



Baton Exercise Instructions

Many of the people in your own organization may not have a clear picture of how your business actually serves the customer. They probably know *their* job, but it is important to know the *entire workflow* from “sale made” to “customer served”.

The Baton Exercise is something that I used within my own company to help people clearly understand how we “get the job done”.

This is a great activity for your next company-wide meeting.

Objective: To identify and clarify the *internal* hand-offs and interactions that occur within an organization in order to ultimately serve the *external* customer. Every organization has people who function as ***internal suppliers***, who pass information, tasks and work to their ***internal customers***.

Prop: Make or purchase a baton, like the batons passed in relay teams as they work together to finish a relay race. We made a baton with cardboard tubes, duct tape and colorful streamers. Make it fun and memorable, but still resembling the shape of a baton.

General description: The baton is passed in a particular way, to illustrate the workflow within your company. It serves as a visual reminder of the sequence of tasks and the people involved in providing goods or services to your *external* customers.

Here is a simplified illustration of our moving and storage business.

I began the demonstration of our internal business processes, starting when I gave the baton to the sales person:

Once the imaginary sale was completed with the *external* customer by the sales person...

- 1) I had the sales person (*internal supplier*) get up from their chair and carry the baton across the room to the operations manager (***internal customer***).
- 2) Next, I asked the operations manager (now as the *internal supplier*) to get up from their chair and carry the baton across the room to the crew leader (***internal customer***) to service the moving job.
- 3) Once the moving job was completed by the crew, I asked the crew leader (now the *internal supplier*) to get up from their chair and carry the baton across the room back to the operations manager (now the ***internal customer***).



4) Now, the operations manager (now the internal *supplier*) got up from their chair and carried the baton across the room to the billing person (**internal customer**).

5) Once the billing person envisioned how they would audit the paperwork and complete the invoice, I asked the billing person (now the internal *supplier*) to get up from their chair and carry the baton across the room to the accounting person (**internal customer**).

In another way to illustrate the baton movement between the internal *suppliers* and **internal customers** is as follows:

