

Association STRATEGY Together PEOPLE Manage ALLIANCE Community SKILLS GROUP Together COLLABORATIVE COMPANIES COMPANIES SKILLS HELP GROUPS

# Partnership

Project SUCCESS WORKING TOGETHER TEAM

Management Team IDEAS Problem solving PARTNERSHIP



**SEPTIC-CON**

Working with Industry. Not Against.

# Today's Topics

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*Pre-COVID*

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*Post-COVID*

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Opportunities*

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*Meeting  
Expectations*

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*Bandwidth*

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*Not All  
Customers Are  
Created Equal*

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*Industry  
Reflection*

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*Recruiting &  
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# Pre-COVID

- Industry – What was Different?
- Sales/Workload – More or Less?
- Day to Day on the Job – What was Different?
- Vendor/Utility/Agency - Access Easier or More Difficult?
- Safety Compliance – What was Different?



# Now

How has the Industry changed since March 23<sup>rd</sup> 2020 when Inslee announced Washington States “Stay Home, Stay Healthy” Order?

## Essential Workers

Wastewater Industry deemed Essential Critical Infrastructure Workers by EPA, CISA, WA State, & LHJs

## Huge Growth in Sales, Jobs, Customers, and Workload

1-3 have been a blessing and a curse. Everyone is seeing phenomenal growth with record levels sales month after month with more potential roadblocks than ever.



## Home Systems Stressed

Entire families at home 24/7 overloading systems. Families using harsh disinfectant chemicals and introducing them to their systems.

## COVID Control/Prevention

What has this looked like for each of you? (PPE, Positive COVID Tests and Exposure Protocols, Customer Interactions, Group Meetings and Trainings, Vendors/Agencies/Utilities)

# Seize the Opportunity

Customer X is your next opportunity to “BE THE HERO” & Gain a Loyal Customer and Advocate for Life.

**Outstanding Customer Service:**  
**A Journey, not a Destination**  
(Every step along the way matters)

## Customer Journey

Out of Market  
(No Need)

Trigger  
(system Failure, New system)

Consideration  
(Website, Acquaintances, Customer Reviews)

Evaluation  
(Researches Estimate, Price Comparisons)

Purchase  
(Approves Estimate, schedules Work)

Experience  
(Service, Repair, Installation Performed, Product sold, Etc.)

Loyalty  
(Repeat Customer, Maintenance, Agreement, Referrals)



“It takes a Team to do anything of lasting value”

# Converting Considerations Into Loyalty

Think “Big Picture” from start to finish with EVERY customer, Every Interaction.

How do you meet the Customer’s Expectations with too much work and not enough people? (We will address the people part later)

**Do Things Right**  
No Shortcuts.



**Expectations**  
Have a Standard for Everything you do.



**Accountability**  
Every Step. Everybody.  
(Inspect What You Expect)



**Keep The Next Person In Mind**

Designer, Installer, Pumper,  
O&M Specialist,  
Homeowner



# Is it OK to say “NO” to Work?

## Think about the Customer Journey

Looking at the “Big Picture” when does it make sense?

- Taking shortcuts and/or compromising quality to *KEEP UP*.
- Don't have the staffing to meet the demand.
- Don't have the trained team in place to do the job.
- Don't have the right equipment to do the job.

## How do you say “NO” to Work?

Make It A WIN - Create PARTNERSHIPS in the industry and “refer” individuals to each other depending on scenario. Partner with WOSSA to help create some strategic relationships.

People respect honesty AND will be back to continue their Customer Journey down the road. The negative impact to saying “Yes” to the wrong work is far worse than taking a pass.



**YES**

# Is it OK to “FIRE” a Customer?

Again, looking at the “Big Picture” when does it make sense? 

- When they badmouth an industry partner when it's not warranted based on what you see.
- When they don't agree with diagnosis and/or the estimate. (Don't take a shortcut to gain/keep a customer)
- When they don't pay.
- When they are disrespectful to someone on the Team.

**YES**

Is the Customer always “Right”?

