# Customer-Led Organisation Course: Boardroom Habits, Decision Rules and Change Roadmap for Executives

23 – 27 November 2026
Rome

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## Programme Summary

The customer-led organisation is the subject of this one-week training course for executives and senior leaders, ending in a customer-led organisation roadmap for one business unit. Many firms say the customer comes first, yet boardroom habits, incentives and decision rules still reward internal convenience. The programme moves from diagnosing how leaders actually behave to rewriting decision rules, governance, measures and routines, and then to a change roadmap. Mars Training Centre UK delivers this programme on the customer-led organisation to mixed-organisation cohorts of senior leaders.

## The Business Case

Banks, retailers, utilities, airlines and public bodies compete on how it feels to deal with them, and that is set by senior habits rather than front-line slogans. When leaders discuss customer evidence at the top table, trade-offs between cost and experience are made openly instead of by default.

- Customer Retention: Rises when leaders remove the internal rules that cause repeat complaints.
- Decision Quality: Improves when customer evidence is tabled before budgets and projects are approved.
- Change Momentum: Holds when measures, rewards and routines point the same way as the stated ambition.

## Principles and Evidence Base

- Voice of the Customer: Brings direct customer evidence into leadership choices, applied in Sessions 1 and 3 to the evidence pack and decision rules.
- Cultural Web: Shows how stories, rituals, structures and power sustain habits, applied in Session 2 to the leadership habit audit.
- Balanced Scorecard: Links customer measures to financial and internal ones, applied in Session 4 to measures and incentives.
- Kotter's Eight-Step Change Model: Sequences urgency, coalition, vision and short wins, applied in Session 5 to the change roadmap.

## Intended Participants

- Executives who sit on a leadership team and shape priorities and budgets.
- Heads of function who own processes that customers feel.
- Strategy and transformation directors who run change programmes.
- Customer experience leaders who advise the top team.

Typical settings include banking, retail, utilities, aviation and public bodies.

## Learning Outcomes

1. Participants will be able to evaluate how far leadership habits put customers first.
2. Participants will be able to diagnose cultural barriers using the Cultural Web.
3. Participants will be able to construct decision rules that table customer evidence early.
4. Participants will be able to design governance, measures and incentives that reinforce the ambition.
5. Participants will be able to prioritise change actions by effect and effort.
6. Participants will be able to justify a customer-led organisation roadmap to a board.

## Programme Structure

## Day 1: Customer Evidence and Leadership Behaviours

What do customers say, and how do leaders respond to it?

- Customer Evidence Pack
- Leadership Behaviour Map
- Complaint Root Cause Review
- Customer Promise Statement
- Executive Habit Baseline

## Day 2: Diagnosing Culture with the Cultural Web

Which stories, rituals and structures keep old habits alive?

- Cultural Web Canvas
- Story and Ritual Inventory
- Power and Structure Review
- Internal Convenience Log
- Barrier Priority Grid

## Day 3: Decision Rules for a Customer-Led Organisation

How do customer facts shape what leaders approve or stop?

- Customer Impact Test
- Decision Rule Charter
- Trade-Off Escalation Path
- Policy Exception Review
- Investment Case Checklist

## Day 4: Governance, Measures and Incentives

What do leaders measure, reward and review every month?

- Customer Scorecard Draft
- Incentive Alignment Review
- Leadership Meeting Agenda
- Customer Council Terms
- Frontline Feedback Loop

## Day 5: Customer-Led Organisation Roadmap for One Business Unit

Do the earlier tools combine into one roadmap a board can approve?

- Applying the Session 1 Customer Promise Statement
- Testing the Session 2 Barrier Priority Grid
- Checking the Session 3 Decision Rule Charter
- Rehearsing the Session 4 Customer Scorecard Draft
- Completing the Customer-Led Organisation Roadmap

## Methodology

The programme uses structured exercises built on prepared case material for two organisations, one a retail bank and one a regional utility, each with complaint data, survey results, leadership meeting papers and incentive plans. Participants work in groups, challenge each other as board members, and defend their roadmap to peers acting as a board.

- Suggested activity: Auditing a real leadership agenda to count minutes spent on customer evidence.
- Suggested activity: Rewriting an approval rule so customer impact is tested first.
- Suggested activity: Practising a board challenge on a roadmap that lacks short wins.

## Capstone Output

Each participant completes a customer-led organisation roadmap for one business unit. It holds a customer promise, a habit diagnosis, decision rules, governance and measures, and a sequenced change plan. The roadmap is used at work to brief the leadership team and to open a funded change programme.

## Frequently Asked Questions

### Is a training programme on the customer-led organisation suitable for executives outside customer roles?

Yes. The customer-led organisation is taught through prepared cases and templates. The programme assumes a place in a leadership team, but no earlier work on customer experience.

## Which models does the customer-led organisation rest on?

The customer-led organisation rests on Voice of the Customer, the Cultural Web, the Balanced Scorecard and Kotter's Eight-Step Change Model, each applied to prepared cases.

## How is the roadmap from the customer-led organisation used at work?

You use the customer-led organisation roadmap to brief your leadership team, set decision rules and measures, and open a funded change programme.

## How does the customer-led organisation differ from a customer service mindset programme?

The customer-led organisation concerns executive decisions, governance and measures, while a customer service mindset programme builds personal attitudes and habits among staff.