



Chapter Excerpts

Chapter 2 – Reflection (page 8)

“In addition to providing service on his equipment, we could take time to review Joe’s key goals, and keep him up to date with the latest technologies to help him achieve those goals. If we also used our knowledge and expertise to help Joe understand the options available, we could help him reduce costs and drive up profitability, despite the downward pressure on what he can charge. This could even assist him with increasing revenues.”

Chapter 5 – The Technician’s Role (page 31)

“So you’re saying that we need to help our technicians realize that discussing opportunities they feel are in the customer’s interest is a service, and not a sale. In other words, you’re recommending that we not teach our service people to *sell*, but rather that we should teach them to *serve*.”

Chapter 10 – Defining Beyond Great Service (page 72)

“Angus stands up. Charlie is surprised and more than a little concerned. It looks to Charlie as if Angus is going to walk out of the room. If Charlie can’t get Angus on board, then the whole initiative is lost, or at least, greatly compromised. ‘Charlie, in all the time I have worked for this company, this is the first time that management has talked about business development by putting the customer first. Usually the question is: *What other services can we sell to our customers?* i.e. what can our customers do for us. What you’re asking, that is if I hear you correctly, is: *What can we do for our customers?* The results might be the same—more sales—but the motivation is quite different. I like it!’”

Chapter 14 – Fine Tuning (page 99)

“If we’re going to be successful, then we need to give the techs regular and ongoing feedback on their progress, just like Jenna’s riding coach. I realize that we can’t logically provide feedback in the real time manner that Jenna receives, but we can provide it on a regular basis and reinforce desired behavior. By doing this, not only are we helping individual techs, we are also demonstrating to the entire team that we see this as being very important.”

Chapter 15 – Gaining Buy-in (page 108)

“He begins, ‘Ms. Smith, here at Novus we realize that you are faced with increasing competition resulting in tremendous pressure on pricing and profitability. We would like to offer you a service that goes beyond simply excellent maintenance. In addition to maintaining your equipment to ensure that it runs as efficiently and cost effectively as possible, we’d like to offer proactive suggestions that will help you be more successful. To paraphrase an old concept, in a traditional service provider relationship, you hire the hands of the service firm; at Novus we also offer you our heads. Our technicians are experts in their fields and are trained to use that expertise to identify ways that you can run your facility/plant/hospital/etc. more efficiently and effectively.’”

Epilogue – The Results (page 119)

“All of this is good, but Charlie knows that the real reason for this initial success has been due to the efforts of Ken and the technicians. For some, this process has merely validated their own personal (and successful) approach to serving their customers. To others, however, what has been asked of them is a significant change in approach and with this change, a significant increase in discomfort. Charlie and Ken both know that without constant support and constructive feedback, people faced with significant change often revert back to their original habits over time. That is why most initiatives of this nature fail. It’s also why Charlie feels that a major portion of the credit for the success of their new approach is due to Ken’s great example and leadership.”