*No... but that doesn't mean you have to be “Right”!*

If it costs more to fight the fight vs just fixing it -  
Concede, Fix it, and MOVE ON...

*(Move on to the GREAT Customers)*

*Remember that you represent the Industry*



# Customer Service

Think "Customer Journey"

## Keep the Industry in Mind



"It's not just a reflection of your employees and your business. It's a reflection of the Industry and every other employee and business in your Industry"

### 1. Reputation/Brand

- Website/Online Presence
- Word of Mouth
- Online Reviews/Ratings
- Uniforms/Cleanliness
- Office/Facilities
- Vehicles/Fleet/Tools/Equipment
- Jobsite Cleanliness



### 2. Team Interactions

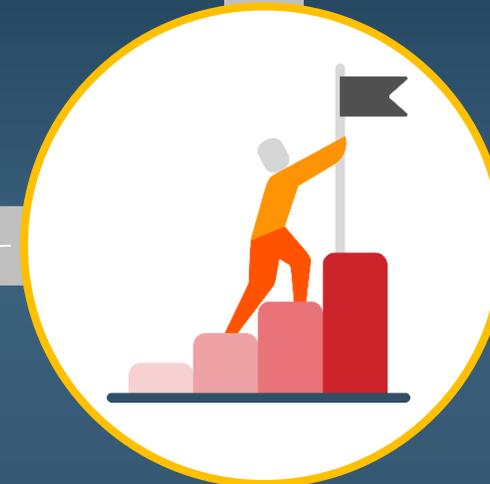
*Every Interaction Counts  
What's the Impact?*

- CSRs/Office
- Estimators
- Technicians/Crew Members
- Foreman/Supervisors
- Project Managers
- Ownership



### 4. Communication/Follow-up

- Response Time
- Phone Calls (Professionalism)
- Site Visits (Every Aspect)
- Electronic Communication
- Continued Availability throughout Process
- Technician/Field Crew Interactions
- Final Follow-up (Seeking Feedback from Customer)
  - 1 on 1 Conversation
  - Online Reviews
- Discussion of Subscriptions/Service Agreements
- Discussion of Referrals



### 3. Systems/Processes

- Seamless flow from start to finish
- Communication
- Technology (Service Titan, Jobber, Etc.)
- Scheduling/Dispatch
- Work Performed to Plan
- Inspecting Work Performed (Checklist, Audits, Etc.)
- Documentation (Notes/Photos/Reporting), Invoicing (AR)





# Company Brand

A **brand** is the collective impact or lasting impression from all that is seen, heard, or experienced by customers who come into contact with a **company** and/or its products and services.

