



TOOLS

**‘LEAD’
MEASURE
BUILDER**

'Lead' measure builder

- **The customer isn't interested in your sales measures and sales targets: they are ONLY interested in their needs.**
- Slow your measures down: **focus on the long-term outputs you want**, not just the 'immediate sale'. If you measure 'push' actions and results, you will get 'pushy' behaviour: this annoys the customer more than anything else.
- If you **measure 'pull' actions**, you'll get pull behaviour and results: 'Slow Selling'.



Most measures are fairly inadequate for the job to be done in today's customer empowered, transparent and demanding market: they were designed by the money-men for the world of one-way mass communication, to drive continual growth for the capitalist industrial system.

This world no longer exists.

Here's a guide to help you plan your 'lead' measures.

We also suggest you read and use the material on 'Measures' in the book 'Great or Poor' by Guy Arnold (please find it in the resources section).

'Lead' measures	
Intent	<ul style="list-style-type: none"> • Measures that drive long-term effective and remarkable behaviour that drives positive customer opinion, desire and loyalty. • This is the age of the empowered customer, transparent business and two-way communication: if we are not obsessive about holding people accountable to the behaviour stated, we run the very high risk of failure over the medium to long term. • Competition is always just around the corner: we need to have our bar continually higher than the others. • What gets measured gets done. • If we can measure something, we can improve it: if we can't, we can't.
Desired Results	<ul style="list-style-type: none"> • Powerful 'lead' measures that drive remarkable behaviour • Measures that are clear and supported by all • Measures that help us cooperate, raise the bar, encourage each other, and hold each other accountable. • (Supported by great 'lag' measures that measure the results of that behaviour)

<p>Guidelines</p>	<p>Review previous work and ideas:</p> <ul style="list-style-type: none"> • ‘Why’ are we doing this (‘Why finder tool’) • ‘Slow Selling is the 3rd Alternative’ • The ‘Customer Focused Mission’ <p>Get feedback from everyone internally</p> <ul style="list-style-type: none"> • What key things matter to our customers, above all else? • What could we do, in an ideal world, that would make us stand out above our competition? • What are you afraid of getting wrong? • What do you feel pressured to do that you think is counter-productive to the customer experience? <p>Repeat with customers</p> <ul style="list-style-type: none"> • What key things matter to you, above all else? • What would you like us to do, in an ideal world, that would make you want to stay fiercely loyal to us? • What do you think we don’t do well enough? <p>Repeat with suppliers</p> <ul style="list-style-type: none"> • What key things matter to our customers, above all else? • What could we do, in an ideal world, that would make us stand out above our competition? • What do you think we do that is counter-productive to our customer experience? <p>Repeat with financial stakeholders</p> <ul style="list-style-type: none"> • What key things matter to our customers, above all else? • What key things matter to you, above all else? • What could we do, in an ideal world, that would make us stand out above our competition? • What are you afraid of as a financial stakeholder? • What would you like us to do differently to build customer attraction and loyalty (and so make more money)? <p>Review: ‘Fear as a driver of success’</p> <p>Make a win/win plan, using the ideas in ‘Slow Selling’ and the feedback gained from the above questions</p> <p>Present the plan to:</p> <ol style="list-style-type: none"> 1. Team: is this right? What else needs considering? <ol style="list-style-type: none"> a. Then review and hone the plan 2. Financial stakeholders <ol style="list-style-type: none"> a. Get buy in b. You may need to do this in small steps <p>Then start with the small steps</p> <ul style="list-style-type: none"> • Test and measure results on behaviour (and customer behaviour and opinion in response)
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Resources	<ul style="list-style-type: none"> • Feedback system • Impartial 3rd party professional help will definitely help here: this is an emotional subject • Use the words and approach set out in ‘Slow Selling’ • Use the opinion and help of key trusted customers: they want to see you succeed as much as you do. • It’s VITAL to get the financial stakeholders on board: they can scupper this quicker than anyone else: the best way to do this is in small steps (they may well be cautious), using the plan set out above • Plan and use incentives to help with the measures, but plan them slowly and implement them step by step: use the win/win system to plan them (involving all stakeholders, especially those who will be influenced by them), and test and measure them step by step before any roll out.
Accountability	<ul style="list-style-type: none"> • How will we know we’re charging the optimum (rather than the maximum)? • How will we get honest feedback? <ul style="list-style-type: none"> ○ Particularly from our team: they will be most reticent to give feedback, yet they’ll have the clearest opinion on how effective any measures are. ○ Internal customer (your team) feedback is an essential system to get right: this is a key area for it, but there are also plenty of others. • How will we keep reviewing and improving? • How will we keep tabs on what the market is doing around us? • How can we build in buying-up to benefit both of us? • And cross-buying? • How often should we have a full review?
Consequences	<ul style="list-style-type: none"> • If we get these right, what would that enable us to do ... over time? • If we don’t, what would happen then? • What other measures might we consider that would be helpful ... over time?

So, the ‘Slow Tip’ is:

- Slow Down: Be VERY careful what you measure, how you measure it, and, above all, how you hold people accountable to the measures
- What gets measured gets done
- Use the ‘Lead Measure Builder’