

TEN MINUTES OF IDEAS

Welcome back to Momentum! We wish you a Selamat Hari Raya and Happy Deepavali! We hope that this edition of Momentum adds some value to your life. Please feel free to give us a call if you want to discuss how we can help increase your bottom line by releasing the potential of your people in the areas of service, complaints handling, personal productivity, or leadership. And we are excited to announce that we have a new sister company in Malaysia – TACK International Sales training. See page 4 for more details. Until next year...



George
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CEO
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Sdn Bhd

“Selamat Hari Raya and Happy Deepavali”



HOW TO CREATE A **QUALITY CULTURE** IN YOUR ORGANISATION

How do we achieve a quality culture in our organisations? How do we avoid “quality slip-ups” including spelling mistakes, computer errors, late delivery, sloppy work, faulty product, damage during transit, lost documents, incorrect customer records, incorrect messages being left or not left at all, phone calls not returned and a list of others that is too long to mention? These quality problems have a double-edge negative effect on company reputation and profitability. They reduce customer confidence. And they increase our costs as we have to rectify the problems. One of our European clients found that quality problems were costing it 20% of gross turnover!

Quality is all about confidence. People buy from “trusted brands” that they know will deliver quality consistently over time. People associate Sony and Toyota with reliability. They say that they can rely on those brands. Think of Starbucks and you also get a consistently reliable experience. Confidence in the market place builds market share.

There is much more to quality than having ISO accreditation, or having systems, processes and measures in place. If your company is relying on your ISO or internal procedures to create quality products or services, then there is a very good chance that you will be disappointed. ISO is clearly a critical component of quality. However, it is not the complete answer. The missing link lies in just 6 letters – PEOPLE. The Star newspaper in 2006 reported the MD of Proton, Syed Zainal Abidin Syed Mohd Tahir as saying how Proton employees need to take more pride in their work to create better quality. We applaud him for having the courage to say this.

The billion dollar quality question therefore is, “How can we have people take more personal pride in their work?” TMI has a powerful concept called the “Parachute Packer”. If you were just about to jump out of an airplane, ready to do a skydive, who would you trust to pack your parachute? In our work lives,

we pack parachutes for each other every day. If something needs to be done in your department, who would you trust with your life to do it accurately and on time? In other words, who would you trust to pack your parachute at work? The ones that you trust to pack your parachutes are what TMI calls “Do Check” people. In other words, when they do something, they always check to make sure it’s correct. Regardless of whether these tasks are simple (such as taking down phone messages), or complex (such as putting together a quarterly production report), these “Do Check” people take pride in doing things right. You trust these people because you are confident in their Personal Guarantee.

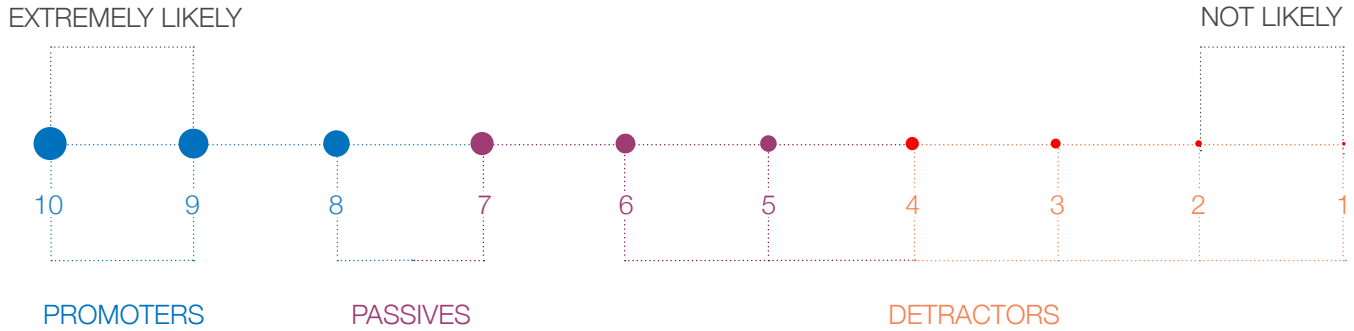
The Fender is a prized possession among guitarists. It has a reputation for long-lived quality. If you were to look inside a Fender, you will find the initials of people who were involved in proudly crafting each instrument. If you were to have your car serviced, how would you like it if there was a tag that said, “Proudly serviced by Idris Abdullah”. Or if you received documentation, and it said, “Proudly checked by Susan Goh”. Or if you, as supervisor, received a report that said, “Proudly written by Tan Chong Eu.” Can you see what impact this would have on the behaviour of the people providing the service?