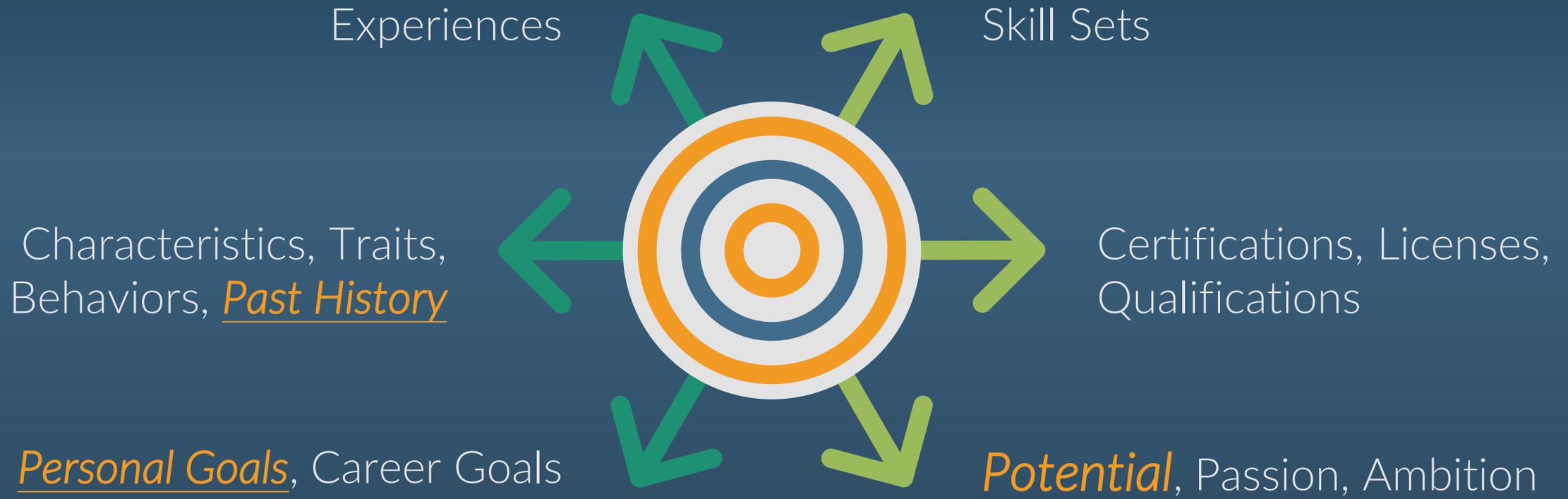
*“Perception is Reality”*



# Recruiting & Hiring

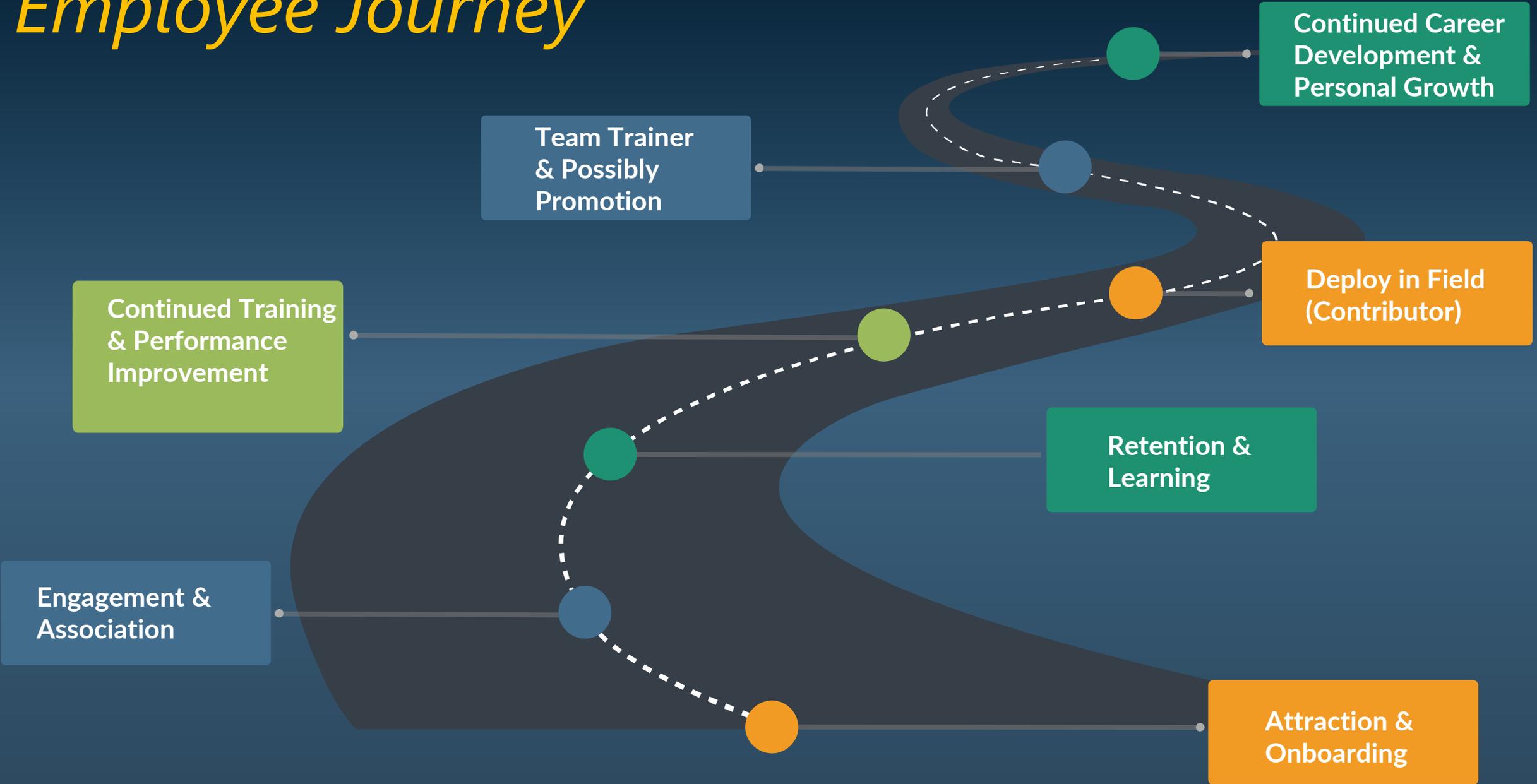
- Think Brand (Owner & Candidate) – Team is a reflection of the Business & the Business is a reflection of the work environment.
- Career Focus – Wastewater is an Industry-Driven Career with Horizontal/Vertical Growth (*Career NOT Job*)

