

28 - The biggest challenges in customer experience

Tue, 10/27 4:36AM • 45:18

SUMMARY KEYWORDS

organisation, customer, customer experience, people, mindset, emotions, cx, change, step, resistance, project, company, true, meetings, objectives, problem, listen, programme, kpis, conversation

SPEAKERS

Murielle Machiels

Hi there. In today's podcast episode, I wanted to share a discussion I've had with Emily Behrens. She's a fellow podcaster in Belgium, and we talk about customer experience, how can you increase customer experience? What are the challenges? What stands in the way? And what are the success factors, so be sure to listen to this episode. Because we talk about a lot of subjects resistance to change, we even talk about emotions and parking spots, and a holistic approach. So tune in, and I'll see you India peace. I'm Murielle, CEO, mom and educator, I used to work really hard and sacrificed important things to me until I lost my motivation. Fast forwards passed many failed attempts and lessons learned. And I found a way to reach great results while working less. Today, I'm obsessed with helping other leaders build meaningful lives. So each week, I'll be sharing inspiration to change your life and organisation. This is rebel leader with a heart.

I work in the digital industry for 10 years now. And I am I started as a project manager out of business school, it was just a very steep learning curve, because everything was clearly new. I evolve with the industry every years, though the changes at a very rapid pace. And I developed a very, very strong a strong feeling for everything around the user and what became then the customer experience. I'm now a product owner and also a cx consultant, because I really care about bringing the matter of customer experience in, in every project I do. So clearly I help managers to take action on their roadmap on their digital roadmap, clearly, that's where my expertise is. And yeah, so I bring the people which mean the customer and as well, collaborators, coworker in the centre of every discussion, every business discussion, that's, that's what I do.

Okay, nice. And I was really wondering, because customer experience is a priority for a lot of organisations today, when I asked them, it's always customer delight, customer service, customer experience, and it's in the values, but only a few really succeed. And what are the challenges you face when you're helping a customer with the, with bringing the customer at the centre of every decision?

Yeah, that's a good one. And there is many challenges. Because first you enter, you enter in, in a company that is in transition, and you wait because the when a company chooses to go for customer experience, they already are kind of aware that they need to change their way of working. That's something about mindset, but it's you know, it's just new. Sometimes it's a decision from from the C suit like guys, we need to move towards customer experience. And, you know, that's all new methodologies. That's all news. Yeah, we're working. So it's pretty new and quite confusing. So that's why usually they asked you have a cx experts in their team, because they need some help on that. Or it's also just, they have a project going on. It's not performing as they would like to and they heard that customer experience is becoming a thing. So the mic Yeah, at that moment to decide to have somebody to strengthen the team or bring some fresh knowledge refresh energy on the project, again, with a, a cx cx expertise. It's often that

that customer experience is not yet integrated in the culture of the company and in the mindsets.

No, it's no, I would say that it's not yet a mindsets, not yet a culture. But it's necessary that the company already take that they already took the first step. I would say they already took the first step and try to implement this. But we are not facing something cultural. Anything that is related to a mindset switch yet in the project or in the company. I joined the the last years for sure. Nope. In Belgium, this is not happening yet.

Yes. And so the biggest challenge is the the culture and the mindset do you face other challenges where once the team is convinced that and once a team is convinced that customer experience needs to To be at the centre of everything, what are other other challenges that you then face.

But the I would say there's two main challenges is, first, the very strong habits that exists already in the company. So people even even if they're convinced they tend to go back to their old habits, and this is not a customer experience, mindset at all, it's more a product mindset. And the second one is more about

the,

the the confrontation between the pace, I mean by that, that there is the ask to have some improvement in the customer experience. But they want the result very fast. Because their objectives, their their performance are assessed on the very short term, that's customer experience is something you need more time to develop. So there is that perception that yes, it's very important that in the meantime, you you need time to implement, you need time to observe results you need, you need time to do things anyway.

Yeah. And, and when you say they, they have a product mindset, instead of customer mindset, how it does that translates itself.

So it means that they forget to talk about people simply that we have n meetings, a lot of figures, reports, dashboard, Excel sheets, a lot of very valuable assets for discussion. I'm not against that at all. But it's just these figures are not always translating behaviours, feelings, emotions, anything that is very

human. And then we tend to forget about that the fact that we are talking about people, and and the Yeah, the discussion goes over only KPIs or figures, and you have a lot. So the product mindset is based on those figures, we tend to forget about the people around those figures. And as well, we will also focus on features, details, without making the link is this feature, like included in my in my, in my in my tool or in my product? And it's nice, because I feel it's nice? Or is it something that will really help my customer in short or longer term? And that conversation does not happen all the time?

