

Client Case Study—Building Leadership Capability

AT&T: Aligning Leaders to Drive Customer Loyalty

The Challenge:

AT&T's Corporate University was given the charter to align the company's senior leadership around a clear focus on the customer and employee engagement through their *Leading with Distinction* (LwD) Leadership Development Series. LwD3 was launched to improve employee engagement and define a new level of focus on the customer, standing on the shoulders of a previous initiative entitled *One AT&T*.

The Solution:

After laying the foundation through a three-day program for officers and senior managers, SPCI designed and delivered an innovative two-day program to 6,800 AT&T general managers around the world. Highlights from this program included:

- *Customer Experience City:* Managers completed three rounds of role plays across 22 "businesses" to experience firsthand what it means to truly delight customers; the role plays introduced NPS as a way to measure the customer experience.
- *What's at Stake?* Customer Lifetime Value calculators allowed the managers to estimate the economic impact from improving customer and employee loyalty.
- *Rackspace Video Case Study and Tools for Inspiring Ownership:* The managers were put into break-out sessions to study the practices of a company that models a high "ownership" culture and to learn about some practical tools to apply back on the job.
- *Innovating the Customer Experience:* Managers worked in teams to apply six principles of customer experience design to improve the AT&T customer experience.



The Results:

In a follow-up survey, 85 percent of respondents rated the initiative they launched as a result of the program as having either a positive or high impact on the customer experience.

The Service Profit Chain Institute

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