- Every position in the Wastewater Industry needs a specific person to successfully fill the role.
- *The RIGHT Person for the RIGHT Job*



*“Every Hire is a direct reflection of the Industry”*

# Employee Journey



# Development & Feedback

Feedback should be Continuous. Feedback is a GOOD thing. Feedback drives Development. Feedback makes us better. Feedback reinforces positive behaviors. Feedback corrects negative actions. Feedback promotes Self-Reflection.



*"Don't wait until it blows up to provide feedback"*

# Accountability

## Training vs Corrective Action?

- Ask the following -
  - Don't Know or
  - Don't Do



# Top-Down Leadership Style WILL determine Front-Line Employee Interactions with Customers and Ultimately Impact Customer & Employee Journey

## BOSS vs. LEADER

- |                        |                                 |                       |   |
|------------------------|---------------------------------|-----------------------|---|
| ✓ DRIVES EMPLOYEES     | ✓ MICROMANAGES                  | ✓ LEADS EMPLOYEES     | ✓ INSPIRES ENTHUSIASM                         |
| ✓ USES EMPLOYEES       | ✓ GENERATES FEAR                | ✓ DEVELOPS EMPLOYEES  | ✓ EARNS RESPECT                               |
| ✓ COMMANDS             | ✓ DEMANDS RESPECT               | ✓ ASKS                | ✓ MAKES EMPLOYEES FEEL VALUED                 |
| ✓ DEPENDS ON AUTHORITY | ✓ MAKES EMPLOYEES FEEL INFERIOR | ✓ DEPENDS ON GOODWILL | ✓ TRUST EMPLOYEES WILL PERFORM THEIR JOB WELL |