Yeah, and it's really nice that you talk about that, because, well, we were when I was a CEO of a large organisation, we were transforming as well, from a folio or paper organisation, we were an educational publishing towards a digital one. And we had developed a platform. And in the beginning, we were talking a lot about functionalities. And we came up with a lot of functionalities. And we need this and this. And first of all, we couldn't keep up with the pace of all the things we wanted to develop. But secondly, what I noticed at a certain point is that we had made a product that was so complex, while we were answering the questions of the of the customers, the customers wanted this and they want the debt, and they wanted that. And so we developed it to be for God's the overall experience. And so at a certain point, we decided that after having developed a lot of functionalities for one or two years, we decided that for one year, we wouldn't develop any new functionalities. And we focused on the experience. So we changed all the transformation path of the customers. And I noticed that as well in my online programme Now sometimes by answering the needs of one of the leaders that takes my programme online. Well, I make the product more complex and so more confusing, and so not as good. So it's really I find it's a balance functionalities are really not that important anymore, even believe that less is better.

Yeah, I had a stroke, less is better. Of course, every functionality could make sense. And it depends of who you're addressing that feature that functionality to. But when in the process of customer experience, I think one very important thing is immediately and you just explained that what you did in the beginning in your project, you were developing a lot of functionality, a lot of it at one point you took the chance to step back, guys there is something that does not work don't ever consider and and change our way to do it. That's immunity. You can also start with immunity. Because I know how ambition sometimes, you know, drives energy and you want to build stuff and you're in good mood and good, you know, good energy. So you have a very ambitious roadmap and very big project. But the other way of doing it is also get to experimentations. You, you break down all the task out of your very ambitious roadmap, and you start small, and you scale it step by step. And that's two way of being humbled towards your project. And also you stay connected then, in an easier way to your, to your customer, to your clients and to your users.

Yeah, yeah. Nice. And also, what I noticed is that talking about culture and mindset, is that customer experience is not something that is only valid for it and customer service. That's true.

That's true. Yeah, that's true. And that's something I'm sure you have a lot of experience with. And for me, as I'm always in the midst of the abrasion and you know, of the doing, it's sometimes hard to understand where I can have an impact, actually, because that I can bring new energy, new vision, new ID methods, clearly to build a cx great customer experience, everything. But when I arrive in a company, and this is a this is the start of everything, or is it's already a big mess, because actually

customer experience just created chaos with the within the organisation. I don't know how I can bring this mindset that is mine. So it's not a force anymore. For me, I don't know how to share that with other and what are actually the levers that I that I could use to to, to, to, to enhance the idea of a culture, etc. And I know that you might have so much. So what would you do?

Yeah, for me, it starts with the leaders and with the management team. And just to give you an example, I once was invited in, in an organisation, large organisation, I'm not going to say which one, and they wanted to improve their customer experience, but they noticed that they didn't have the the appropriate mindset. And that's why they wanted to talk with me. And I arrived in this company, in the parking, and there are three spots for the customers and visitors. And there were like 20, and those were all full. And there were like 20 spots for the boards of directors and non Executive Board of Directors included, and those were empty. And that really shocked me because I was invited, yeah, who helped them, increase the customer experience and change the mindset because this was a goal from the management team or the board of directors, and you arrive there, and you already see just in the parking space, that they don't have a customer mindset, because the directors are more important than the visitors and the customers. And that's, that's, for instance, something that needs to change. If you have in your organisation, a big boss coming and you have to stop everything to prepare something because that big boss is coming, you don't have a customer oriented mindset, you have a management oriented mindset. And that there, there is where it starts, the top should be there to create the best possible conditions for the people to do their job and to help the customers the most. That's often where it starts.

Yeah, and I like to believe in that's because this is the seat I also sit in, in the company and different project that even in a more operational level, you can have an impact on that, because I totally agree with you on if the management is not giving the first the first bush the first decision, and and to help us to to bring the customer experience within the culture in the company. It's hard. But I'm also a strong believer that we can have an impact whatever the level of operation or management you you are sitting in and for me, it starts with bringing the bringing these methods in a day to day so for example, I always give that advice because I think it's very powerful to to always talk about your customer on every meetings. It sounds weird that if you start every meeting with an anecdote or something Just a new fingers or something you just heard from the customer care or something you observe in one of our shop, you just put the customer back into the conversation. Every time even though it's a finance or legal conversation that should normally happen. And it brings back the customer in the conversation, or it makes a customer, I live in the conversation. And that's the kind of little thing I try to also implement when I'm in a project to, to to be sure that any every level can have an impact. But that's true, it's keeps its remains a challenge for those who are not in the management to, to push those IDs. And it can be very tiring, actually, to face the management was not aware yet how important it is.

