CUSTOMER SERVICE INSTITUTE PART II – PART III

TRAIN THE TRAINER GUIDE

DEPARTMENT OF MOTOR VEHICLES 6/18/2009





What is the Customer Service Institute?

The Customer Service institute (CSI) is a program created by Phoenix Business Development Group and VisionSpot Consulting, LLC in partnership with the Los Angeles Urban League. Invested in this program are more than 75 years corporate experience infusing and cultivating individuals for 21st Century leadership through the development of distinctive qualities, values and strengths producing partners rather than employees. This program shifts the mindset from a reactive to a proactive state creating *intrapreneurs* or individuals who are on the team willing and knowing how to help build your business.

Participants are coached and learn how to view their skills, abilities and experience as their product and the delivery of those assets as their service, essentially learning how to manage their career from a business perspective.

What is the length of the Program?

The CSI is a four (4) week, 48 hour program. Each student will experience a new training module each week beginning with an in – depth analysis and assessment of self progressing into an understanding of an employer's expectations and completing the puzzle by adding the customer service delivery component.

Allow the CSI Team to Transform Your Organization...

The Los Angeles Urban League

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MARKETABILITY • SUSTAINABILITY • PROFITABILITY



Tab 1

IT'S ABOUT THE EMPLOYER'S REQUIREMENTS AND CULTURE

SET

IN THIS SECTION:

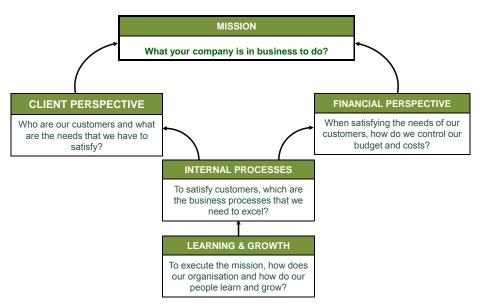
- ➤ A Business Perspective: Employer's Expectations
- ➤ Applying Leadership Styles Situationally
- ➤ Participating in / Building a Team
- Written and Verbal Communication Approaches
- ➤ **TOP** Skills: Time

 Management/Organizational/Prioritization Skills

EMPLOYER'S EXPECTATIONS

"More than 70% of employees awake hours are spent doing something related to work...However more than 80% of employees are actively disengaged" – Gallup Organization

Employers Expectations



Engagement is an emotional attachment between an employee and their workplace. If employers can learn to tap into it, remarkable financial results can be achieved. Engagement is a powerful competitive advantage and can most be seen during times of economic turmoil.

- Communicate with empathy what the company is doing and why, your strategy for addressing the competition, let employees know that you did not come to these decisions lightly
 - Then ask employees what

they think will help propel the organization/business forward

The synergy that engagement creates allows companies that know how to harness this power have more options for:

- Hiring and recruiting the best talent
- Increased revenues and positive bottom line results
- Developing employees who are willing to do more with less

Vatec

"As much as engagement boosts the
bottom line, disengagement damages it.
The bottom quartile of business units
has 51% more inventory shrinkage, 31%
to 51% more employee turnover, and
62% more accidents than business units
in the top quartile."

<u> </u>			

LEADERSHIP IS WHO YOU ARE, NOT A TITLE

Leader (le'der) n.

A person who leads others along a way; a guide.

How do you define a leader? Is it someone who inspires you? Is it someone who understands the role/job as well as you? Is it the person who allows you the latitude to do your job, supporting you as needed? Perhaps it's all of these qualities in addition to others. No matter your definition, leadership ability is a critical success skill in all walks of life and within the corporate environment in particular.

