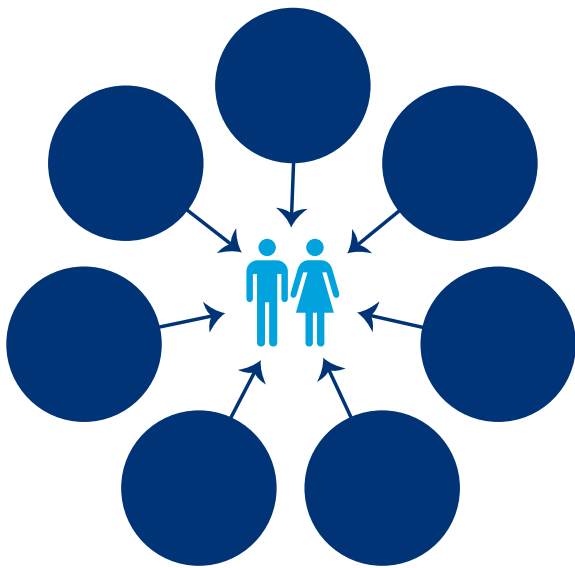




Enhancing the Global Mobility Customer Service Delivery



Moments that Matter

Identifying the critical times which impact building relationships with your stakeholders



Business Chemistry

Understanding the personality type of yourself and others and learning how to adapt to your style

Case study

Overview/Objectives

Our client is currently reviewing and developing its training architecture to enhance the customer service delivery model, as well as build on their mobility and policy fundamentals. The client had asked for assistance to develop and conduct customised customer service delivery labs to enable their customer experience goals. The intention of these labs is to help the International Mobility (IM) team identify opportunities to improve customer service, build relationships and identify ways to provide value-added services.

Key benefits

- Common understanding of effective customer service for our client's IM advisors
- Clear and common action plan to achieve customer relationship goals
- Value-driven teams that creates meaningful interactions with the client's customers
- Tools and resources for the team to use on an on-going basis and monitor customer service effectiveness



Key activities

- Prepared and designed UK pilot Lab (including approach, agenda and workbook) with 12 participants
- Developed communications and pre read materials/exercises
- Amended training materials to incorporate pilot feedback
- 3 subsequent sessions held with over 65 participants and 1 further lab to be held in the US



Results

- Workshop agenda and workbook created for each session
- Deloitte facilitated pilot MtM Lab and 3 subsequent sessions with summary of output
- 4.8 (out of 5) rating based on feedback from over 65 participants
- MtM included in learning architecture for all mobility professionals
- MtM materials produced to embed within culture e.g. posters and flags



3. Key Takeaways



Our Moments At HRIM

To kick-off the session, we reflected on our key moments with expats and BFHR. During the discussion several insights emerged.

In key moments with expats and BFHR we

- Create value
- Make others successful
- Provide solutions
- Manage expectations
- Empathise
- Respond quickly



5a. BFHR Archetypes and Development



Current BFHR Experience – Archetype I

To internalise the customer experience, each team sketched the archetype, and described their archetype's experience with HRIM in the first person.

Whitney

"My name is Whitney Jones Brown. I made VP at age 35. I work in R&M Lubricants in the downstream business. These days I have to maintain low costs for my business area and pay extra attention to assignments. I am concerned that I am spending too much in part because HRIM is not helping me in the long or looking after my expenses."

"I have been with BP for my entire career and I've seen a lot. Believe me when I say that HRIM over processes. That group is too slow, too focused on policy and too rigid. Admittedly, I am a bit disgruntled - sometimes I lose track of the conversations about all of the developmental assignments in my area. To let you the truth, I really dislike long ritual reports which add to the piles of papers in my office, and give me the facts quickly."

"I wish that HRIM was more responsive, flexible and concise. And if they really want to improve the relationship they should use me as the only escalation point - that would make things much simpler."



Pioneer

Overview

What is it?

The Moments that Matter and Business Chemistry Lab (Lab) provides an opportunity for Mobility, Talent and Reward teams to step out of their day to day activities – to zoom out and analyse how they build relationships with their stakeholder, discuss what’s working and not, and brainstorm truly breakthrough ideas. The session, tailored to your specific requirements, will be facilitated by an independent mobility specialist from our Global Mobility Transformation (GMT) team.

Who is it for?

The Lab is designed for all companies within any industry. It is also applicable for all sizes of expatriate programmes and teams, whether this means you have 5 expatriates or 500. This Lab is used by Mobility, Talent and Reward teams to enhance the customer service delivery model. Teams come to the Lab to work on real business challenges. It isn’t a formal training session. And it isn’t a typical working session. No incentives. No rigid agendas. No sitting back.

