

Leadership Insights Q&A

Q How can the industry focus leaders on delivering quality to the customers?

A "It is the value and focus the organization places on quality that determines the focus of its leaders. If profits and other issues are more important, then the company's quality to focus will follow." — *Bob Franey, Total Landscape Inc., St. Louis, MO*

"Identify what customers want. Look at where we as leaders have our companies doing the right thing and where we are weak and why. Once you know that, plan and implement the improvements." — *Mike Leuders, Leuders Environmental Inc., Needham, MA*

"The best tool I have found for keeping our leaders focused on the customer is a business plan that allows them to keep score of the customer's satisfaction. We know once we have a customer for three years they are ours for the long run. New sales are a must, and of course we track that, but we also look very hard at how the customer votes on our service with their renewal "ballot". — *Phil Fogarty, WEED MAN, Euclid, OH*

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of this design, we will complete a project we all will be proud of. Thanks, and please call or e-mail if you have any questions." Allowing your foreman and crew people to develop statements like this, practice them in group settings and leading discussion on how clients will feel hearing them will produce a magical transformation in your future leaders.

One last thought on this "Warm Welcome, Magical Moment, and Fond Farewell" concept. It can work the

same incredible magic in relationships between employees, departments, peers, associates, and most importantly our families. ■

Jim Paluch and the JP Horizons team, through decades of combined experience in business, bring people solutions to companies through innovative training, creating compelling visions and systematically growing leaders. Contact them through their Web site at www.jp horizons.com.

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Utilizing surveys to gauge customer satisfaction helps companies keep clients front and center.

TRAINING TIP

Evergreen Lawn in Michigan gave disposable cameras to its crews and asked them to take pictures of high-quality and poor-quality work. Most of the pictures returned were of high-quality work, and the crews were able to see everyone's perception of quality. Some things that crews do that are not part of their services make a property look high quality, such as edging asphalt, washing trash cans, making sure the owner's newspaper is on their step, and so on. Sharing perceptions of quality opened the minds at Evergreen Lawn to greater performance. (*From The Training Challenge by JP Horizons.*)

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