A few characteristics of a great leader are:

- Excellent listening skills
- Good Decision Making
- Ability to motivate individuals and teams to achieve far above expectations
- > Trustworthy, honest with solid ethical and moral principles
- Exceptional communication skills
- Capable of managing change

Culture and the Internal Environment of Organizations

- Leaders and Managers must understand how generational difference and the environment affects their organization
- Organizational culture is the set of important assumptions about the organization and its goals and practices that members of the company share
- Cultures can be weak or <u>strong</u> (strong cultures can have a great influence on how people think and behave)

Leadership Levels and Skills

- · Three levels of management
 - Top-Level: these leaders are responsible for the overall management and effectiveness of the organization
 - Middle-Level: these leaders are located in the middle layers of the organizational hierarchy and report to toplevel executives
 - Frontline: lower-level managers who supervise the operational activities of the organization

Managerial Level	Level of Detail	-1
Тор	Low	
Middle	Medium	13
Frontline	High	
	Top Middle	Level Detail Top Low Middle Medium

<u> Notes</u> :-			

LEADERSHIP STYLES

AUTOCRATIC LEADERS are an extreme form of transactional leadership, where the leader has absolute power over his or her employees or team. Employees and team member have little opportunity for making suggestions, even if these would be in the team or organization's best interest.

Most people resent being treated in this manner. Because of this, autocratic leadership usually leads to higher levels of absenteeism and staff turnover. For some routine and unskilled jobs, this style is effective especially where the advantages of control outweigh the disadvantages.

Examples:
BEAREAUCRATIC LEADERS work by the book, ensuring that their staff follows procedures exactly. This is a very appropriated for work involving serious safety risks (such as working with machinery, with toxic substances or at heights) or where large sums of money are involved (such as cash – handling).
Examples:
Charismatic Leaders can appear similar to a transformational leadership style, in that the leader injects huge doses of enthusiasm into his or her team, and is very energetic in driving others forward. Howeve a charismatic leader tends to believe more in him or her than in their team. This can create a risk that a project or even an entire organization might collapse if the leader were to leave. In the eyes of their followers success is tied up with the presence of the charismatic leader. As such charismatic leadership carries great responsibility and needs long term commitment from the leader.
Examples:

Democratic or Participative Leaders will make the final decision. He or she invites other members of the team to contribute to the decision making process. This not only increases job satisfaction by involving employees or team members in what's going on but also helps develop people's skills. Employees and team members feel in control of their own destiny such as the promotion they desire and so are motivated to work hard by more than just a financial reward.

As participation take time, this approach can lead to things happening more slowly but often the end result is better. The approach can be most suitable where team work is essential and quality is more important than speed to market or productivity.

Examples:
Laissez – faire Leaders or "leave it be" is used to describe a leader who leaves his or her colleagues to get on with their work. It can be effective if the leader monitors what is being achieved and communicates this back to his or her team regularly. Most often, laissez – faire leadership works for teams in which the individuals are very experienced and skilled self starters. Unfortunately, it can also refer to situations where managers are not exerting sufficient control.
Examples:
People – Oriented or Relations – Oriented Leaders are the opposite of task – oriented leadership: the leader is totally focused on organizing, supporting and developing the people in the leaders team. A participative style tends to lead to good teamwork and creative collaboration.
In practice, most leaders use both task – oriented and people – oriented styles of leadership. Examples :
Servant Leaders describes a leader who is often not formally recognized as such. When someone at any level within an organization leads simply by virtue of meeting the needs of his or her team he or she is described as a "servant" leader.
In many ways, servant leadership is a form of democratic leadership, as the whole team tends to be involved in decision making. This term Servant Leadership was coined by Robert Greenleaf in the 1970's.
Examples:
Task – Oriented Leaders focuses only on getting the job done and can be quite autocratic. He or she will actively define the work and the roles required, put structures in place, plan, organize and monitor. However, as task – oriented leaders spare little thought for the well – being of their teams, this approach can suffer many of the flaws of autocratic leadership, with difficulties in motivating and retaining staff.
Examples:

Transactional Leaders starts with the idea that team members agree to obey their leader totally when they take on the job: the "transaction" is (usually) that the organization pays the team members in return for their effort and compliance. You have a right to "punish" the team members if their work doesn't meet the pre – determined standard.

