



# Making Procedure Stick

Presented by Andrew McMillan

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<ES>

## Monday Midday

This is an upsetting event to all of us here at United. I apologize for having to re-accommodate these customers. Our team is moving with a sense of urgency to work with the authorities and conduct our own detailed review of what happened.

## Monday Evening

**Our employees followed established procedures for dealing with situations like this.** While I deeply regret this situation arose, **I also emphatically stand behind all of you**, and I want to commend you for continuing to go above and beyond to ensure we fly right.

We approached one of these passengers to explain apologetically that he was being denied boarding, he raised his voice and **refused to comply with crew member instructions.** He was approached a few more times after that in order to gain his compliance to come off the aircraft, and each time he refused and **became more and more disruptive and belligerent.**

# United Continental Holdings Inc

NYSE: UAL - Apr 11, 10:17 AM EDT

**68.86** USD **↓2.66 (3.72%)**

1 day

**5 day**

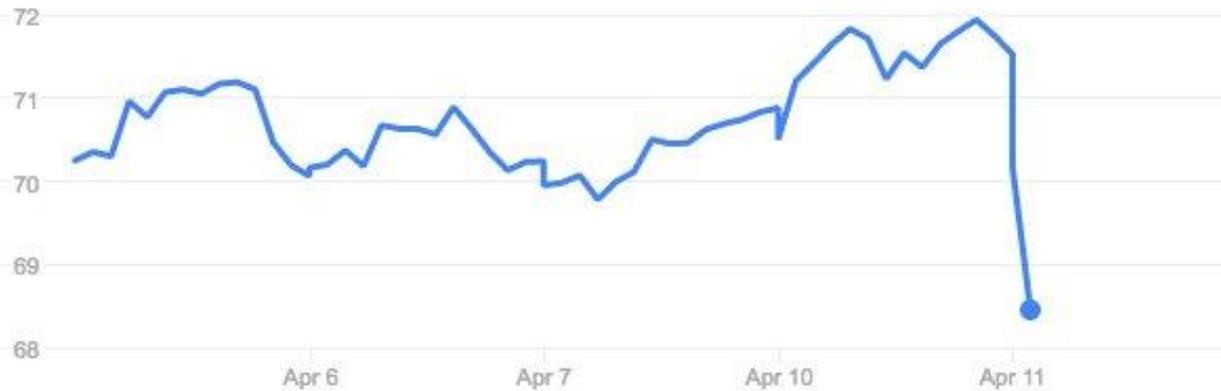
1 month

3 month

1 year

5 year

max



Open 70.15  
High 70.30  
Low 68.46

Mkt cap 21.88B  
P/E ratio 9.2  
Div yield -

## Tuesday afternoon

The truly horrific event that occurred on this flight has elicited many responses from all of us: **outrage, anger, disappointment. I share all of those sentiments**, and one above all: my deepest apologies for what happened.

**Like you, I continue to be disturbed by what happened on this flight and I deeply apologize to the customer forcibly removed and to all the customers aboard. No one should ever be mistreated this way.**

