

Chapter 3 — “More With Less” Plan

This planning tool will help you pinpoint the actions you need to take now to increase the productivity of your team.

Build Customer Loyalty

Answer these questions to pinpoint how you can provide more customer value:

Who are your team’s most important customers (internal and/or external)?

What are these customers’ most important goals?

What specific jobs are your customers hiring your team to do?

Align the Organization to Customer Value

Now that you’ve clarified the job your customers want you to do for them, answer these questions to align yourself to accomplish that job:

What should we start doing in order to help our customers achieve their most important goals?

What should we stop doing because it’s not relevant to our customers’ most important goals?

Achieve More With Less

Given your answers to the preceding questions, fill out this commitment to achieve more with less:

We serve [key customers]

by [doing this job]

to help them achieve [their most important goals].

To achieve more for our customers, we will spend less time and resources on [systems, processes, or tasks that do not add value to the customer]

and we will tightly focus our remaining time and resources on [systems, processes, and tasks that add value to the customer].

Chapter 3 — Teach to Learn

The best way to learn is to teach. It's a commonplace that the teacher learns far more than the student. If you really want to internalize the insights you've learned in this chapter, in the next day or so, find someone—a co-worker, a friend, a family member—and teach him or her those insights. Ask the provocative questions here or come up with your own.

- In uncertain times, everyone is challenged to do more with less. But what does “more with less” really mean? Does it mean trying to do everything you did before, but with fewer people? You say you're doing more with less—but more of what?
- A crisis takes our focus off customers and onto the financials. What are the risks of this shift in focus?
- How is customer loyalty different from customer satisfaction?
- Which customers would miss your organization if it were gone? Why?
- What more could you do for your loyal customers to ensure that “they would miss you if you were gone”?
- What could you stop doing that doesn't contribute to building customer loyalty?
- When layoffs strike, the remaining people usually get assigned additional responsibilities. What are the risks of that?
- What's the difference between “doing more work” and “producing more value”?
- How could you get your team aligned to producing more value instead of just doing more work?