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# CCXP Exam Study Group Series

## Session 06 – CX Culture

Mark Ratekin, CCXP

Principal Director, Global CX Consulting, Conformat

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Customer Experience  
Professionals Association™

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# Session Agenda

1. **Opening Remarks**
2. Background on Corporate Culture and CX
3. Example questions / Q&A

# About Your Facilitator – Mark Ratekin, CCXP



- CX Research and Consulting Strategist
- Financial modeling and quantitative analysis expert
- More than 25 years of CX consulting and management experience
- Active CX industry thought leader
- Clients served include Cisco Systems, Lenovo, Dun & Bradstreet, NCR, IHS and other Fortune 500/Fortune 1000 companies

# A bit about the exam itself

## Customer-Centric Culture (14% of Exam) <sup>1</sup>

Creating and nurturing a culture, through behaviors, practices and standards that encourages all employees to focus on delivering outstanding customer experiences.

Job tasks include:

- A. Drive employee engagement and involvement - from the front line to executive suite
- B. Develop and deliver ongoing CX interaction training to employees
- C. Develop communication strategies and tactics to share the importance of CX to employees, customers and the company
- D. Collect and share stories of CX excellence at your company

<sup>1</sup> [https://higherlogicdownload.s3.amazonaws.com/CXPA/c13f5205-7b49-451a-93e9-7e78a00c8f40/UploadedImages/CCXP/CCXP\\_Handbook\\_updated\\_9-18-19.pdf](https://higherlogicdownload.s3.amazonaws.com/CXPA/c13f5205-7b49-451a-93e9-7e78a00c8f40/UploadedImages/CCXP/CCXP_Handbook_updated_9-18-19.pdf); page 13.

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# What is “Corporate Culture”

## Investopedia offers this definition:

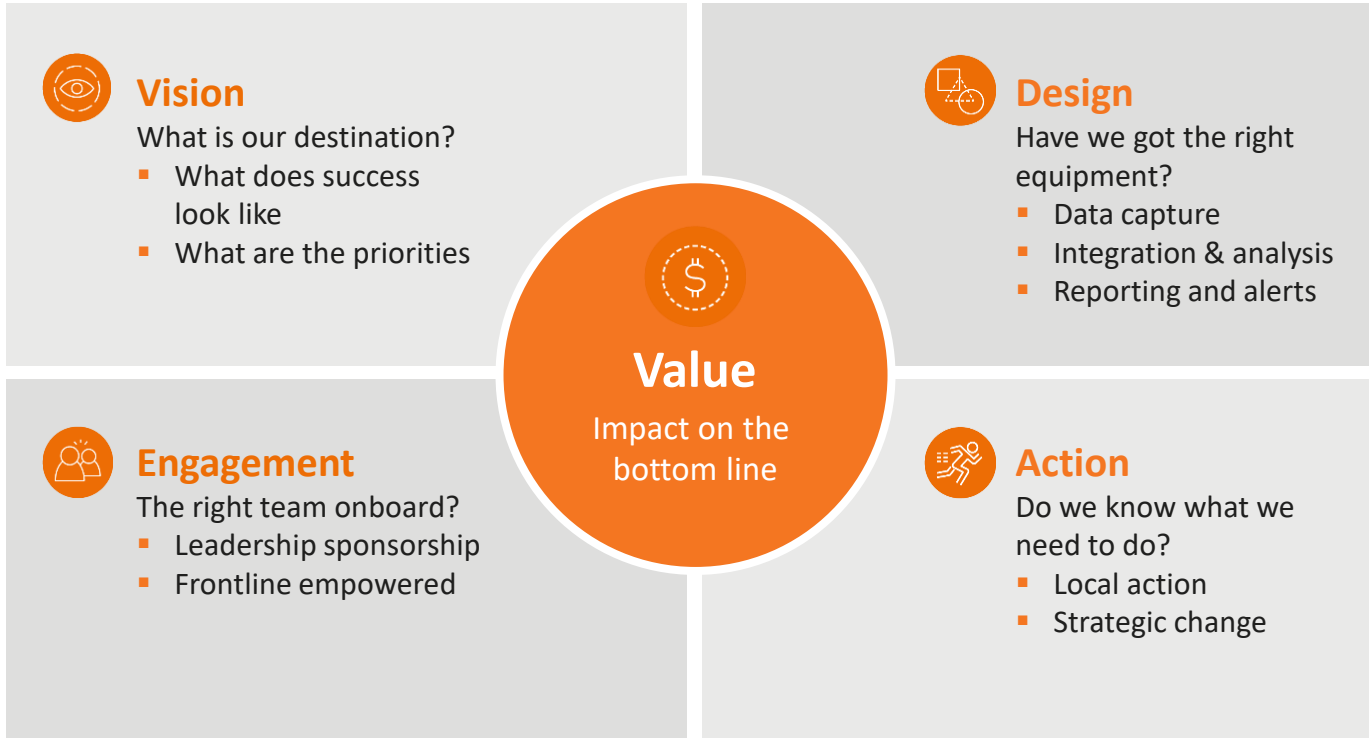
- “Corporate culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people the company hires. A company's culture will be reflected in its dress code, business hours, office setup, employee benefits, turnover, hiring decisions, treatment of clients, client satisfaction, and every other aspect of operations.”<sup>1</sup>