Team members can do little to improve their job satisfaction under transactional leadership. The leader could give team members some control of their income/reward by using incentives that encourage even higher standards or greater productivity. Alternatively a transactional leader could practice "management by exception", whereby, rather than rewarding better work, he or she would take corrective action if the required standards were not met.

Transactional leadership is more a way of managing rather than a true leadership style as the focus is on short – term tasks. It has serious limitations for knowledge – based or creative work, but remains a common style in many organizations.

Examples:			

Transformational Leaders are true leaders who inspire his or her team constantly with a shared vision of the future. Transformational leaders are highly visible and spend a lot of time communicating. They don't necessarily lead from the front as they tend to delegate responsibility amongst their team. While their enthusiasm is often infectious, they generally need to be supported by "detail oriented people."

In many organizations both transactional and transformational leadership is needed. The transactional leaders (or managers) ensure routine work is done reliably, while transformational leader s look after initiatives that add value.

Examples:			

Using the Right Style - Situational Leadership

While the Transformational leadership approach is often highly effective there are not "right" way to lead or manage that fits all situations. When selecting the most effective style, consider:

- The skill level and experience of your team
- The work involved (routine, new or creative)
- > The organizational environment (stable, radically changing, conservative, adventurous)
- > Your own preferred or natural style

A good leader will find him or herself interchanging between styles based on the people and work being performed.

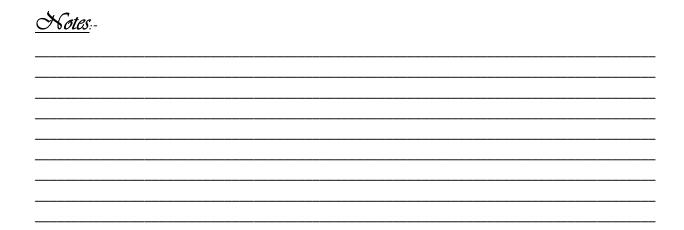




ASSESSMENT:

MY LEADERSHIP STYLE IS:		

<u>Notes:</u> -			



Leading and Following

- Organizations succeed or fail not only because of how well they are led but because of how well followers follow
- Good followers help produce good leaders
- The most effective followers are capable of independent thinking and at the same time are actively committed to organizational goals

Vital Analysis on Taking the Lead Part

- Situational Leadership: You're the right person in the right circumstance at the right time. They expect you to succeed
- Intermediary Leadership: You're the right person in the right circumstance at the wrong time. They expect you to manage
- Hierarchical Leadership: You're the right person in the wrong circumstance at the right time. You are there by default
- Servant leadership: is a practical philosophy which supports people who choose to serve first, and then lead.

Managerial Roles

Interpersonal Roles	Leader: Staffing, training, and motivating people Liaison: Maintaining a network of outside contacts who provide information and favors Figurehead: Performing symbolic duties (ceremonies and serving other social and legal demands
Informational Roles	Monitor: Seeking and receiving information to develop a thorough understanding of the organization and its environment; serving as the "nerve center" of communication Disseminator: Transmitting information from source to source, sometimes interpreting and integrating diverse perspectives
	Spokesperson: Speaking on behalf of the organization about plans, policies, actions, and results
Decisional Roles	Entrepreneur: Searching for new business opportunities and initiating new projects to create change
	Disturbance handler: Taking corrective action during crises or other conflicts
	Resource allocator: Providing funding and other resources to units or people; includes making or approving significant organizational decisions
	Negotiator: Engaging in negotiations with parties outside the organization as well as inside (for example, resource exchanges)