Moments that matter

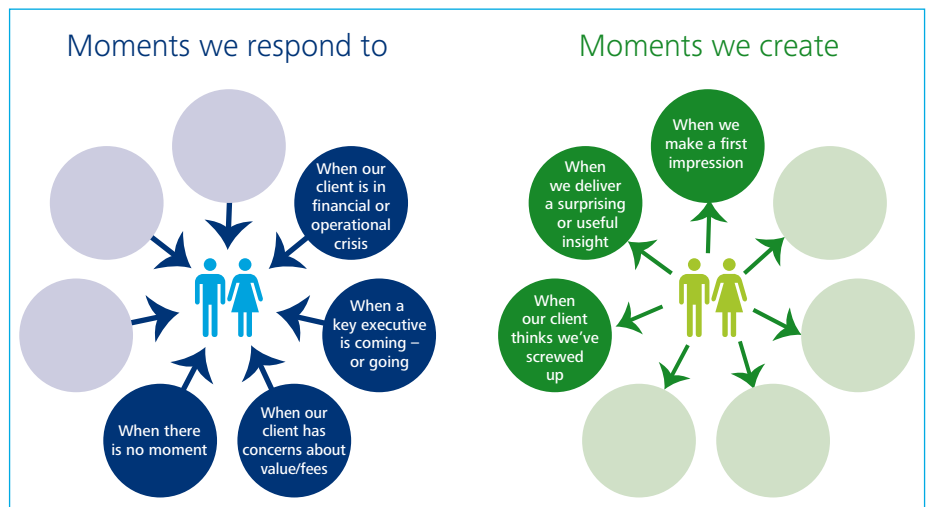
First we must identify the critical “moments” between the Mobility, Talent and Reward teams and its customers (HR, assignees, business). The foundation for effective customer service is built on and strengthened by a mindset that looks for the moments that matter.

- When we create an exceptional experience during these moments, our reserves of “relationship capital” quickly swell.
- When we handle these moments poorly, we dip into our savings – and sometimes drain the account entirely.
- And when we approach these moments in an ordinary, “in the box” way, nothing much changes.
- For each moment there are smart moves to make. The Lab prepares teams to adopt these behaviours.

Why is it valuable to you?

Over the last few years our team have facilitated a number of sessions which have enabled Mobility, Talent and Reward professionals to identify with the assignee and business/HR stakeholder, spot the critical scenarios which strengthen the working relationship and take appropriate actions based on the business personality (or chemistry). Our high energy environment drives a philosophy of customer service and provides a platform to be included in the overall learning architecture.

“The Lab has created a long lasting buzz in our team. Everyone is talking about it – I can’t stop trying to “hunch” someone’s business chemistry when I first meet them.”



Business Chemistry

Once Lab participants are able to spot the critical “moments” and choose the appropriate “move” to make, we turn the attention to the “business chemistry” of ourselves and others, recognising the impact of our work personalities on how we can respond to these critical moments.

- Rapid decisions
- Risk tolerant
- Takes charge
- Tolerates conflict
- Exploratory

- Optimistic
- Spontaneously generous
- Big picture thinkers
- Emotionally expressive
- Collaborative



- Sceptical
- A planner
- Concrete
- Emotionally Contained
- Punctual

- Deliberate decisions
- Risk averse
- Introspective
- Avoids conflict
- Traditional



Understand YOURSELF



Understand OTHERS



Adapt your STYLE

This part of the Lab explores –

- The business chemistry concept and background.
- The four business chemistry types and the key characteristics.
- Business chemistry of Lab participants including likes and dislikes.
- How to hunch others to ultimately adapt your style to develop rich relationships with your customers e.g. assignees, HR, the business.
- Provide tools to help participants embed this learning into their day-to-day working lives.



Approach

The session will enable the organisation to achieve their desired assignee experience and business partnering goals and will allow Mobility, Talent and Reward professionals to move to a more consultative approach to customer service delivery, in response to the ever changing demands of the Mobility, Talent and Reward teams.

“We will now be able to build better relationships with our stakeholders and leverage this to optimise our Global Mobility, talent and Reward programme.”

What to expect from the day



1 WEEK



Lab inputs

Lab set up

- Understand your requirements and objectives for customer service delivery
- Agree participants to attend the Lab
- Design tailored agenda to ensure the Lab delivers value required
- Prepare customised invite to send to participants
- Participants to complete Business Chemistry survey and download their customised report
- Review Business Chemistry results
- Prepare Lab material customised to your objectives and requirements



½ – 1 DAY



On the day

Customised Lab delivery

- Deloitte facilitated Lab delivery by independent specialist
- Discuss Moments that Matter
- Practice “The Moves” framework
- Understand the do’s and don’ts for each personality type and learn how to flex your style



1 WEEK



Lab output

Ongoing enhanced customer service

- Reference materials and guidance to take back to the office
- A platform to include in your learning architecture
- A move toward a consultative approach for Global Mobility, Talent and Reward





Key contacts

For further information about the Moments that Matter and Business Chemistry Lab please contact one of the following:



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