Yes, and, and I believe also that you don't talk about the customer with KPIs. And there I have another example of a very large organisation who measures the customer satisfaction. And one way of measuring that is the, the number of tickets closed, the number of customer tickets closed. So I know as a customer, I hate it, when I have a problem, I come at the first line customer service, they cannot help me. And so they transfer the problem to a second level or to somebody else. And then they close my tickets, because otherwise, it's not good for the KPIs. And they have done their job. So they close

the ticket. And so sometimes I really have to say, Please, I don't want you to close my tickets, only close my tickets when the problem is solved. And there is a very large organisation in, in Belgium, who does this systematically, because the number of tickets is a KPI that is really important in their customer satisfaction in their bonus system in their evaluation systems. And then they completely lose the wheel customer satisfaction because they only look again, at numbers. Yeah, clearly. Yeah, actually.

Yeah, did the amount of, of companies where there is no clear customer experience, you know, targets for people for teams is I don't know if I already met when it companies was focusing only on customer on their on their target personnel objectives and stuff. Because that would be so much easier for one collaboration, because you're you have to bring the same kind of objective across all departments, of course, if the customer is the is the centre, and then it will unlock a lot of situation. I mean, if you close all the tickets, to answer to your yearly bonus, you're not going to solve the problem of your customer. So actually, it's just making a lot of noise and a lot of a lot of work for nothing. And if you just change those objective, but people will react and act differently in most probably will start to solve the real tickets that needs to be solved the real problem.

That's why for me, it's really, you know, it's it has to be in the DNA of an organisation and not in the objectives and in the KPIs and where you think, okay, I checked the box, no, it really has to be in your values and in your DNA, and not just something that you put on the walls, but every decisions that you make should be, is this good for my customer or not. And if you don't do it, even if on the short term, you will lose money. And this is something I had to do as well as a CEO I had to protect. Sometimes I had to protect my own organisation from my own shareholders, because they had they were private equity, they had a very short term vision on short term profit. And sometimes it was better for the customers to take another decision that would cost us money on the short term. But on the long term, you always win.

Yeah, and that makes me think about also a problem the other way around. When the management is like, Yay, we're going to invest in customer experience. We included that in our strategy where we're, we're providing trainings, so you know, it looks like the direction is good. But then the lower management level, let's say is I don't know exactly the name and well other management levels and also operational people tend to resist and what I observe it's, they feel threatened in their expertise and knowledge because such Everything they did for the 15 or more years, is not outdated, but it's not treated as expertise they used to be treated. And then all the system of reward and etc, is just confused for them. And then the resistance starts and for people external like me, I can see that there are people were very open minded say, Oh, yes, something new, it will help me with my new strategy. And other were like, Huh, no, that's new. That's not what I know. And and the first reaction I'm sure they're not always aware of, but that the first reaction is pushing back, pushing back pushing back. That's sometimes very hard as a profile like me,

yeah. And, and that's also what I teach in my course, is that resistance to change. Because what is resistance to change? It's often when you're not able to cope with something. And then unconsciously, you know, when something happens, you unconsciously ask yourself the question, am I able to cope? And if your answer is no, well, then you will resist a change, you will stay in your comfort zone, you will

minimise or ignore threats or opportunities, or you can blame the problems on someone else. That's what happens then. But if you feel able to cope, that's when you get out of your comfort zone. That's when you learn new skills when you grow. And that's when you seize the opportunities, or you do something about the treads. And that's where organisations need to be. But when the pressure is really high, and the people are stressed, and overwhelmed and, and tired, you don't feel able to cope. And so you increase resistance to change. And that's why for instance, in, in my organisation, we had a happiness programme with massages at work with fruits and soup, and also setting an example of not working hard. So no emails after six o'clock and before eight in the morning, and I tried to leave or almost every day I left early, and I showed people that I was leaving early, that should do the same. Because when you have a lot of energy, that's when you, you are able to face a lot of new things and new challenges and go out of your comfort zone. Yeah. And so also, what I see with experts that have been educated Well, we all have been educated from a very young age to be right or to be wrong, and to not make mistakes. And that leads to a fixed mindset. And we fight to be right. And also we are afraid of making a mistake, because if we make a mistake, we could be considered as a failure. And that's also part of that resistance to change through.

