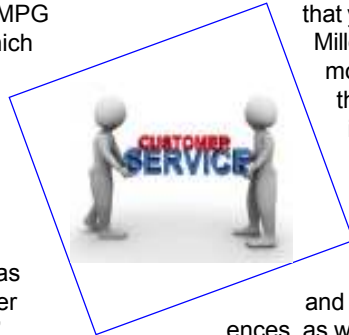


Good customer service attracts loyalty

This is according to the KMPG International's survey which analyzed shopping behavior of 18,000 consumers (aged 15-70 years old) from 51 different countries. The survey indicates that in terms of loyalty, nothing trumps excellent customer service as 65% named it as the "number one loyalty-earning attribute" followed by exclusive promotions and offers at 45%. The study also noted



that younger consumers—the Millennial generation—tend to be more loyal towards companies that offer personalized interactions: customized promotions, anticipation of needs, having a sense of community, one-on-one engagement in social media, online games, and other interactive experiences, as well as concierge services. Millennials will be the mainstream consumer 10 years from now, the study adds.

Source: *BusinessWorld*

Mission statements are key to strong companies



According to Ohio University, one of the most important characteristics of a

strong organization is a good mission statement. A strong, clearly-worded mission statement is highly motivating to not only the community, but also the organization's employees, who are more likely to feel engaged if they feel inspired and are clear on how they are making a difference to society.

<http://www.ausae.org.au/News/4562829>

Good listeners ask good questions

Some people equate good listening with sitting silently, nodding, making eye contact, and, when the speaker is done, paraphrasing what you heard. But these things are only part of what makes someone feel that you heard them. The best



listeners go deeper by trying to understand the substance of what the other person is saying. Doing this requires that you ask questions to clarify your understanding and push the other person to better articulate their position, examine any assumptions

they're making, and see the issues in new light. You should also try to empathize with and validate any emotions the speaker is conveying. Once you've made sure the person feels supported, you can offer some thoughts and ideas about the topic that could

be useful to the other person. Just be careful not to hijack the conversation so that you or your agenda becomes the subject of the discussion.

Source: *Management Tip of Day, Harvard Business Review*

Provoke useful chats with these questions



Good managers ask questions. Try these to prompt your employees to speak up: (i) "What's on your

mind?" (ii) "What else?" (iii) "What's your biggest challenge on the job?" (iv) "What do you want from your career?" (v) "How can I help?" (vi) "What's most useful to you?"

Source: <https://www.managebetter.biz>

Managing 'happiness decay'

Happiness decay is a reality. No matter how great an employer you are, how beautifully designed your offices are, or amazing your employee benefits are, there will come a time that your employees get used to what's on offer and eventually fail to be enough to keep them happy. To manage happiness decay, experts say



companies that make social responsibility a core part of their projects help fight "happiness decay" in their employees. To keep valuable

employees committed to the company, several organizations pay extra for their work on social projects and give staff a say in which causes the company supports.

Source: <http://realbusiness.co.uk/>

What They Say

Thanks for sending us the 'Chief Executive Memogenda' issues regularly. These have been very informative and useful for us. Have a good day!

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Recipe for a compelling elevator pitch

In a world where 140-character tweets and text messages are becoming the norm, it's important to communicate who you are and what you do, or what your organisation does, in a clear and concise manner. The perfect way to do this is through an elevator pitch. Here are five ways you can craft an elevator pitch that works for you.



➔ **Take your organisation's mission, and bring it to life.** Develop a succinct description of your role and your organisation that doesn't use jargon or unnecessarily formal language. One way to do this is by taking your mission statement and shortening, simplifying and clarifying it. This doesn't mean dumbing it down. Rather, it means finding the most important parts and expressing them as plainly as possible.

➔ **Get to know who you're speaking with.** Once you've explained what your organisation's mission is, ask specific questions to find common ground and keep the conversation going. This will transform the conversation from a monologue to a discussion. This element is critical for securing future engagement, as it allows you speak to the interests and work of the person.

➔ **Present your company as an opportunity.** Your elevator pitch shouldn't scream "HELP!". It should instead say, "I think we can help each other." Of course, you can't offer a potential supporter a big paycheck at the end. But you can help them realise that your cause is worth supporting. Let your

passion for your organisation shine through. Explain what you do, why it's important and how someone's involvement is an opportunity to be part of a larger vision. By doing this, you'll be able to infuse the same electric energy for your cause.

➔ **Practice makes perfect.** Practice your elevator pitch until it becomes second nature. Practice with your board at board meetings, with your staff at staff meetings. Say it to a friend, partner, colleague or even your pet.

➔ **Keep calm.** Your elevator pitch is not and should not be a memorised speech or sales pitch that sounds like you've said it 100 times. It should be warm and natural, and should be delivered in a conversational and relaxed manner. Remember – you're talking to a human being.

Source: <https://third-sector.com.au>, Jo Scard, Managing Director, Fifty Acres.

The benefits of performance appraisal



There are a number of potential benefits to the business which flow from effective assessment of performance. In addition to reviewing

performance, appraisal systems also provide an effective means of obtaining information about your business which may assist in the making of other strategic decisions.

Potential benefits include:

- Strengthening of the relationship between employee and supervisor.
- Feedback from employees which may improve job design, working environment, career path planning etc.
- Identification of potential for future management positions, and promotions or transfers.
- Identification of training needs.
- Information for workforce planning, career and succession planning decisions.
- Ability to match employees with suitable jobs in order to achieve better overall outcomes.
- Information for decisions regarding wage and salary administration, as well as the allocation of various types of rewards.
- An outlet for communicating grievances and problems.
- A means of maintaining performance levels by identifying deterioration before it becomes serious and providing corrective action.
- A way of encouraging employees to take the initiative to improve job performance.
- Checks on the effectiveness of other human resource policies, such as recruitment and training.
- Provides identification of any obstacles to good job performance.
- Establishes and develops competencies.

Source: <https://associations.net.au/>

Culture is the lifeblood of an organization

Culture reflects the values, beliefs, and behaviors that determine how employees perform and interact with each other every day. Leadership development can play a vital role in helping to accelerate, reinforce and sustain culture, and culture is definitely



born in the executive suite – when leaders change their behaviors, others do too. It's leaders who need to define the culture, communicate it to all organizational levels, and act and behave in ways that reflect and reinforce their desired outcomes. Arvinder Dhesi, a Hay Group senior client partner, stated "we believe that talent, leadership and culture are intrinsically linked, and they are crucial to strategic execution. It's a mistake for

leaders to believe that culture is somehow separate from themselves or a separate project. Everything that leaders do contributes to the culture. There's no culture-neutral behavior."

To assist leaders in culture-building, the study offers these

helpful data points:

- Organizational alignment and collaboration was considered the primary driver to improve culture
- Communications was the most used strategy to improve culture, followed by leadership development and embedding culture change in management objectives

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