Creating a quality mindset in your organisation involves having people, at every step of the process, putting their Personal Guarantee to the work that they have done.

TMI runs training programs in Personal Quality. One of TMI’s International Trainers, Conor O’Connell, will be flying in from Ireland to run an entertaining and high-impact two day workshop on “How to Create A Personal Quality Culture” on 31 October - 1 November. The TMI quality approach has gained international acclaim. (See back of Momentum for details)

CUSTOMER SERVICE

THE ULTIMATE QUESTION TO ASK YOUR CUSTOMERS



TMI's philosophy is that service is a feeling. It takes more than good products and efficiency to build customer loyalty. The Net Promoter® Score (NPS), developed by Fred Reichheld, is totally in alignment with this philosophy. The Net Promoter® Score is a simple indicator of how customers think and feel at a specific point in time. Customers are asked one ultimate question, "How likely is it that you would recommend this company to a friend?" Only if a person feels really good about a supplier will they be prepared to recommend them. For this to occur, two conditions must be satisfied:

1

Engage the Customer's Head: The Customer must feel that they are receiving superior value – price, features, quality and ease of use. This is the technical side of the relationship.

2

Engage the Customer's Heart: The Customer must feel committed to the relationship. He or she must feel that the supplier understands them, values them, listens to them and acts accordingly.

Many companies focus on engaging the customer's head only. They focus on technical and efficiency factors. This is a narrow view that covers only part of the loyalty equation.

In his book *The Ultimate Question*, Reichheld differentiates between three types of customers:

1

Promoters are loyal enthusiasts who keep buying from a company and urge their friends to do the same.

2

Passives are satisfied but unenthusiastic customers who can be easily wooed by the competition.

3

Detractors are unhappy customers trapped in a bad relationship. They are more price sensitive. Detractors complain more frequently, thereby consuming customer service resources.

The NPS asks customers to provide a rating (from 0 – 10) on how likely they are to recommend a company. (See the diagram above).

The NPS is very simply calculated by:

$$P - D = NPS$$

That is, the Promoter % minus the Detractor % gives the Net Promoter Score. Rich information can also be obtained by asking customers for one comment: "If the rating that you gave is below 9, please write down what we would have to do to get a rating of 9 or 10."

Big Paybacks from Raising Your NPS

On average, a twelve point increase in the Promoter Score leads to a doubling in a company's growth rate. Too many companies do not rate well on the Net Promoter Score, with the average being just 5 - 10%. This means that the percentage of promoters is only just more than the percentage of detractors. In other words, promoters barely outnumber detractors. On the other hand, highly successful companies such as Amazon, eBay, Harley-Davidson and Dell—operate at Net Promoter Score ratings of 50 - 80%. Your challenge is clear: focus on the technical AND the emotional side of the customer relationship, use the NPS...and watch your business grow.

TMI has a wide range of services and measures to help you increase your NPS. This includes, Branded Customer Service, an organisational service transformation process; Putting People First, one of the world's most successful customer service training programs; A Complaint is a Gift, based on a best selling TMI book. Ask TMI about our Complaints Culture Survey which helps your organisation pin-point the key areas for improvement to build customer loyalty through complaints.

PERSONAL LEADERSHIP AND SUCCESS

THE ELIXIR OF SUCCESS PART 1: FOCUS ON THE DREAM RATHER THAN THE PROBLEM



Have you ever wondered what it takes to be a ‘captain of industry’? Or what does it take to be successful in your chosen field? I was recently asked by Sheahnee Lee, producer of the NTV7 program, ‘Captains’, to help answer this question. This series had featured 12 well-known and successful entrepreneurs and corporate heads, dubbed in the series as “Captains”. My role was to look for factors that set the Captains apart from other people. In this edition, I’d like to share with you the most powerful message that I came away with from my experience with Captains. It’s about the way that you deal with problems.