Yeah, that's a Yeah, that's Andy. So your advice here is, first you need to take care of yourself. If you see that you're facing a very changing environment, or Yeah, everything is going differently around you. Can you take care of yourself? And yeah, and then what would be your second advice, because I struggle to put a name on it, then

that I got into my second advice is also to listen with care, because these people, they have been successful with certain methodologies for many years, and they have worked the company where it is today. And now suddenly, people are telling them, you know what, you do that, that doesn't work, you should do this. And so they feel bad because they have the feeling that everything they've always done has no value. And there is a big problem with recognition today during transformations. But it has nothing to do what you used to do was really well in slow times. It's just It's simple. today that isn't working anymore, because you will exhaust yourself, you will work way too hard. You will have plans that change constantly. So you need to change the way you work. And so my second advice is when you have resistance to change is to listen with care to these people because they have a lot of frustration, a lot of anger, resentment, they feel they're working really hard and they're not getting the recognition they deserve. But when you listen with care, they go back you come back to that feeling able to cope, you listen with care, you ask them open questions, you don't give advice. You just listen and show that you care. And when you do that, their mood will slowly shift from resentment or resignation, towards peace and enthusiasm. And that's when they will be ready to tackle new things to learn new skills and to try this new methodology.

Yeah, and I see a good opportunity to do that's a very good advice. Because when you arrive in a new project, even if it you're already part of the company or, or external, it works, that you are part of a new project you will have around you, people with the expertise, you need to enable that project. So you need to first step in, ask question, and get a sink all this information in to, to then provide any advice if you have any, bring any new energy, but don't come like, like a super power euro and say, Okay, I am CX, somebody and I can help you with the digital transformation and supplies, I know, all the knowledge you need are already within the company. And then your methods will help them to, to just

make the step, the next step for their transformation, but they already busy, you need also to to acknowledging that even though they are not at the pace you would like to see, they already are on their way, it's just not the same pace, when you arrive in conversation should be the start of everything. So it's a very good advice.

And also, I often say this, because sometimes you will do things to increase energy, you will listen with care to some people, and some people will still resist. And they're what I also give us advice is focused on the positive ones, because you only need 25% of your organisation to change and then the rest will follow. And where you put your attention, that group will grow. So if you put attention to the positive people, or to the people that are already having this great mindset, that group will grow. And we tend to do the exact contrary, we tend to put too much attention to the people. We're not following or being negative for resisting. And then the problem is, is that that group will then grow?

Yeah, that's true. That's so true. We want to convince them guys, we have the solution. Just follow is going to be easier. But that's true. Actually. Let's, let's take the roads with those who are already and the other will, will flow eventually.

Because Yeah, yeah. Karen, listen with care to them, but at a certain truth.

forwards. Yeah, actually. And okay. And you're practically Then how did you put down in action? He would say like you, you put that into a motion within the methodology? Like you have weekly meetings or no right to be? Officially? Yeah, not official way at all? No, yeah,

well, I'm not very well, I don't like when you have too many meetings and official things. I mean, you you have to just see when you see that your team is stuck, or some people are really not in the good mood, then you you know, you have to work on the mood and do something nice. Or when you see that somebody is really struggling. You go and listen with care. I wouldn't. I wouldn't plan that specifically in advance.

Yeah, but that requires them in my opinion, to have already a certain level of leadership into your, you know, into your DNA. Because there are people if you don't give them a methodology to achieve new things, even though it's very human communication, new things tend to be a little bit like stuck, you know, how should they don't feel at ease? Because it means I okay, active listening, oh, my God, what is this? It's challenging because I'm not used to. So when we were talking about change of culture, it's not only about the customer experience mindset to get in, it's also about how you collaborate with your coworkers. And that's a huge one as well then we tend to forget, it's just not behind CX is just next to cx.

Yeah, that's why in my programme, I teach people to be human again. It was really simple is because we all look at Listen, we listen to our children to our spouse, and and we should listen to our colleagues.

