

13 Steps to a Service Culture

We take a very holistic approach to creating and sustaining service cultures in organizations we serve. A service culture requires planning, measurement, training and coaching to be successful for the long-term (quick fixes do not work and they waste your resources). We also embrace the concept that it is just as important to exceed our internal customer's expectations as our external customer's expectations. Our approach is in alignment with the profit chain which helps our clients achieve long-lasting results whether you are non-profit or for profit.

Great Leaders = High Employee Advocacy = High Customer Advocacy = High Profits

It is important to begin at the start of the profit chain and methodically address each of the steps. When done properly, the results are immediate, long-lasting and create a huge return on your investment. The steps are:

Step 1: Operational Strategic Planning: Key leaders create a plan of action to ensure operational excellence.

- Create **Core Values** that influence employee behavior
 - These are the principles and standards by which all employees will make decisions
 - Core values create consistent thought, behavior and action throughout the entire organization
 - Examples of core values: *Integrity, Accountability, Communication, Teamwork and Fun*
 - Write a clearly defined explanation detailing what each core value means and how it applies
- Create a powerful **Mission Statement** that is inclusive
 - It answers the question; “*Why do we exist?*”
 - Incorporate employees, customers and maybe even your community into the statement
 - Does the statement inspire and motivate employees, customers and the community?
 - *Example: “To create an exceptional entertainment experience for our guests, a great environment for our employees and prosperity for our Tribe.”*
- Create a powerful **Vision Statement** that pushes your boundaries
 - It answers the question; “*What do we want to become?*”
 - This is a statement of the organization's aspirations
 - Think BIG! If you think small, it may become a self-fulfilling prophecy
 - *Example: “To be the gaming and entertainment destination choice in the Southwest.”*
- Perform a **S.W.O.T. Analysis**
 - Define the **Strengths, Weaknesses, Opportunities & Threats** of the organization
 - Quantify the **Strengths** from the customer & employee's perceptions (are they truly strengths or weaknesses)
 - Go over each **Weakness, Opportunity & Threat** to:
 - Find solutions for change (**what** needs to change?)
 - Assign responsibility for change (**who** needs to drive the change?)
 - Assign a reasonable time-line for change (**when** will change be complete?)
 - If you want to increase productivity, you must increase accountability!
 - Note: When evaluating the weaknesses of the organization, the focus should be on two questions:
 - “*Where does the customer feel pain in doing business with us?*”
 - “*Where do the employees feel pain in working for us?*”
- Define the Organization's **Unique Differentiating Factor**
 - This can also be referred to as a UVP (Unique Value Proposition)
 - This is what uniquely separates you from any of your competition (if you have any)
 - If asked; “*Do you have any competition?*” you could answer “*No*” and explain in detail, why
- Create a **Service Credo**
 - Short and Sweet – Clear – Believable – Enduring – Energizing – Descriptive of Uniqueness
 - Example: Fed-X: *Absolutely, positively, overnight!*

The strategic plan should be reviewed monthly (no less than quarterly) to update its progress and hold everyone accountable for completion of their assigned tasks. It is also an opportunity to take into consideration current events and changes.

Step 2: Employee Survey: As noted above in the profit chain, it is important to measure employee advocacy (would your employees tell others that it is a great place to work?), because there is a direct correlation between employee advocacy and customer advocacy (would customers tell other people how great your organization is?). The survey will evaluate the culture of the organization, the effectiveness of the managers in each area and inquire as to the proposed longevity of each employee as well. This will be done on-line, anonymously and be requested of all employees. Results will be quickly calculated and complete reporting provided in approximately one week. It is critical to make sure employees get feedback about the results of the survey quickly. Employees, who are kept in the dark and never given any feedback about the results, are far less likely to participate in a future survey. We suggest providing the employees with the top five positive things the organization learned from the survey and the five opportunities the organization has for improvement. Transparency is critical and appreciated by your employees.

Step 3: Leadership Developmental Assessments: We will assess each of the people in advance who are scheduled for leadership training, so that they can receive their results highlighting their strengths, weaknesses, best-fit work situations, worst-fit work situations and suggestions for development. This provides great feedback in advance of the training so they can apply greater focus on the training modules that apply to their developmental needs. The assessments are easily purchased and taken on-line, the reports are emailed to you immediately after completion and the results are incredibly accurate and easy to read.

Step 4: Leadership Developmental Assessment Personal Coaching: Brad will review the results of the Leadership Developmental Assessment with each person who was evaluated. He will provide personal coaching on the results and give each person detailed instructions on how to improve as a leader of people. This is also a chance for each person to ask for assistance in areas they find challenging as a leader. Brad will act as a consultant, trainer and coach to help each person develop as a strong leader. Each person will be provided with 30 minutes of personal coaching time (more if needed or requested) and unlimited email access throughout the year.

Step 5: Personal Development Training: (titled; “*Simple Steps to an Extraordinary Career & Life*”). All employees would benefit greatly from this active learning seminar if budgets would allow. However, it should be mandatory for everyone in a leadership role to attend this powerful and life-changing four-hour session. The focus is on removing any self-limiting thoughts or feelings of victimization by reinforcing their personal power. Everyone has an inner saboteur and this seminar will awaken each person to the inner voice that keeps them from greatness. It will motivate employees to get off cruise control, grab the steering wheel to their lives and careers, then take action. The result of this seminar is employees who are engaged, powerful, accountable and ready to take on the world. It also opens them up to their full potential and creates the desire for deeper learning.

