1
00:00:06,050 --> 00:00:10,750
I think it's funny when we are given advice
to always put the customer first.

2
00:00:10,750 --> 00:00:15,450
That means employees come second inherently
if you're going to put customer first.

3
00:00:15,450 --> 00:00:16,850
Customers come and go.

4
00:00:16,850 --> 00:00:21,680
Obviously we want to work to keep them loyal
but its employees who spend more time at work

5
00:00:21,680 --> 00:00:22,680
than they do with their families.

6
00:00:22,680 --> 00:00:27,669
It's employees who are asking to give their
blood and sweat and tears to advance our vision.

7
00:00:27,669 --> 00:00:32,890
And so it's a leader's responsibility
to take care of the people first and the people

8
00:00:32,890 --> 00:00:35,850
will take care of each other and the customer.

9
00:00:35,850 --> 00:00:42,430
Any leader who prioritizes a customer literally
saying I care more about an external constituency

10
00:00:42,430 --> 00:00:45,360
than I do about the people who are actually

11
00:00:45,360 --> 00:00:50,059
The funny thing is a company like Southwest
Airlines, a company like Costco that are renowned

12
00:00:50,059 --> 00:00:54,260
for their customer service as matters of policy
do not believe the customer is always right.

13
00:00:54,260 --> 00:00:56,600
They do not believe that the customer comes
first.

14
00:00:56,600 --> 00:01:02,660
The irony is is these great customer service
companies actually care first about their

15
00:01:02,660 --> 00:01:08,390
own people, their employees and they expect
their employees to care about their customers.

16
00:01:08,390 --> 00:01:11,690
Let me tell you a story, a true story.

17
00:01:11,690 --> 00:01:15,000
Some months ago I stayed at the Four Seasons
in Las Vegas.

18
00:01:15,000 --> 00:01:20,520
It is a wonderful hotel and the reason it's
a wonderful hotel is not because of the fancy

19
00:01:20,520 --> 00:01:21,520
beds.

working here.

20
00:01:21,520 --> 00:01:22,720
Any hotel can buy a fancy bed.

21
00:01:22,720 --> 00:01:24,440
**It's because of the people who
work there.**

22
00:01:24,440 --> 00:01:28,120
**Now when you walk the halls of
the Four Seasons
and someone says hello to you,
you really**

23
00:01:28,120 --> 00:01:31,710
**get the sense that they wanted to
say hello,
not that they were told to say
hello.**

24
00:01:31,710 --> 00:01:38,010
**So in the lobby of the Four
Seasons they have
a coffee bar and one afternoon I
went to buy**

25
00:01:38,010 --> 00:01:41,780
**a cup of coffee and I happened to
be served
by a barista named Noah.**

26
00:01:41,780 --> 00:01:42,780
Noah was wonderful.

27
00:01:42,780 --> 00:01:43,780
He was fantastic.

28
00:01:43,780 --> 00:01:44,780
He was friendly.

29
00:01:44,780 --> 00:01:45,780
He was funny.

30
00:01:45,780 --> 00:01:46,780
He was engaging.

31
00:01:46,780 --> 00:01:48,690
**I think I ended up giving a 100
percent tip.**

32
00:01:48,690 --> 00:01:53,000
**And so as is my way I asked Noah
do you like
your job here?**

33
00:01:53,000 --> 00:01:55,710
And Noah said I love my job here.

34
00:01:55,710 --> 00:01:59,890
**So I followed up and said what is
it that
the Four Seasons is doing that
would make**

35
00:01:59,890 --> 00:02:01,540
you say to me I love my job?

36
00:02:01,540 --> 00:02:06,110
**And without skipping a beat he
said throughout
the day managers will walk past
me and ask**

37
00:02:06,110 --> 00:02:07,560
me how I'm doing.

38
00:02:07,560 --> 00:02:09,890
**They'll ask me if I need anything
to do
my job any better.**

39
00:02:09,890 --> 00:02:12,770
**He said not just my manager, any
manager.**

40
00:02:12,770 --> 00:02:14,330
**And then he said something
magical.**

41
00:02:14,330 --> 00:02:19,060
**He said I also work at Caesar's
Palace and
there the managers walk past and
make sure**

42
00:02:19,060 --> 00:02:20,060
we're doing everything right.

43
00:02:20,060 --> 00:02:21,840
**They catch is if we're doing
anything wrong.**

44
00:02:21,840 --> 00:02:24,100
**There I just try to get through
the day.**

45
00:02:24,100 --> 00:02:27,890
**I keep my head below the radar
and I just
want to cash my paycheck.**

46
00:02:27,890 --> 00:02:29,060
Same person.

47
00:02:29,060 --> 00:02:31,750
**And the customer will have a
different experience
not because of Noah.**

48
00:02:31,750 --> 00:02:33,500
Noah is a good guy.

49
00:02:33,500 --> 00:02:39,170
**The customer will have a
different experience
because of how the management
regards Noah.**

50
00:02:39,170 --> 00:02:42,830
**Does management believe Noah is
the number
one priority or does management
believe that**

51
00:02:42,830 --> 00:02:44,730
**the customer is the number one
priority?**

52
00:02:44,730 --> 00:02:49,560
**And again the irony is is it's
the organization**

that believes that Noah is more
important

53
00:02:49,560 --> 00:02:53,240
**that then Noah is better capable
of taking
care of the customer.**

54
00:02:53,240 --> 00:02:58,130
**It is a linear process and I
think so many
people in business forget that.**

55
00:02:58,130 --> 00:03:01,200
**Yes, of course ultimately you
want the customer
to be happy.**

56
00:03:01,200 --> 00:03:02,200
Of course.

57
00:03:02,200 --> 00:03:07,650
**But the methodology is actually
to prioritize
the wellbeing of our people.**

58
00:03:07,650 --> 00:03:12,790
**I think the wrong thinking about
customers
comes from the fact that we look
at results**

59
00:03:12,790 --> 00:03:14,570
more than we look at process.

60
00:03:14,570 --> 00:03:17,870
**Results are much easier to
measure and so
we talk about profit first.**

61
00:03:17,870 --> 00:03:19,910
**That's because it's easy to
measure.**

62
00:03:19,910 --> 00:03:24,310
**We talk about, we prioritize
literally money**

over trust because how do you
measure trust?

63
00:03:24,310 --> 00:03:25,680
It's more difficult.

64
00:03:25,680 --> 00:03:27,900
The same with customer service.

65
00:03:27,900 --> 00:03:32,100
The result would be great
customer service
but the process is the long, hard
work of

66
00:03:32,100 --> 00:03:36,460
building a strong culture in
which the people
take care of each other so that
they can take

67
00:03:36,460 --> 00:03:37,460
care of the customer.

68
00:03:37,460 --> 00:03:40,150
That, it's more ethereal and
harder to measure.

69
00:03:40,150 --> 00:03:44,430
I can measure customer loyalty,
customer service
and sales and return business and
things like

70
00:03:44,430 --> 00:03:45,430
that.

71
00:03:45,430 --> 00:03:49,209
So I think it's human nature to
go to the
thing that we can easily see and
easily count.

72
00:03:49,209 --> 00:03:54,050
And in the case of customer
service that would
be the end product, not the
process that got

73
00:03:54,050 --> 00:03:54,360
us there.