## How does this relate to CX?

- It takes the elements we have covered thus far – VoC, Organizational Adoption, CX Strategy, Experience Design, and Metrics/ROI – and brings them to life by embedding them in the DNA of the organization.

<sup>1</sup> <https://www.investopedia.com/terms/c/corporate-culture.asp>

# Five Dimensions of CX Maturity



# To have a CX Culture, you need to....

- **Lead by example – it starts at the top**
- **Have a defined vision**
  - Build the vision of the brand around the customer
  - Constantly communicate the vision
- **Know and engage both customers and employees**
  - Understand what motivates them
  - Understand their expectations and needs
- **Create the right kinds of incentives to earn customer loyalty and employee engagement**
- **Focus on empowering employees to take action**
- **Look “Outside-In” to fully bring customers’ perspectives to the table**
  - Build the experiences and the customer journey based on customer needs



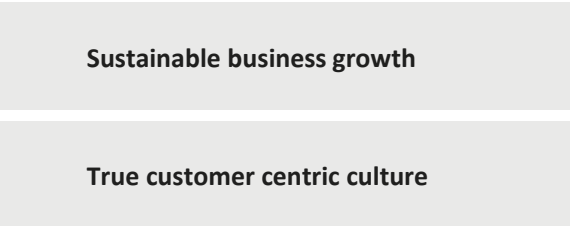
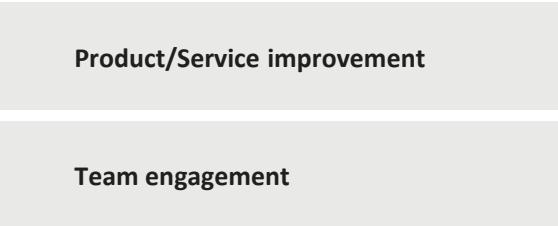
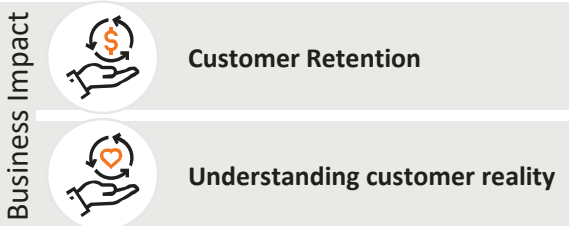
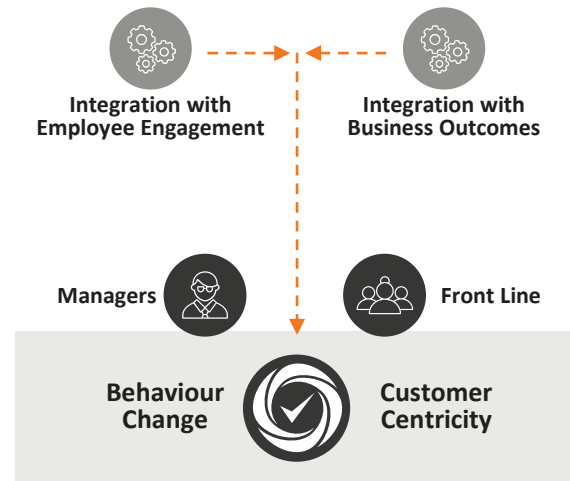
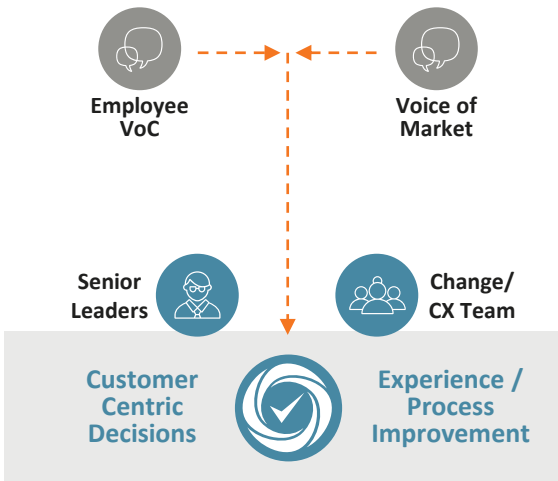
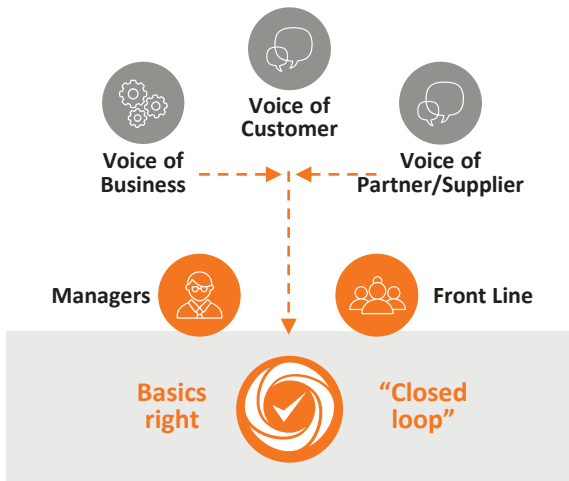
# Evolution of Successful CX Programs

## Getting Established

## Wider Perspective

## Embedded CX

Foundation



# Employee-related concepts weigh heavily in this portion of the exam

- **The easiest way to become a customer-focused organization is to hire customer-oriented employees**
- **The linkage between employee experience and customer experience**
  - Using VoC and VoE results to drive a CX-oriented culture
  - Using feedback *from employees* about the customer experience
  - “Law of congruent experience” – the experience employees provide to customers will be constrained by their own experience in the organization