Yeah, that's true. But colleagues can get emotional, I know. It can make some people uncomfortable when you get emotional. And especially in corporate environment. If you start to be upset or or any

other feeling which is not positive and strong. You You might have some remarks and then you don't feel you don't feel entitled to, to have these conversation you were recommending. So what would you recommend to those people who are, you know, tagged as emotional people, and

I love this conversation because, you know, whether we want it or not, we are always in an emotion. I know, oh, wait. And emotion comes from Latin and means what puts you into action. And so some people are emotional, we are all emotional, except some people, they might react more based more, they might react more irrationally based on their emotions. But when you listen to your emotions, and you accept them, and you understand the need behind that, that's when you can free yourself from your conditioned behaviours. And that's when you can put actions in place that will lead to the result that you want. Okay. And also, in my experience, the people who say they're the most rational, those people that we act the most emotionally when something doesn't go as they want, are really, yes, yes, really. When, especially with the emotion of anger, and impatience, and that's also an emotion, it's not only sadness, or anger is also an emotion.

Yeah, it cannot be it's not always negative, it's a warning, it's very nice warning, anger. If it's a of course, you need to have to put it in the right way. It's not because emotion, that basically you're saying, Let's, let's free the emotions, and I totally agree with that. Because obviously, I'm also an emotional, very emotional person. But it's not because you fried emotions, that it's gonna be chaos. It's not like you let everybody talk around without respect, without listening without just, I think people are seeing emotions like a chaos coming. Because we would be able to just open our mouth in the way with the form we we know, we're also adults, we have education. And it's also how we can we need to learn our way to communicate in a natural way, which means filled with emotions, without being scared to be, I don't know that somebody is going to say Shut up or say that it's not appropriate to be upset or something, we can be upset in a proper way. It happens.

Exactly. If we would all be more connected to our emotions, I think we would have better relationships, in this room, at work and at home. And it just means you listen to them, you accept them. And then when you do that, you will already feel a little bit better. If you bottle them up. That's when it gets bad. And that's when you have difficult meetings, and you can then take your emotion from one meeting to the next one. Yeah, angry and you end up in a meeting punishing another colleague who has nothing to do with it just because you interpret everything also based on your emotions.

Yeah. And then it's chain, the guy, would you just yell that's gonna yell at somebody else in the bad day for everybody?

Exactly, exactly. Yeah, well, just listening to it, going for a walk for five minutes, and you come back, and it changes the rest of your day. And that's often what I say when you change an organisation. It's not the big things that count. It's all these little decisions. And when you make all these decisions based on what you want, instead of based on the emotion that you have, that's when you get to transformation.

Yeah, and that's exactly what I see as well, on my cx project, is just to make real changes, it has a big impact, maybe not today, but it already has an impact today, and the big impact will come later on for

sure. But just it's um, it's an iterative process. You, you experiment you, you create, yeah, you create different momentum and different, different changes small and you go step by step. That's also what I say with a project. That's a nice link.

Because

the bigger the step, the bigger the resistance, is we have like this concept that is called homeostasis. We live in a in imbalance balance, whether the balance is good or not good, but we are in balance. And when you change that balance, you need to find a new one. And that's why I Also, when you do a big change, well, it's too much and you will then get a lot of resistance. So it's faster to do little steps. And and keep moving forward with little steps, you will go faster in the end, then with great steps where you get a lot of resistance and, and a lot of bad mood also in the organisation.

Yes, true. That's true. No, that's exactly what was all six is about the prototyping. Yeah, I even had a conversation a few weeks ago with a strategist who was also using prototyping in his way of working for for strategy settings. And that's very interesting, because it's all linked in and you know, it's more efficient. And it's easier to to make the step by step approach we all talk about, because we are all aware that we need a step by step, step by step approach. But yeah, we still have this habit to create big project and we'll push them. It's I don't know, it's like the the kind of I bet people get since years now that is hard to, to quit, I guess, like all bad habits.

Yeah, yeah. And also, you have to look at every problem holistically. And what I mean by that is not only the people, not only the culture, but also the systems, of course, our systems will have to change, but then also your organisational structure. Because if you work in a functional structure, where you have separated, every department in specialties, like customer service, it marketing sales, it will be really difficult to have real customer experience. We had to change organisation and to organise ourselves around the customer to have this customer experience.

Yeah, that's true. Because if there is three elements that always come back with talking about the customer experiences, one your customer, then the solution that you can provide to them. And then the ecosystems on this ecosystems, you got the company, but you got everything around the company as well. And that's the three thing always, always come back with.