Barriers to Implementation

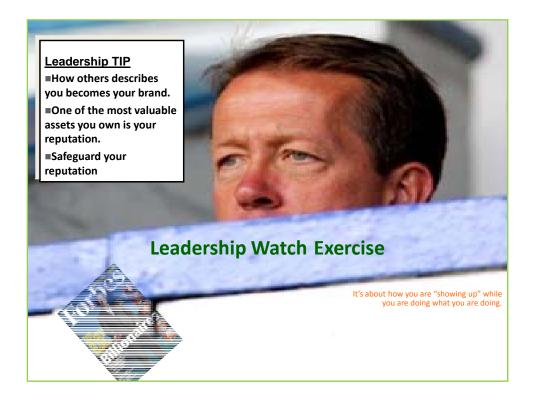
The Silent Killers	Principles for Engaging and Changing the Silent Killers
Top-down or laissez-faire senior management style	With the top team and lower levels, the CEO/ general manager creates a partnership built around the development of a compelling business direction, the creation of an enabling organiza- tional context, and the delegation of authority to clearly accountable individuals and teams.
Unclear strategy and conflicting priorites	The top team, as a group, develops a statement of strategy, and priorities that members are willing to stand behind are developed.
An ineffective senior management team	The top team, as a group, is involved in all steps in the change process so that its effectiveness is tested and developed.
Poor vertical communication	An honest, fact-based dialogue is established with lower levels about the new strategy and the barriers to implementing it.
Poor coordination across functions, businesses, or borders	A set of businesswide initiatives and new organizational roles and responsibilities are defined that require "the right people to work together on the right things in the right way" to implement the strategy.
Inadequate down- the-line leadership skills and development	Lower-level managers develop skills through newly created opportunities to lead change and drive key business initiatives. They are supported with just-in-time coaching, training, and targeted recruitment. Those who still are not able to make the grade must be replaced.

SELF DISCOVERY

The key to successful leadership is creating a brand that differentiates you and your business by understanding your core offering and your competitive advantage. These are the personal strengths and attributes that you bring to the table. The special qualities that will make your name and brand stand out, get noticed, be remembered and rewarded for your individuality.

"Develop a Brand or Die a Generic"

Source Michael D. Brown, Fresh Results



What kinds of problems do I solve?				
What benefits do I provide? _				
What should I keep doing?				

What am I doing that I need to stop?
What aren't I doing that I need to start doing?
What are the leading attributes that will motivate people to want to follow you? How do you know that this is true?
What are you deeply passionate about?
What can you be the best in the world at doing?
How can you make your brand more competitive?
Who could benefit from a professional relationship with you?
How much is that worth to you? Monetarily and non – monetarily?

Strengthen Leadership Effectiveness

If I coι	uld describe my most visible l	eadership qualiti	es in three words wha	it would they be?
1.		2	3	
When situati	I am looking through the lensions?	s of those words,	am I "showing up" in	the following
1.	A co – worker is slow moving o	on the project and	we have a team deadlir	ne to meet, I
2.	A team member or my boss ac	complishes a goal	, I	
3.	A customer is asking for anoth	er discount on a p	roject that has been dis	counted twice, I
4.	A team member comes into m	y office, calls or ne	eeds my help when I am	busy, I
5.	The final work has been comp not been received, I	leted and delivered	d on a customer project	. However, payment ha
6.	When I look through the lens of team?	of my three words	how might they affect r	my relationship with my
7.	How does using this lens affec	t my attitude and	relationship with others	?

Leadership Watch Part I

What if you had the opportunity to be featured on the cover of Forbes "Leadership of Today"? How would you like the headline to read? Write it down below.

Caption:	
Forbes	
How would I like the story to read? Write it down below.	
Article:	
	_
	_
What is one thing I can do to make the above statement true? Don't be modest, be realistic.	
	_

Tab 2

WORKING WITH AND THROUGH OTHERS:

Team Player/Teambuilding

IN THIS SECTION:

- > Stages of Team Development
- ➤ Challenges Affecting Team Performance
- ➤ Building High Achieving Teams

TEAMWORK & TEAMBUILDING

A team is a group of individuals who works together to achieve common objectives. The success of the team is based on the success of the individual and is deemed the engine that drives an organization's train.