- **How to motivate employees? Herzberg’s Two-Factor Theory of Motivation:**
  - Hygiene Issues – Extrinsic factors that avoid job dissatisfaction
    - Examples include work conditions, salary, relationship with supervisor
  - Motivators – Intrinsic factors that lead to job satisfaction
    - Examples include recognition, achievement, the work itself
- **Employee engagement is not the same as employee experience**
  - Experience leads to perceptions that, in turn, foster engagement
- **The ultimate goal is to design employee experiences that create engaged employees who can be empowered to make decisions to ensure a high level of customer engagement**

# Questions around organizational structure and governance come into play as well

- The importance of top-down leadership
- The role that the CX team plays (and the role of the CCO)
- Ongoing customer experience training – and tying the concepts to the vision of the firm, its brand promise and the standards of conduct
  - These, of course, need to be consistent
- Governance includes the concept of cross-functional teams focused on CX – bringing a variety of perspectives leads to an optimal solution, breaks down organizational silos, and engages employees by being actively involved

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# Sample Question 1

1 - Quiz

**Describing why the transformation will benefit employees directly can help them change even though:**



Humans are intellectually inferior to change



Humans are hardwired to be resistant to change



Humans are socially offended by change



Humans are culturally resistant to change



# Sample Question 2

2 - Quiz  
Which of the following is your "social radar" and is part of your emotional intelligence?