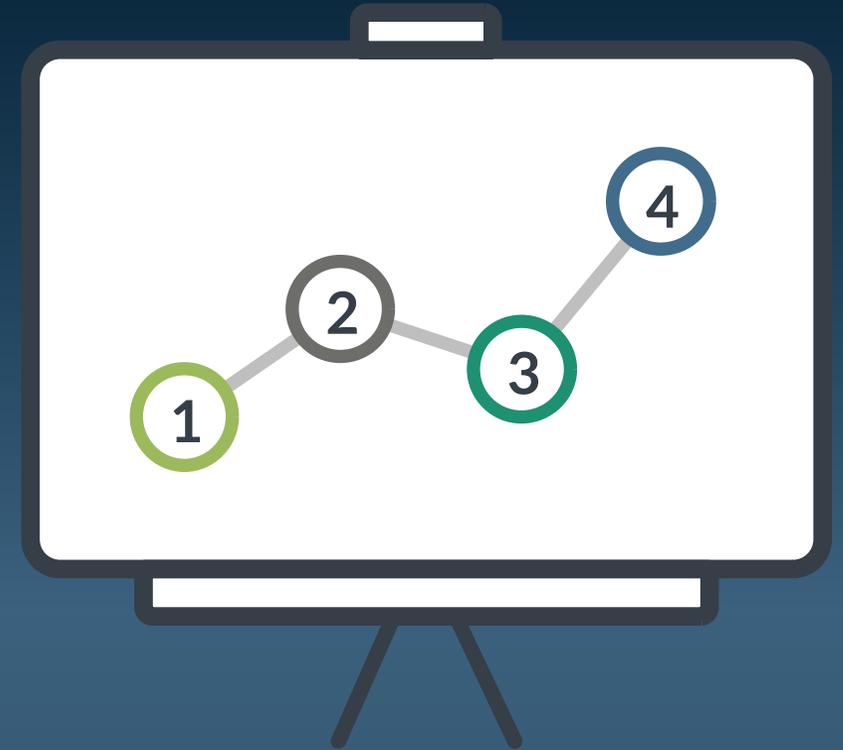
Bank  
Account  
**EMPTY**

*“Our daily interactions with others have the ability to shape the face of the Industry”*

# Planning & Execution

“Begin with the end in mind”

- Forecasting/Budgeting
- Tracking Tools
- Don’ Be Afraid of Numbers
- Share the Results with your Team
- Numbers Are Red Flags, Not Gospel  
*(Understand the Entire Picture, Ask Questions, Dig Deeper)*
- Stretch Your Goals, But Be Realistic  
*(Motivate, Don’t Deflate Your Team)*

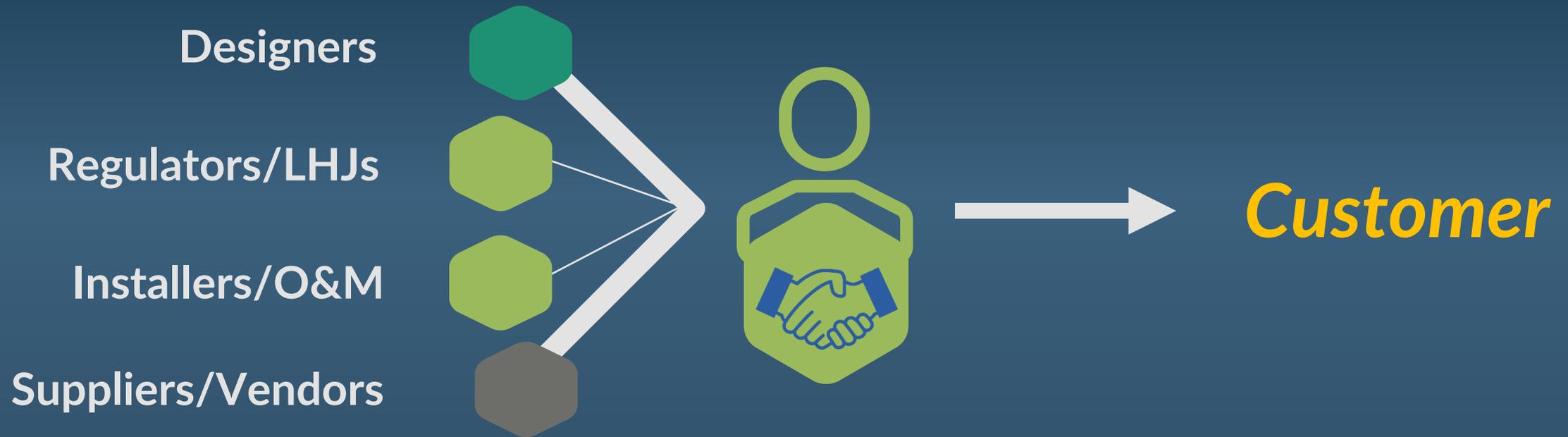


*“If you don’t know where you are going, you’ll end up somewhere else”*

*- Yoggi Berra*

# External Customers

We ALL have to wear multiple hats regardless of position depending on who the External Customer is.

