



The North American Conference on  
**CUSTOMER  
MANAGEMENT**

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Disneyland Hotel, Anaheim, CA

*putting the customer at the heart of the business*

**The North American Conference on Customer Management  
(NACCM) [www.ecsw.com/naccm](http://www.ecsw.com/naccm)  
April Fast Guide**

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**Getting Frontline People to be Committed and Engaged**

***Phil Dourado writes:***

I'm re-reading Jan Carlzon's book *Moments of Truth*. He's the CEO who turned around the Scandinavian airline SAS.

He starts the book with these four statements. They are a *Fast Guide* for getting people engaged and energized throughout the organization. The four rules apply particularly to the steps you need to take to free up your frontline people to serve customers more effectively.

1. Everyone needs to know and feel that he or she is needed
2. Everyone wants to be treated as an individual
3. Giving someone the freedom to take responsibility releases resources that would otherwise remain concealed
4. An individual without information cannot take responsibility. An individual who is given information cannot help but take responsibility.

**Source:** Taken from the opening of Jan Carlzon's book *Moments of Truth*.