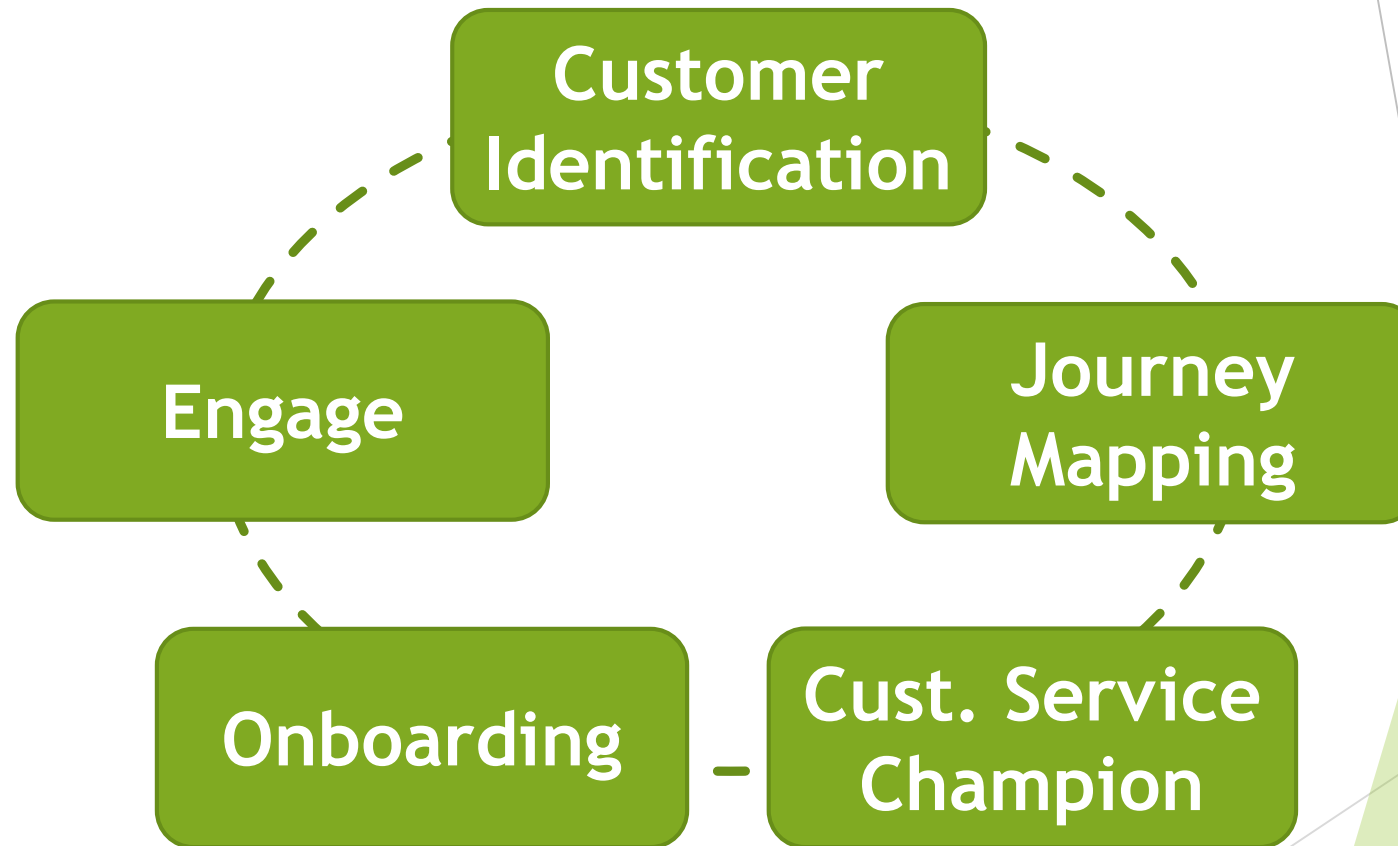


SOURCE: Team C Customer Service Every Day Survey, December 2020





How do we put **People** Before Process?





Customer Identification

- ▶ Know Your Customer (KYC)
- ▶ Each Agency Has Customers
- ▶ KYC should be your first Key Performance Indicator (KPI)



Photo Credit:  DEPARTMENT OF LABOR & INDUSTRIAL RELATIONS  MISSOURI Agriculture
 Missouri Department of Public Safety





Customer Journey Mapping

- ▶ Understand what it is like to be YOUR Customer
- ▶ Generalize the steps and keep it simple
- ▶ Leading by Example

“...make the customer a part of your story...”
~ A. Johnson (DHEWD)



Photo Credit:



Customer Service Champion

- ▶ Trusted Communicator
- ▶ Creative/Innovative Problem Solver
- ▶ Ability to Motivate & Transform
- ▶ Empathetic View from the Customer's Perspective