Step 6: Leadership Training: (titled; “*Turning Managers into Leaders*”). Everyone who supervises people should be in this class to learn how to lead people in a service culture. It will help motivate people to move from being “managers” to “leaders” and from “trainers” to “coaches”. 85% of the people in leadership roles today are still “managing” their employees instead of “leading” them, and it is not their fault because they were never trained to do it properly. If the upper management is “managing” people, then it becomes systemic throughout entire organizations because everyone is learning from them. This four-hour seminar is not about complex personality quadrants and paradigm shifts; it provides simple easy-to-use tools that they can initiate immediately. The result will be reduced office politics, increased employee performance, increased employee retention and an overall happier work environment for the employees. This step is critical to the entire process and for the culture to sustain itself for the long-term.

Step 7: Customer Service Training: (titled; “*Exceeding Customer Expectations*”). All employees, regardless of their job duties or title should attend this extremely powerful and innovative, yet very fun two-hour session. The focus is on customer service for both the internal and external customer and how to exceed their expectations. This session is more about “attitude” than “aptitude” and focuses on how to build relationships with everyone you meet. This seminar was voted as one of the top two seminars in the world and even if you have been in your position for 35 years, you will learn things you never knew. Everyone will benefit from the content regardless of their position and enjoy the experience as well.

Step 8: Leadership Training – (three months after Step 6): (titled; “*How to Coach Your Employees, Peers & Supervisor*”). This highly interactive four-hour session is the next step in the leadership development process and covers many of the tools and techniques used in advanced communication. This will provide all attendees with the technical knowledge of becoming a personal coach. Most people believe they know how to coach their employees, but 98% are doing it incorrectly and have no idea. Coaching is a process, and if done properly, it can be life-changing for the people you lead. This seminar drives the earlier learning deeper and provides advanced methods to take their leadership skills to the next level. It also teaches the skills needed to communicate better with all generations.

Step 9: Leadership Training – (same time frame as Step 8): (titled; “**Conversational Charisma: Mastering Communication and Relationships**”). Great communication skills are a learned behavior, not something you are born with. You might have been born with the gift of gab, but do your words endear people to you, or repel them away? Learn simple tips on how to communicate better with everyone in your life and create stronger relationships within your organization. You will be shocked at how simplistic, yet how rare, these communication skills are. The session will also provide situation leadership scenarios, so you will be able to apply what you have learned. It will change the way you speak to your peers, employees, family and the way you even speak to children.

Step 10: Employee Survey (six months after Step 2): Now that the leadership coaching and training is complete, it is time to reassess whether the leaders have applied what they have learned. The best judge of a person's leadership skills are the people they lead, so we will perform another employee survey six months after the first survey to measure the growth and development of the leadership team and hold them accountable. You cannot manage what you cannot measure and this is one of the best tools available to measure success. Employee surveys should be done every six months until the culture is where you want it to be and you have reached an employee advocacy score of 95% or higher, thereafter annually.

Step 11: Leadership Developmental Re-Assessments (twelve months after Step 3): We will reassess each of the people who went through the leadership coaching and training to measure how much they have learned, retained and applied to their daily routine as a leader of people. It will quantify if they have taken the training to heart and made the changes necessary to become a strong enough leader to move up in the organization. This is in alignment with the philosophy that you must inspect what you expect from people.

Step 12: Customer Service Training – (twelve months after Step 7): (titled; “**Embracing Excellence**”). This fabulous customer service seminar continues the journey to a service culture by focusing on employee authenticity and playing to their strengths. It offers many examples of employees who did what the customer expected and then one thing more to exceed their expectations and create customer advocacy. There is a powerful section on “self-management” and the things employees can do to get a stronger grip on their personal lives and careers. It finishes up with sections on how to build strong relationships (regardless of your industry, everyone is in the relationship business) and how to communicate effectively with everyone you engage.

Step 13: Training DVDs: After the above steps are complete, it is important for people new to the organization to step into their role and understand the culture from the very first day. You want everyone to be singing from the same song book and the training DVDs can help you do that for a very reasonable cost. The DVDs come with comprehensive worksheets so moderating the video training is a convenient option (it walks them through it just like a live seminar).

- Set #12: A four-DVD set of the seminar “Exceeding Customer Expectations” (2 hours)
- Set #13: A four-DVD set of the seminar “How to Coach Your Employees, Peers & Supervisor” (3 hours)
- Set #14: A four-DVD set of the seminar “Turning Managers into Leaders” (4 hours)
- DVD #15: A single leadership DVD titled “How to Create and Sustain a Strong Service Culture” (1 hour)
- DVD #16: A single leadership DVD titled “How to Eliminate Office Politics and Drama” (1 hour)
- DVD #17: A single leadership DVD titled “Self-Management: Increasing Efficiency and Productivity” (1 hour)
- DVD #18: A single leadership DVD titled “Simple Steps to an Extraordinary Career & Life” (1 hour)

The above critical steps take a very holistic approach to not only creating, but sustaining a long-term service culture. The growth of your organization is directly and proportionately tied to the growth of your people, which is why training is a journey, not a destination. The results of our 13 steps will be immediate and costs will be quickly offset with increased productivity and profitability. However, you may pick and choose the services above that fit your budget (it does not have to be all or none). Please email Brad for a quote to Brad@BradWorthley.com or call 425-957-9696. Thank you!