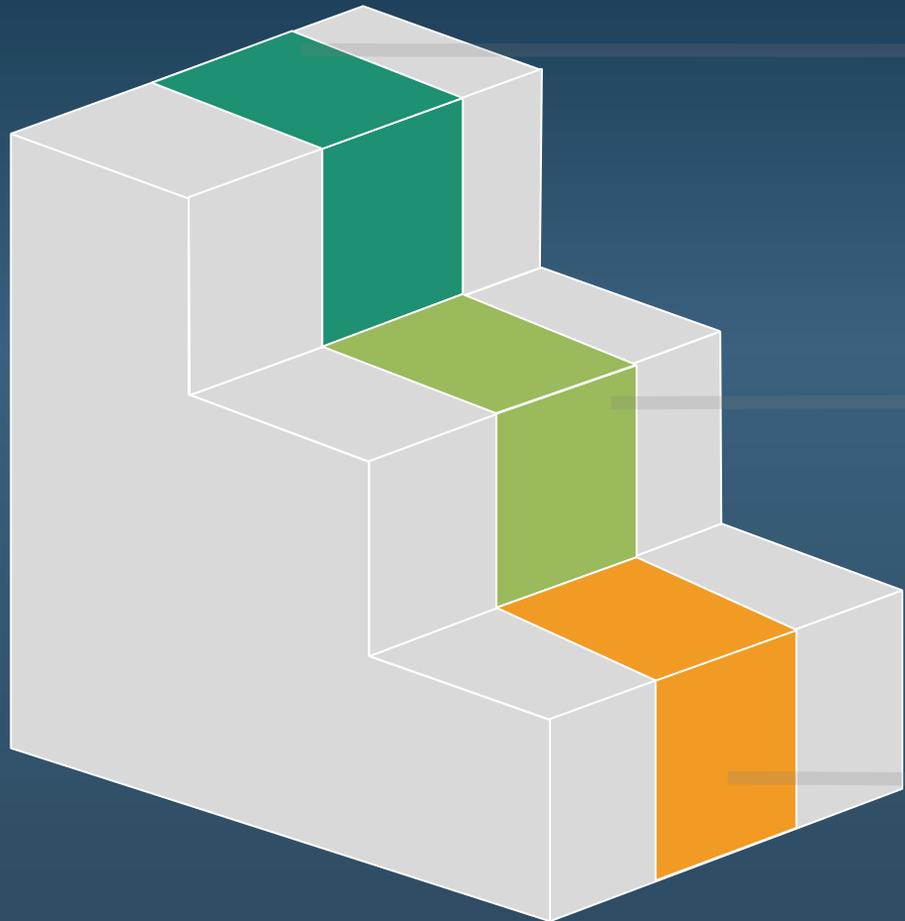


Work with each other to help both sides, make the right decisions to get to the best solution while providing the customer with a great experience.

*Strengthen the Industry*

# Positive Industry Influence

***Exceed Expectations Every time. Be the HERO.  
WIN the Customer. Protect the Industry.***



***Be RELEVANT. Stay CURRENT. Be NOW.***

Business Owners – Regularly assess your position in the Industry.

**3**

Team Members – Regularly assess your position on your Team and in the Industry.

*Keep Up. Make Changes. Adapt.*

***Protect the Industry***

Don't Bad-mouth or Criticize others in the Industry or products that exist in the Industry.

**2**

When you do you are Discrediting the ENTIRE Industry.

Ultimately it just doesn't benefit anyone when we Knock the other guy.

***Team (New and Old)***

**Training:** Lots of New People in the Industry. TRAINING & EDUCATION pays dividends!

**1**

**Complete Understanding of Systems:** Being able to Keep the Next Person In Mind

**Send the Right People:** Not only does it look like we know what we are doing in the Industry – We DO!



# Mark Ahrens

Human Resources Director  
WOSSA President



## Contact



(253) 740-2367



mark@advancedservices.com



advancedservices.com