Empathy



Sympathy



Apathy



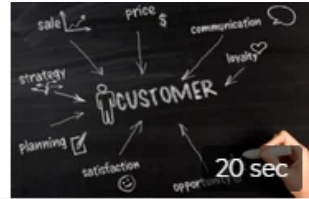
Myopathy



# Sample Question 3

3 - Quiz

Where should companies who wish to fill the gap between a customer-centric culture and customer perception focus?



Changing the thinking, habits, and behaviors of customers



Beginning with employees and then proceeding to the executive level



Changing the thinking, habits, and behaviors of internal stakeholders



Beginning with customers and then proceeding to the employees



# Sample Question 4

4 - Quiz  
If you want engaged employees, you need to provide them with all the following EXCEPT:



- Knowledge ✗
- Skills ✗
- Ambition ✓
- Training ✗



# Sample Question 5



5 - Quiz  
Which of the following do customer experience professionals need from their executives?

- Finances ✗
- Vision ✗
- Commitment ✓
- All the above ✗

# Sample Question 6

6 - Quiz

Which of the following BEST describes a "Moment of Truth" during a customer interaction?



Building a customer-centric environment



Creating transparency throughout a company



Fixing a customer's low-priority problem



Meeting the satisfaction when a customer's expectation is highest



# Sample Question 7



7 - Quiz

All the following are principles put into practice in an organization to improve the customer experience EXCEPT:

- Offer talking points ✓
- Listen to your employees and act on their feedback ✗
- Hire for attitude, not aptitude ✗
- Give people purpose, not rules ✗

# Sample Question 8

8 - Quiz

Implementing tools that provide a 360-degree view of customers includes gaining an understanding of all EXCEPT:



Customer behaviors



Customer information



Customer preferences



Customer recruitment



# Sample Question 9

9 - Quiz

**An employee surrounded by co-workers delivering sub-standard customer experiences will MOST likely do what?**



- Lower her standards of delivery
- Not change her standards of delivery
- Raise her standards of delivery
- Request a promotion or raise



# Sample Question 10

10 - Quiz

All the following can be learned from an insurance company with a successful customer-centric eBusiness strategy EXCEPT:



Build a closed loop system to join data across services, marketing & claims



Introduce technological barriers that control customer data flow



Serve customers through their preferred medium of communication



Provide an online claims status tracking



# Sample Question 11

11 - Quiz

Which of the following is NOT necessary to creating and sustaining a customer-centric culture?



Secure executive support



Change all marketing material



Create a shared understanding of the intended experience



Build a customer experience team accountable to lead the transformation



# Sample Question 12

12 - Quiz

**The best employee recognition programs use a combination of formal & informal approaches that balance feedback from:**



Leaders



Peers



Customers



All of the Above





# Some unsolicited advice.....

- You can do this – your dedication to this study group is a good indicator of desire to successfully achieve the CCXP certification!
- As we have seen, the test can be a bit tricky – some test-taking thoughts from a liberal arts major:
  - Take your time – pace yourself, but don't rush
  - Read each question carefully
  - Most of the time, you will be able to eliminate two of the four answers – walk through the rationale (and limitations) to the other two response options
  - Resist the temptation to overly obsess on the questions after you have finished the exam (but have not submitted) – using the feature that allows you to mark questions for follow-up review is helpful
  - Prep courses can be a great help
    - I personally recommend Michael Bartlett's site – <https://www.ccxpexamsimulator.com/> - and his book *CCXP Exam Preparation*
    - Michael also has a Youtube channel with some very good free content - <https://www.youtube.com/c/CCXPExamSimulator/videos?view=0&sort=da&flow=grid>

# Thank You

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Mark Ratekin, Principal Director, Global CX Consulting  
mark.Ratekin@Confirmit.com