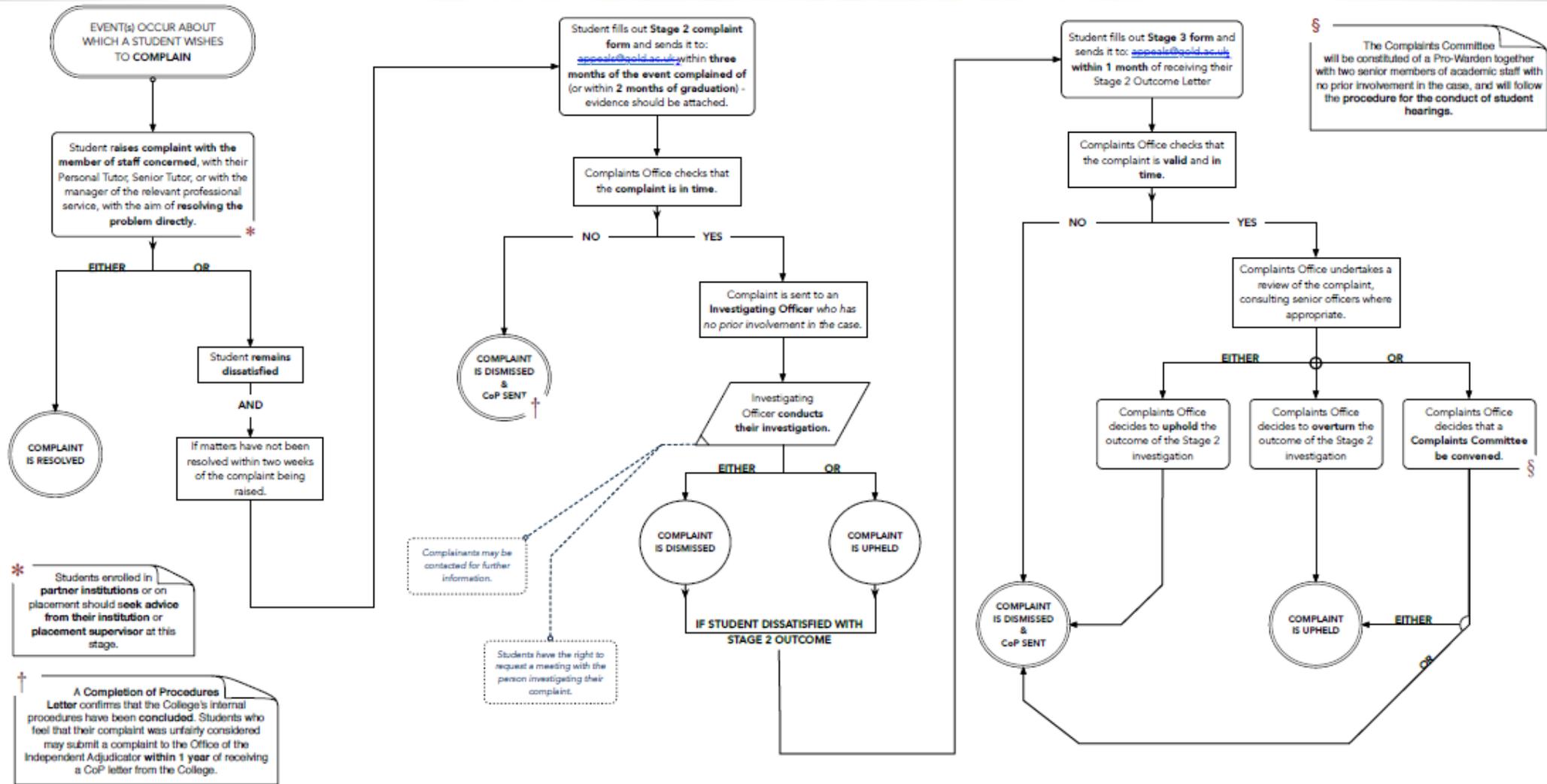
I want you to know that we take full responsibility and we will work to make it right.

**It's never too late to do the right thing. I have committed to our customers and our employees that we are going to fix what's broken** so this never happens again.

A photograph of a person wearing a white long-sleeved shirt, sitting at a desk. Their right hand is on a white computer mouse, and their left hand is on a laptop keyboard. The background is a light blue wall. The image is framed with a light blue border.

## **Before you file a complaint...**

Make sure  
your complaint meets  
the guidelines.



# Two Approaches

- Process (100%)
- Or.....
- Process (90%)
- Do what you think is right (10%)

