



# customer-centered government

methods and tools for radically improving customer  
satisfaction with government



**Change & Innovation**  
agency *radically improve performance*

# customer-centered government

As pressure mounts on government agencies to be more customer-focused or citizen-centered, agency managers are struggling to find the right methods to respond to the challenge. Unfortunately, traditional private sector approaches to customer satisfaction rarely succeed when adopted by government. Whether they be overly simplistic customer service programs, empty slogans (the customer is always right?) or industrial-age concepts based on building quality, defect-free widgets; they fail to address the real challenges government managers face:

- It is not always clear who the actual customer is, and in many cases multiple customers have competing interests.
- We don't manufacture widgets. What we do is squishy and hard to get your arms around. Consequently it is difficult to measure what we do and even harder to improve.
- We don't have customers – we have hostages. They didn't choose us, they have to use us, and there is nowhere else they can go. Therefore, there is no incentive to improve customer satisfaction.
- What the customer says they want may not be what they actually need.

In addition, government organizations often face immense bureaucracies, counterproductive measurement systems and conflicting stakeholder interests. All of these issues are compounded when the agency is of a regulatory or compliance nature.

This fast paced, hands-on workshop delves right into these issues and presents proven techniques government managers can use to dramatically improve customer satisfaction. In this engaging presentation you will learn:

- The technique that forever eliminates the "we don't make widgets" problem
- How to identify the most important customer in any situation
- How to balance competing customer interests
- Why most surveys are generally suitable for wrapping fish
- The magic questions to ask customers to always find out what they want
- How to measure customer satisfaction without surveys
- A systematic way to develop innovative solutions for your customers
- A strategic deployment method that will allow you to see radical improvements in customer satisfaction in less than six months.



# Agenda

The evolution of customer satisfaction in government

Surveys are generally suitable for wrapping fish - Why they ask the wrong questions of the wrong people at the wrong time for the wrong reasons

Customer service vs. customer satisfaction – there is a difference. Why most organizations are only improving a fraction of what their customers expect

Why government struggles with customer satisfaction – **the 3 myths**

## **Myth 1: We Don't Make Widgets**

The system of work: seeing the factories inside your agency

Defining squishy government work as “widgets”

The easy way to measure quality, cost and speed

## **Myth 2: We Don't Have Customers**

Who is the customer? The trick that ends the debate

Balancing competing interests among customers

Understanding power relationships among customers and how to change them

The proper role for citizens, elected officials, funding sources

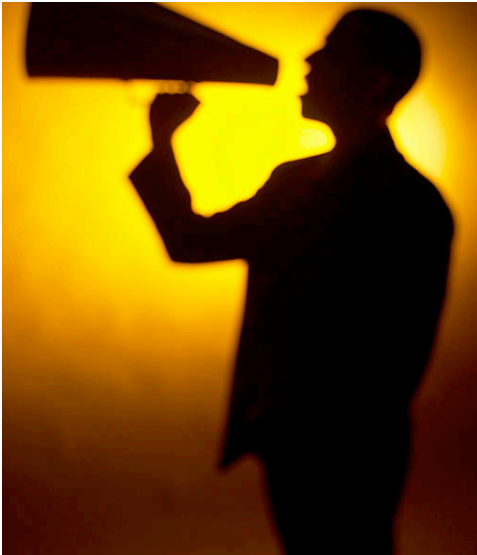
One size rarely fits all – segmenting customers into relevant groups

The drivers of customer satisfaction – outcomes, attributes and features

The focus group method that uncovers these drivers

Measuring customer satisfaction – without surveys!

Turning the voice of the customer into objective measures that can drive action.



## Agenda (continued)

Improvement vs. innovation

The innovation tool – using outcomes to develop innovative new government programs

### **Myth 3: We're Not Here to Make a Profit**

Understanding return on investment in government

The secret to measuring outcomes

How to help government be more results oriented

### **Application Exercises**

Defining your agency's core widgets

Developing critical operational metrics of efficiency and effectiveness

Determining the customers and balancing competing interests

Focus group simulation to uncover customer priorities

Determining the top 5 customer priorities for your widgets

Developing objective measures for your customer priorities

Developing out of the box innovations to better achieve outcomes

Determining the critical few widgets to improve to begin radically transforming your agency



Ken Miller

## About Ken

**Ken Miller is the founder of the Change and Innovation**

**Agency**, a firm dedicated to helping its clients radically improve.

Ken was named one of the **country's top change agents by Fast Company Magazine** (by a judging panel that included Tom Peters).

He has worked with amazing people in tough environments to tackle the big issues like:

- How can we best organize the resources of a community to fight poverty?
- How can we overcome the barriers that prevent most inner city kids from going to college?
- Where's my tax refund?
- How do we make a child abuse hotline as responsive and reliable as 911?
- How can we get union workers in psychiatric facilities to say "Thank God it's Monday"?
- How can we bring the radical improvements of manufacturing to the 85% of the workforce that doesn't make widgets?
- Why is this DMV line so brutally long?

As Deputy Director of the Missouri Department of Revenue he led the effort to transform a government agency responsible for collecting taxes and licensing cars and drivers into a **State Quality Award winner** – one of only a handful of government agencies in the country to receive such a distinction. In the three years he was there, they reduced the time to issue tax refunds by 80% (fastest in the nation) at less cost and cut wait times in motor vehicle offices by half. Ken was then named Director of Performance Improvement for Missouri State Government, one of only two states to receive an **A grade from Governing magazine** for Managing for Results.

Ken is the author of **The Change Agent's Guide to Radical Improvement** and **We Don't Make Widgets: Overcoming the 3 Myths that Keep Government from Radically Improving**

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radically  
**improve**  
performance

- Focus on customers
- Make strategic breakthroughs
- Be Better, Faster, Cheaper
- Innovate & Create
- Measure What Matters
- Manage Change
- Develop Leaders & Change Agents



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