Yes, and a lot of organisations, they won't get real customer experience, if, for instance, they still separate customer service from it or from the product completely. Because then in the customer service, you get all the angry customers, but you cannot do anything about it. Because something has to change in the systems and it maybe have other priorities for the moments. And so your customers keep being angry. Yeah,

yeah, you have a lot, it's all connected or connected. You can even have example with legal or, you know, those guys, sometimes you don't even get into the conversation of cx because you know, legal why. But actually, no, you can facilitate a lot of things, even including the CX mindset into the legal department, because they will also push to get more knowledge about what we can actually improve for the customer, by by finding solution alternatives of, for example, all the rules to get the data I said, I'm

not talking about sneaky detour, I'm just talking about broadening their mind to to make sense as well for the customer. So it can be something that impacts the whole ecosystem of the company, even the guys you thought it couldn't likely you'll, for example, and yeah, many words, I guess,

I completely agree. And I have a great example of that, because at a certain point, we realised that if we really wanted to help the customers, we needed to collaborate with another organisation. And that other organisation was, could become a partner, but was at the same time, a competitor for some stuff, but we needed to collaborate. And the first time we tried, we started with a contract. But in that contract you have already because it's the job of the legal department to foresee every possible future risk. And they put that in the contract. And so there was a lot of fear from both parties, and it didn't work. And so after a couple of months, we decided, Okay, we're going to try again, but we don't do a contract. We do a letter of intention. And we move in little steps and I believed also the contract or that part so should also move in little steps. You because today, you cannot foresee everything in advance anymore because often it's only when you do the first step that you see the second logical one. Yeah, that may be is another step than you had for the new head thoughts in advance. So indeed, a customer mindset is something that concerns everyone in the organisation, the same for security or the same for other aspects. And that's why I don't believe in these silos anymore. And I don't believe in these experts anymore, because sometimes we we hire an experts. And we then think, okay, I've hired an expert, so he or she will solve everything. But no, because he or she will face a lot of resistance from every department who has different objectives. And that's, that's why we really need to work in cross functional teams around the customer, instead of traditionally in functional teams, where everyone thinks about the objectives of their own department. Yes, so true,

and accept that it's not a overnight process, clearly, it's in it to accept that change. Change takes time. And that is, yeah, even if you got a great ambition with your, your fingers and everything. If you started to change, you will have to, to accept the impact of that change in a way or in another. There is no magic there, you cannot change and perform, and therefore more why you changed. I don't know. It's just,

it's a process. It's a process. It's a process. And it takes time. And like I said, it's step by step. That's also what I teach to the leaders. If you want to go fast in these fast changing digital times, it's really ironic, but you have to learn to slow down and pause and implement little steps. That's true, then you will go fast.

Yeah, with little step, but faster steps in a

Yeah, for sure.

Yeah, for sure. That that's a good. That's a good. That's a good conclusion. For sure.

Yeah. Okay. Well, thank you. It was nice meeting you. And we are, we were probably one of the few in Belgium who have started a podcast. Yeah,

we are the adventurer.

So if there are others out there, just let us know. Yes, please. Short community of it, I find it a great way to learn. I love listening to a podcast and going for a walk or when I cook or when I do the laundry or whatever. I love listening to a podcast and learning that way.

Yeah, that's also my spot. That's

the moment I listen to podcasts as well. And, yeah, like you said, if you are out there with podcasts, just please make a make, make a biggest note. It's very nice. And I'm very happy about the conversation. It was very interesting, and very comforting, as well as a cx consultant. So thank you very much. I really

enjoyed this conversation. Because we talked about a lot of different subjects about culture, mindset, you need to have a customer mindset instead of a product mindset. If you want customer experience, about the current habits, the fast base expected by the management and the fact that they forget to talk about people in their meetings, also functionalities versus the customer experience, changing the mindsets that starts with a management team and even your parking spots that has an importance in that mindset. Then also, do you bring your customer in every meeting? Do you have experts that resists change, maybe you should listen with care to them and help them deal with all this change. And then we talked also about emotions and how listening and accepting emotions can help have better meetings, better relationships, and then at the end, better, a better customer experience. And of course, a favourite topic of mine the fact that you need to handle this holistically. So not only the people, the mindset the systems, but also to you need to change your whole organisational structure. So if you liked this episode, please leave me a review and comments because it will help me put even better content out there for you to listen to. So thank you for listening to this and we will see each other next week. Yeah, you finished another episode of rebel leader with a hearts if you want more, go to rebelleaderwithaheart.com for show notes and past episodes, if you love the show, subscribe, leave a review and share it with a friend, the more the merrier. Thanks for tuning in and have a great week you rebel leader with a hearts