# Themes

**Interactivity**

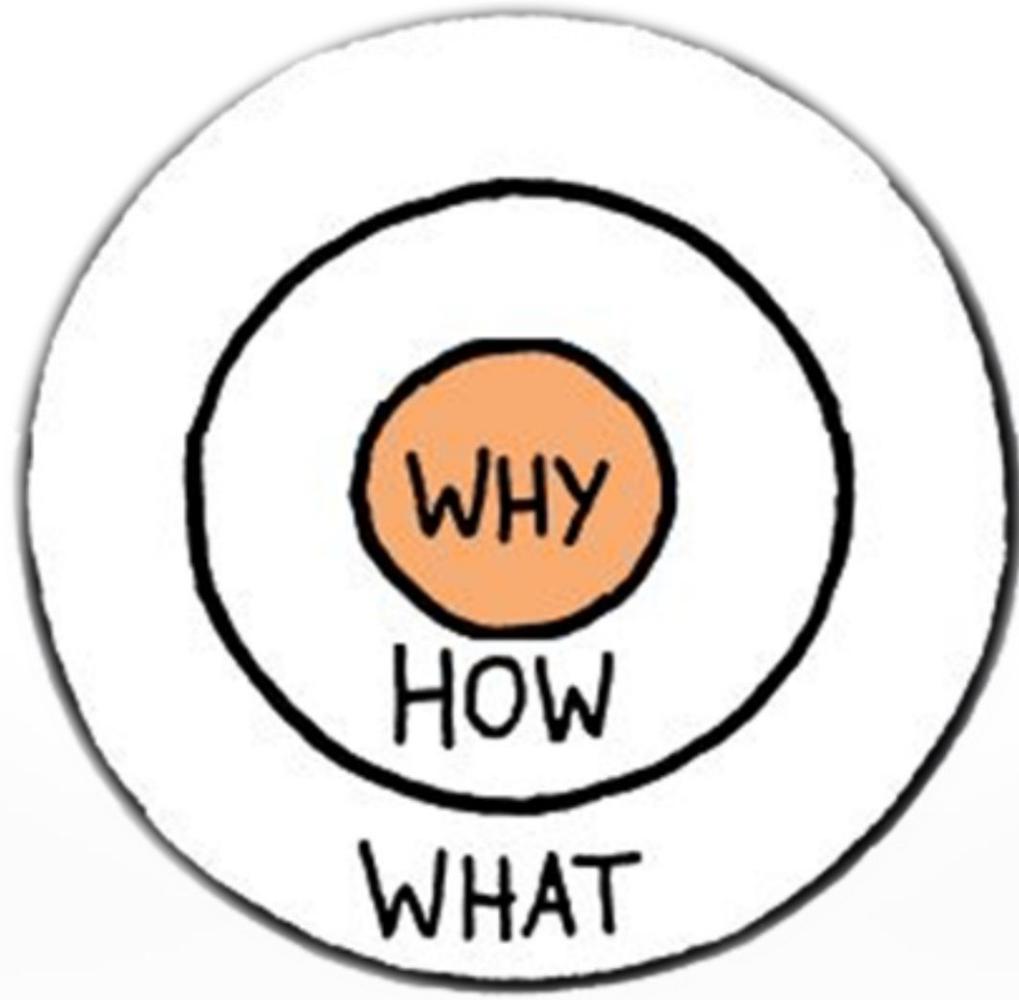
**Immediacy**

**Inclusivity**

**Imagination**

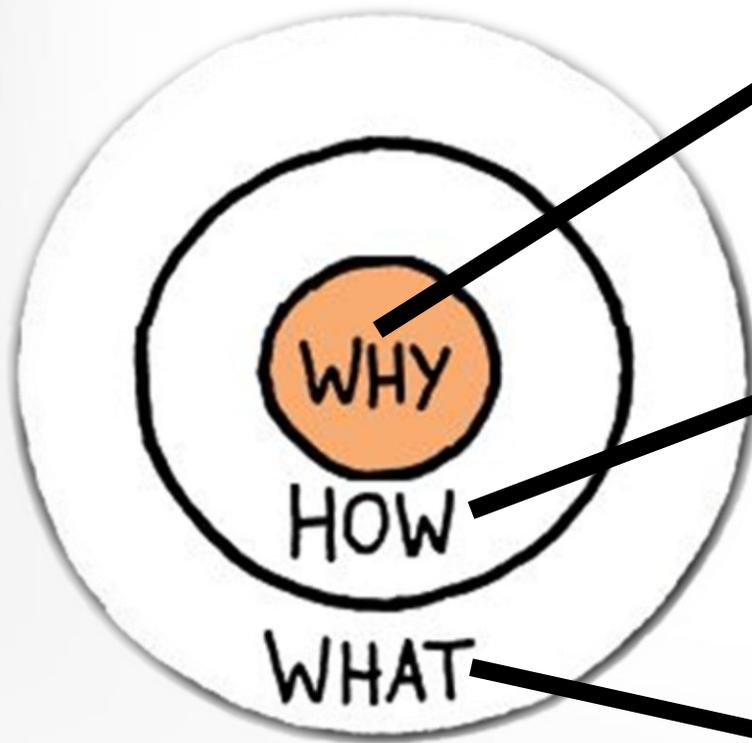
**Individuality**

**Do What You Think Is Right**





◀ES▶



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- We have First Class Lounges







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@Virgin\_TrainsEC

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.@ryeallen, we feel bad for that photobomb! I hear Atlanta, Georgia has a super busy rail network! Fancy a trip courtesy of @virginatlantic?

15:27 - 25 Feb 2016

Retweet Reply Favourite



Ryan Allen  
@Ryeallen

Follow

@virgin\_trainsec @virginatlantic is this for real?!!!!!Tickets to Atlanta!!!!!!!!

