



The North American Conference on
**CUSTOMER
MANAGEMENT**

November 16 - 19 2008
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
May Fast Guide**

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Improving Front-line performance with team psychology

Phil Dourado writes:

I just heard a psychologist talking about how people perform better when they feel they are being watched or 'on show'. It reminded me of Pine & Gilmore's book *The Experience Economy* and the notion that all business is now theatre and your people are players.

I was at a pre-conference dinner recently. Each course was introduced by the chef and then the servers swept in, around ten of them, from two doors on the side.

I watched them - five on each side of the long table - step back in unison and glance at the head waiter, who gave a small signal with a nod of his head, like a conductor of an orchestra setting the timing.

All ten moved forward at the same time, like dancers, and placed the next dish before the guest in front of them. Then they stepped back, all turned as if in military formation, and strode out the door. Some of them were smiling to themselves in satisfaction. I wanted to give them a round of applause.

This wasn't serving a meal. It was choreographed theatre. It was art. These people weren't at the bottom of a pecking order. They were artists on show, part of a flawless team. And they knew it. All work is now theatre. And you need a new approach to team psychology to engage your front-line people to serve with commitment, passion and flair.

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