



# *How to Engage Employees for Better Customer Experience*

Esko Hannula 06.06.2019



# A truth isn't the whole truth



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People don't do  
robots' jobs anymore

# Agility is the mindset for coping with uncertainty

Centralized  
decision-making  
is too slow

Information is  
ambiguous and  
incomplete

Waiting for  
certainty makes  
you too slow

We are better  
informed than  
ever

Acting fast  
makes you  
go wrong

# The paradox of empowerment

**MOST PEOPLE LOVE**

**Autonomy**

**Small, self-organizing teams**

**(The idea of) Agility**

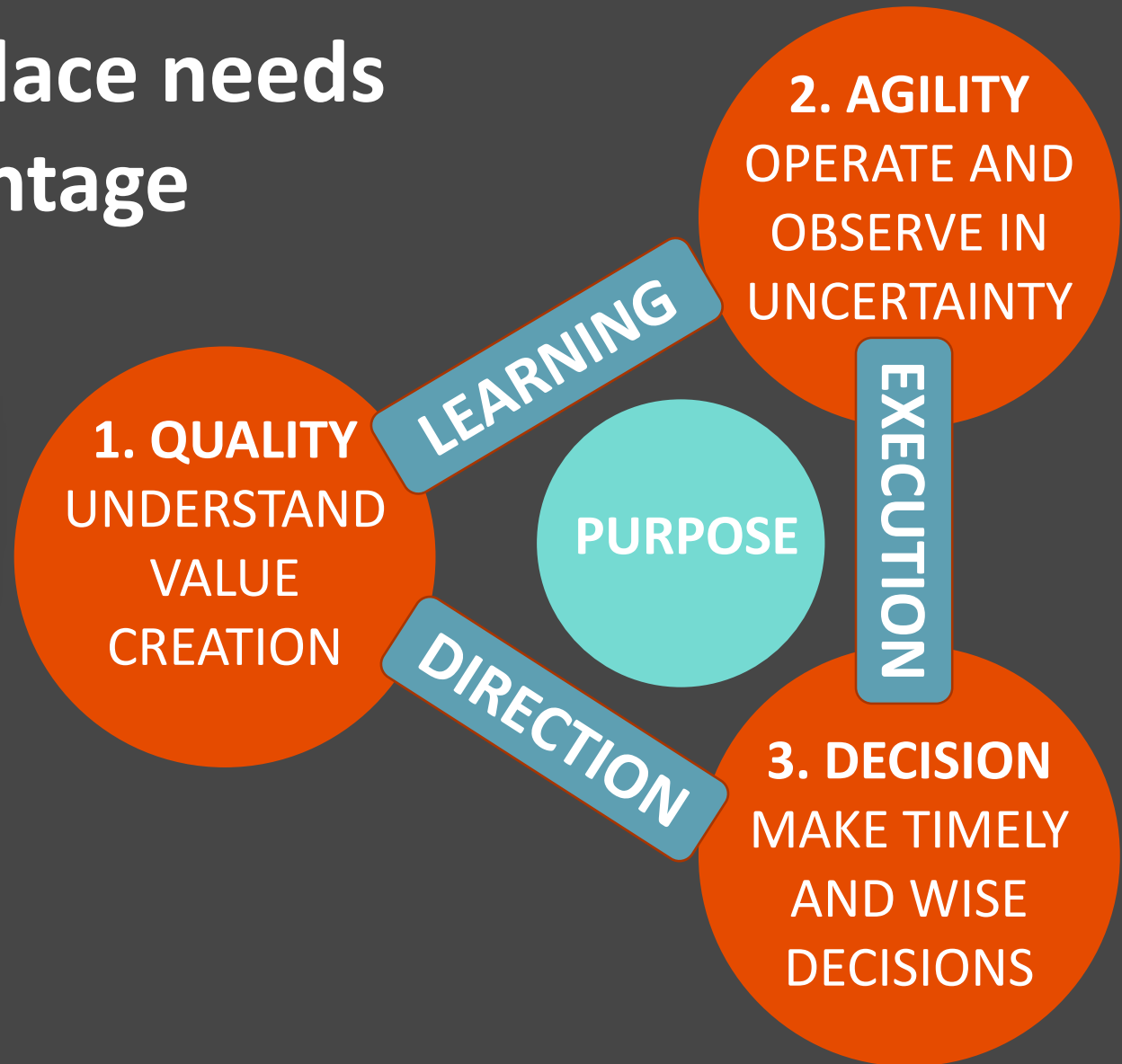
**BUT SUFFER FROM**

**Accountability**

**Organizational silos**

**Uncertainty and trade-offs**

# A successful workplace needs three skills of advantage



**TRANSPARENCY**

**PURPOSE**

**TRUST**



**Thank you!**

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