

Raving Fans:

A Revolutionary Approach to Customer Service

(Ken Blanchard & Sheldon Bowles)

Summary

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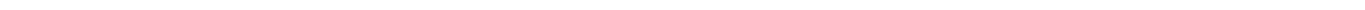
Raving Fans

Blanchard & Bowles

To succeed, you must create raving fans.
Satisfied customers are not enough.

There are three secrets to creating raving fans.

1. Decide what you want.
2. Discover what the customer wants.
3. Deliver plus one.



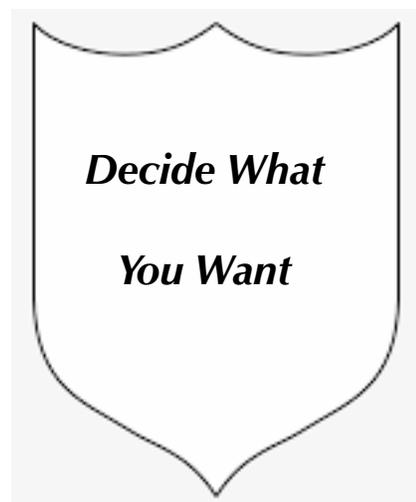
1-Decide What You Want

Create a vision of perfection centered on the moment the customer uses your service or product.

Be able to see it in vivid detail in your mind.

Compare that vision to what is actually happening.

Make note of the warts and bumps.



2-Discover What the Customer Wants

Identify who your customers are. (internal to your organization and external)

Watch for traps as you discover what your customers want.

- Listen to the music as well as the lyrics. Sometimes a customer says one thing and means another.
- Silence: Often silence means customers are dissatisfied. They don't waste time telling you because they don't think it will make a difference. You must listen hardest when customers aren't talking.
- Fine: When customers say everything is "fine," it usually isn't. Some don't want to make a fuss. Others don't believe you really want to know what they think.

If you work at it, you can discover what your customer wants and needs bit by bit. Then you can fit those nuggets into your vision if they fit or reject them if they don't. Refining your vision is good as long as you know your boundaries.



3-Deliver Plus One

Deliver the vision plus one percent.

*Flexibility relates to WHAT you deliver.
Consistency relates to HOW you deliver it.*

Consistency

- **Consistency** creates credibility.
- Meet first. Exceed second. Begin by delivering what you promise.
- Don't promise too much too soon.
- Once you become consistent with your promises, gradually add more, the one percent.

Systems

- To be consistent, you have to have **systems**.
- Systems allow you to guarantee delivery.
- You must train everyone to follow those systems (not rules).
- Systems are predetermined ways to achieve results. The emphasis is results.
- Systems give a floor, not a ceiling.

Flexibility

- Where the one percent comes in is with **flexibility**.
 - ▶ Team members must be flexible enough to change a system when necessary to achieve results.
 - ▶ You must be flexible enough to adjust your vision as customer needs change.
- When you listen to a person, the message you send is that their thoughts have value. People need to feel important.
- Giving that extra one percent is like giving a symbolic hug.