19:06 - 25 Feb 2016

Retweet Reply Favourite



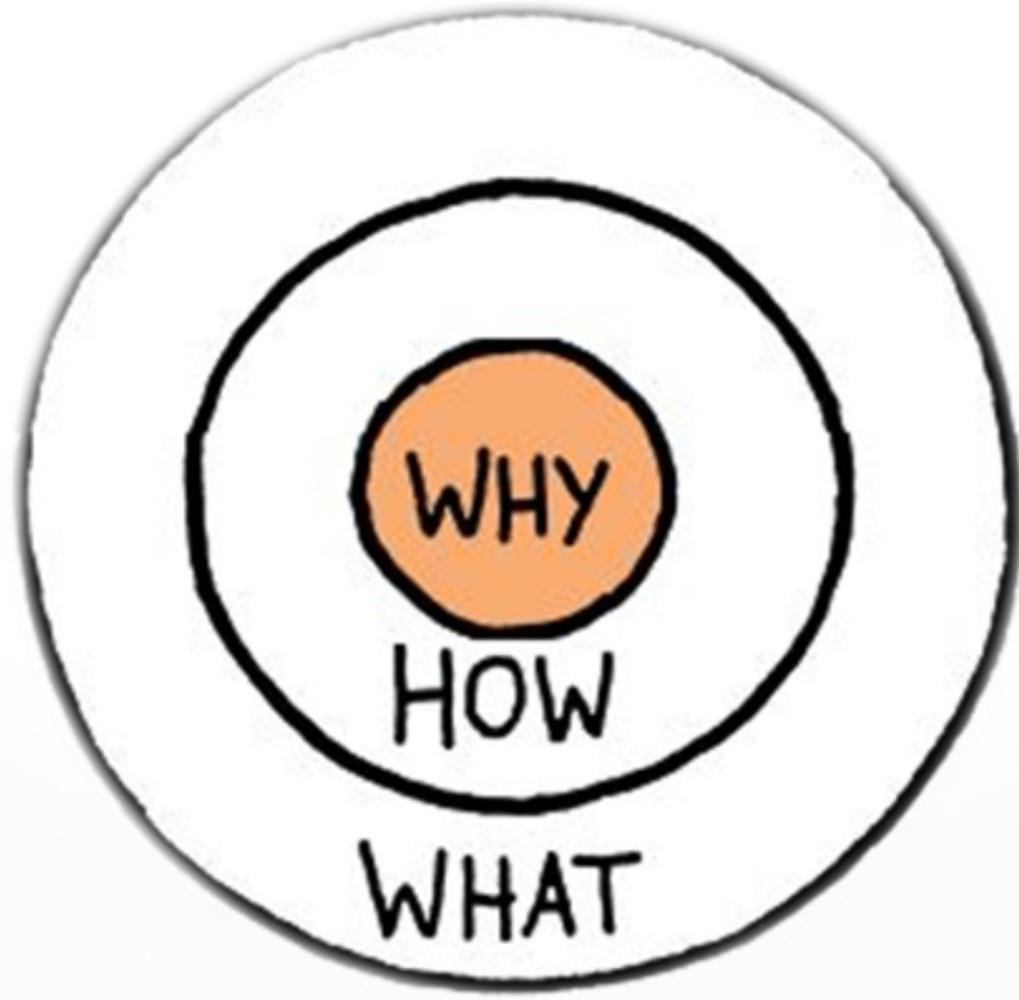
Virgin Trains EC  
@Virgin\_TrainsEC

Follow

@ryeallen @virginatlantic It sure is, Ryan! Wanna go? ^SB

19:07 - 25 Feb 2016

Retweet Reply Favourite



# Six Steps of Engagement

- **Define**
  - What the organisation wants to be in terms of personality and behaviour for both customers and employees – this definition created by the employees that have to deliver it
- **Measure**
  - Measure the outcomes of the desired behaviours to track progress and deliver improvement
- **Communicate**
  - Internal communications to regularly reinforce the personality and behaviours of the business
- **Lead**
  - Leadership focus to embed and develop the behaviours
- **Reward, recognition and appraisal**
  - Recognition and appraisal to report on behaviour, not just outcomes
- **Recruitment and Induction**
  - Based on the defined behaviours
  - Assessment centres
  - Competency interviews



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# Two Elements

- What you do (management)
- The way you do it (leadership)



**Leadership is a performance.  
You have to be conscious of your behaviour, because  
everybody else is.**



**Mistakes are inevitable.  
Dissatisfied customers are not**

*Richard Branson*



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