

QA Responses

Thank you for attending HumanizeX and your participation and questions. If you have other questions or would like to discuss any of the ideas from the session please get in touch via hello@brandresult.com.

Q

Why we work at a company and why customers choose a particular company can be different. i.e. our differentiator as an employer is not necessarily the same. Do you agree?

A

Yes, surface motivations can appear different, however they both link back to the same identity and so have a common thread. The most successful brand results demonstrate this.

For example I might want to work at Patagonia because of what they stand for. Likewise I want to buy from them because of what they stand for. That thing may be expressed slightly differently to each group, however it reconnects via what they do and how they do it for the brand result.

For more thinking on differentiation [click here](#).

Q

From a mathematical perspective, it seems that the biggest discrepancy between promise and experience would lend itself to a bigger/better brand based the equation which doesn't seem right?

$$I (8) \times P (10) / E (2) = B (40)$$

$$I (8 \times P (10) / E (10) = B (8)$$

A

Thanks, however the formula isn't designed to be mathematical. The focus is on the application of the formula not a numeric score. It is a way to highlight the elements that achieve the brand result and demonstrate that they have a relationship to each other. It's not prescriptive from a quantitative standpoint. Promises could be divided into experience, but in fact they are constantly looping back and forth, however promises always lead which is why they sit where they do.

Thinking further about your point, it does provide an interesting idea on a promises metric as a driver of experience. Michel is currently engaged in a piece of research around the anatomy of a promise - so stay tuned.

Q

Any suggestions on how to "nip in the bud" going from boon to doom? In my experience this can be a very short transition - can happen with a few key bad decisions and actions.

A

Deliberate practice. Boon to doom can be a short transition that happens when people stop paying attention to what they're doing and how they're doing it. You're never there. The brand is a result that is either a continuing accomplishment or an eroding one.

To dive further into the loop idea. [**Click here.**](#)

You can learn more about how to use deliberate practice. [**Click here.**](#)

Q

Which indicators + metrics do you recommend to use to measure 'experience'? Can you give examples please?

A

One of the easiest measures to use either internally or externally is a pulse survey. It allows you to get fast feedback on how people are feeling. Use a psychographic approach. Keep it to the minimum number of questions and align them to the aspects of experience you want to keep an eye on. For example let's say you're trying to measure people's sense of teamwork? The survey might say:

With regard to my team, I feel ... (answers would be randomised)

- We're a well-oiled machine
- We're making progress
- It's hard to tell with this group
- They're around here somewhere
- Team what team

If the question said "Rate our teamwork" instead and the scale was 1 > 5 with someone choosing a '2' you might know they don't think teamwork is very good but you don't know what they are really feeling. If someone responds choosing "They're around here somewhere" you immediately have more information to work with. For example more face time or regular stand ups might be needed. This approach also has the benefit of being engaging to for the person doing the survey.

The best metrics are aligned both to outcomes and with your identity (purpose and values).

Q

Please comment on how culture may relate to the formula.

A

I sometimes call culture the visible face of your brand result. Culture isn't just experienced by people who work for you. It's equally felt by other stakeholders because it is a result of identity (purpose and values).

There's an old joke - if you want to shift the culture - fire everyone... of course that's not practical but it gives some idea of the task. It's a long-term incremental process, and that's ok and relates back to deliberate practice.

Q

You talk about KPIs, goals, targets etc. How does this formula work as opposed to quantifiable work?

A

When you look at the outcomes of promises kept or broken people inside the org are no different to customers. They speak with their feet. So you get people leaving – churn and burn, or people productive and contributing – drive and thrive. The following 5 metrics and supporting story are good indicators.

Churn – Turnover Rate

Metric 1: Hired and terminated within probation; Metric 2: Hired and terminated in year.

Burn - Regrettable Loss

Metric 3: Turnover of critical roles; Metric 4: Turnover of high potentials & high performers – those on your succession plan.

Drive and Thrive – Compa Ratio

Metric 5: By role group average rate relative to job rate indicates roles capability to drive results, with proviso you have anchored your pay band into outcomes:

Learning	Skilled	Expert	Mentoring
85% of Job Rate	90% of Job Rate	95% of Job Rate	100% of Job Rate
2 employees	3 employees	7 employees	5 employees
		Driving	Thriving

Q

How do we convince (persuade) leaders (owners) or the return on investment when focusing on individual employee?

A

Review the above table and look at ways to accelerate the role groups capability and anchor it in fixed costs (job rate). With a team fully functioning and contributing at 95-100%, you are better able to keep promises and deliver the value across the organisation and out to the marketplace. The investment capital is used to achieve fully functioning capability (expert/ mentoring) as fast as possible with continuing accomplishment of the brand result.

If you have any other questions please get in touch hello@brandresult.com

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