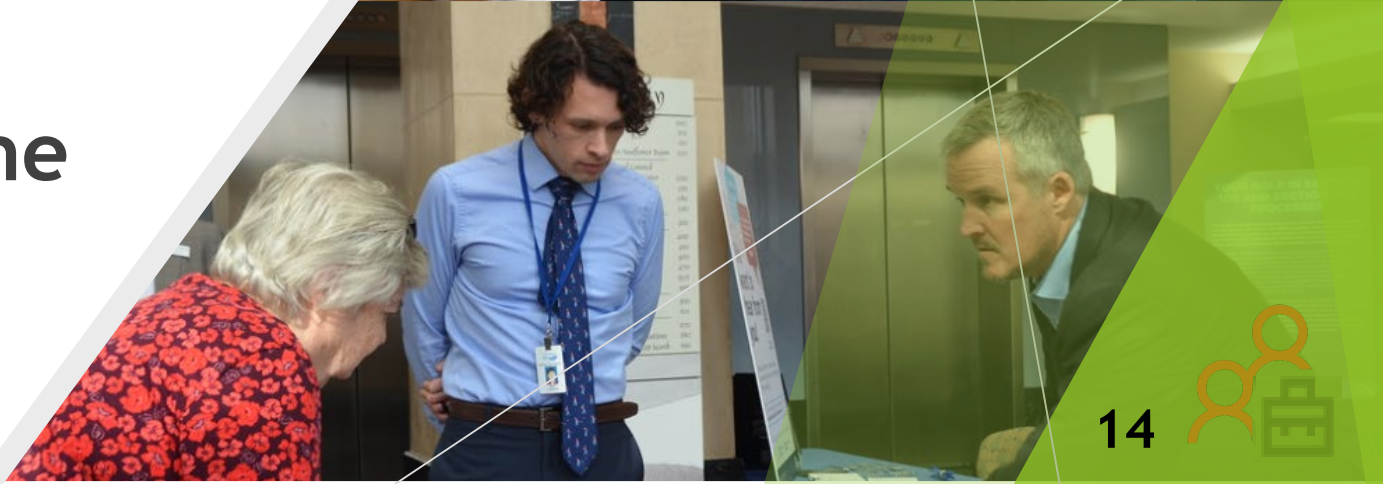


Photo Credit:



Missouri Department of
Public Safety



Onboarding

- ▶ Start New Employees Off Right
- ▶ Avg. Years of Service: **11.3yrs**
- ▶ Free Courses are Available on MOLearning
- ▶ Playbook Tools & Techniques

SOURCE: OA - FY20 Avg. Tenure by Agency

Photo Credit:



Engage & Quarterly Progress Checks

- ▶ Opportunities to discuss high and low spots of day to day activities
- ▶ Revisit customer identification and customer journeys
- ▶ Standard questions for the conversation



How do we sustain transformation?

- ▶ Track State of Missouri Progress Using Quarterly Pulse Survey



- ▶ Standardized Questions for Use in Engage/Quarterly Process Checks

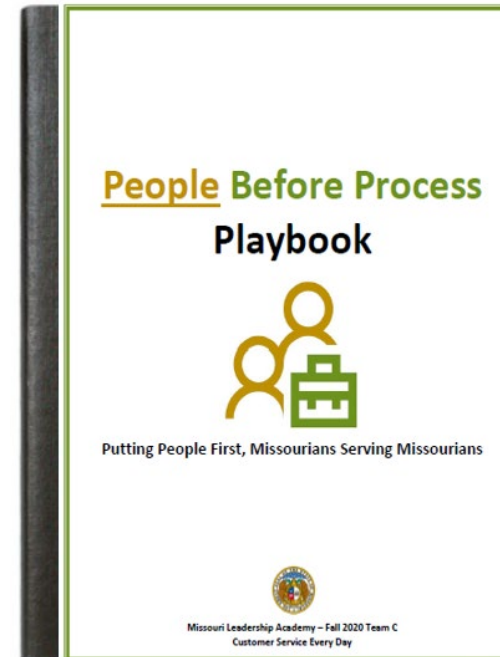


- ▶ Collect Feedback From Your Customers
 - ▶ Act on Their Concerns and Feedback



What can be done Monday morning?

- ✓ Customer ID, Journey and Playbook tools
- ✓ Customer Service Champion
- ✓ Engage/Quarterly Performance Check Topics
- ✓ MO Learning Training
- ✓ Quarterly Pulse Survey Data Collection Points



SOURCE: *People Before Process Playbook, 2020 Fall Leadership Academy*



Benefits of Knowing Your Customers

Decreased Workload

- Remove Non-Value Added Steps
- Provide Role Clarity
- Lean Out Processes

Team Member Motivation

- Intrinsic Reward
- Job Motivation
- Job Satisfaction

84% believe understanding their customer's journey would improve their own job satisfaction

SOURCE: Team C Customer Service Every Day Survey, December 2020



The Voice of Our Team Members

“Understanding your customer’s journey provides purpose... it makes a difference.”
~ D. Gardner (DHEWD)

*“Anytime we serve someone well, those positive feelings help everyone. The ‘**rising tide floats all ships**’ mentality.”*
~ S. Wilkinson (MDA)

“Knowing that the information I provide the customer motivates me to want to come to work every day.”
~ S. Haslag (MDC)



Personal Experience

“...listen to the customers we support...”

“...build trust with our providers...”

Photo Credit:



Personal Experience

“...being focused on the individuals we support, gave me role clarity, motivation, and made my job easier...”
~ Leslie Bradley (DMH)

Photo Credit:



Our Customer's Voice

"I felt like she's on our side, she gets it"



"She called me [the next morning] and said that they were going to get it figured out."







**We are...
One
Team**





With...

**One
Goal**

*To meet Missourians'
expectations that their
state government deliver
for them as well as any
organization*



We are...

MO
.gov

*“Excellent citizens
serving their
fellow citizens.”*

~ Governor Parson

#WeServeMO





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