Dream focus rather than problem focus

One very strong common factor is that the Captains are dreamers. Their dreams took many different forms, including wanting to start a low cost airline, running an eco-tourism organisation and a dream to live his passion by working in shipping. Their dreams guided the decisions that they made about how they would spend their time.

Their dreams had a powerful impact on how they dealt with problems. The banks didn’t want to lend Tan Sri Dato’ Seri Halim Mohammad, head of the Halim Mazmin Group, the money that he needed for his shipping company. But the constant rejections didn’t stop him. Tan Sri Dato’ Sri Liew Kee Sin, head of SP Setia Berhad, an innovative captain of the property industry was ready

to market his first development when the Gulf War struck in 1991. He had no sales for 3 months when he needed them the most! All of the Captains faced major obstacles. What separates them from others is the way that they dealt with challenges.

Most people are problem-focused. In other words, when confronted with obstacles, all they can see is the problem. Problems such as continuous rejections for finance or no sales for months on end loom so large and seem so difficult for many people that they give up. Captains are different. Their focus on their dreams is so strong that they look beyond the obstacles. With a clear vision of what they want, the challenge is to work out how to overcome the obstacles on the way to achieving their dreams. As Tony Fernandes says, “Never take no for an answer”.

So here’s the message. We all face challenges in our working lives. The winners see the problems as challenges to be overcome on the road to achieving their dreams, their visions of where they want to be in the future. To make this way of thinking applicable to you, it’s important that you have a clear vision, a vivid dream for yourself, your family, your team or your organisation. Dreams are powerful. The more vivid your dream, the more real they will be for you. And if they are real to you, then the challenges that you face along the way will seem much smaller than what they perhaps are today.

EVENTS @ TMI

NEW TO MALAYSIA!



**Conor O'Connell: Director, TMI Ireland:
How to Build a Personal Quality Culture
October 31 - November 1**

We promise you an entertaining, thought provoking and practical workshop that will help you improve the quality of work carried out by your people.

The TMI quality approach has gained international recognition and has been described by both the British Department of Trade and Industry, The European Organisation for Quality (EOQ) and the European Foundation for Quality Management (EFQM) as a unique and important contribution to quality development globally.

The workshop will cover some unique and powerful TMI concepts in the area of personal quality including:

- ▶ 2 types of quality, but companies often focus on just one
- ▶ Having people develop their Personal Guarantee
- ▶ How to improve quality through "Do-Check"
- ▶ The Parachute Packer Principle – a simple yet powerful concept to help improve team quality
- ▶ How to improve departmental quality

This workshop is targeted to Customer Service Managers, HR Managers, Quality Managers and Departmental Managers who want to improve the quality of the work from their departments.

Want more Information? Want to Talk?

If you would like information on any of the above courses or events, or if you would like to talk to us, please call Ann Gooi from our office on (+603) 6203 4410.

FEEDBACK AND COMMENTS WELCOME!

We would love to hear your comments and feedback. Let us know if there is anything that you agree with, disagree with or would like us to talk about! Please feel free to contact George Aveling at george@tmimalaysia.com.my

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TACK SALES TRAINING ARRIVES IN MALAYSIA!

WE ARE PROUD TO ANNOUNCE THAT TMI CONSULTANCY SDN BHD NOW HAS A SISTER COMPANY IN MALAYSIA - TACK INTERNATIONAL



Developing People > Advancing Business

TACK is one of Europe's largest sales training companies, and has offices in 40 countries of the world.

What makes TACK different? The TACK difference is the practicality of its courses. With TACK, you will learn it today and use it tomorrow! That's a fast payback on training!!

TACK offers the following courses in Malaysia:

- ▶ **Sales Training Course 1** – A foundation course targeting new sales people
- ▶ **Sales Training Course 2** – A practical follow-up course for Sales Training Course 1
- ▶ **Sales for Non-Sales People** – How to create revenue from your customer service
- ▶ **Winning Sales Presentations** – How to make the winning sales impact from your sales presentations
- ▶ **Profitable Negotiations** – How to get the outcome you want from your negotiations (as long as it's win-win!)
- ▶ **Relationship Management** – A key skill for all sales people
- ▶ **Field Sales Management** – A key skill for sales managers
- ▶ **Profitable Sales Management** – How to create a winning sales team

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Inspiring People to
Achieve More