In today's economic climate, business pressures demand that organizations do more with the same amount or fewer resources while still meeting the needs of their consumers, providing top quality services and products. The marketplace continues to be more competitive and the need to quickly respond to changing customer demands is increasing. As a result, organizations will be required to rely more and more on the knowledge and skills of team members continuing to find ways to work smarter and faster.

Team members must understand their roles and actively work to support each other in meeting the organizations expectations. Active participation is critical to the success of the team.

Success of the team depends heavily on the tenure of the team, everyone's skills and abilities and the leaders overall ability to drive the vision of the company.

Teams go through several stages before settling into a mode where seamless process occurs.

STAGES OF TEAM DEVELOPMENT



Extensive research has shown that all teams go through four discernable stages. The stages are called: *Forming, Storming, Norming and Performing*. While the different stages are not to be thought of as steps, they are distinct, and all teams go through them. Similar to the seasons there may be elements of more than one stage in evidence at any given time.

Forming:	 	 	

Team Behaviors:

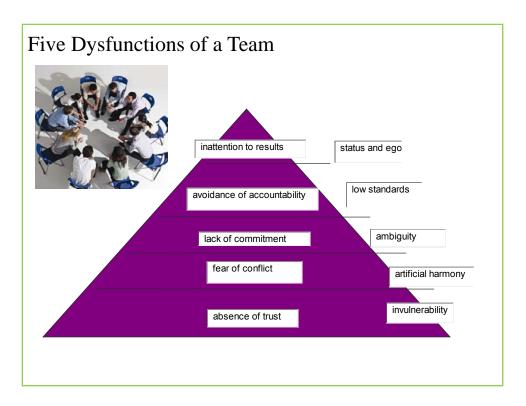
- Excitement and anticipation
- Pride in being chosen
- Some anxiety surrounding ambiguity about tasks and roles
- General positive expectations
- Dependence on formal authority

Storn	Storming:				
Team l	Behaviors:				
>	Skepticism about new approach				
>	Resistance and fluctuating attitudes				
>	Experience discrepancy between initial hopes and reality				
>	Arguing over "pecking order" issues				
>	Frustration about goals				
>	Attempts at self – assertion				
>	Negative reaction to leader or other team members				
>	Objections and group inefficiencies				
Norm	ning:				

Team Behaviors:

- > Fatigue from the conflict that arose in Stage 2
- > Sense of relief
- > Readiness to accept roles
- > Friendliness, confiding, sharing, and mutual respect
- > Full commitment to ground rules
- > Achievement and satisfaction in tasks

Performing:				
Team E	Behaviors:			
>	Satisfaction with team achievements			
>	Creativity and productivity levels are high			
>	Able to solve problems and make decisions			
>	Constructive conflict resolution			
>	Team member's behavior is aligned with all established ground rules			
>	Whole is greater than the parts			
>	Team protects individual rights and team identity			
A A A	Team Norms Create common expectations and understanding among team members Encourage desirable behavior • Enhances self – management of the team Provide a written record of guidelines • Helps new member know what is expected • Brings problem behavior back into line			
Kol	tes:			



The Five Dysfunctions of a Team

By Patrick Lencioni (March 2002) Jossey - Bass

During the team formation process there are factors occurring with the group simultaneously that must be address and overcome. There are five dysfunctions affecting the team's ability to achieve which must be addressed and eradicated before the team can truly become successful.

The Five Dysfunctions are:

- Absence of Trust: Trust is the foundation of real teamwork. However, in most teams member will not be "vulnerable" with each other (air dirty laundry; admit mistakes, weaknesses and concerns without fear of reprisal). Without trust the team will not be able to achieve results.
- Fear of Conflict: Teams that lack trust are incapable of engaging in unfiltered and passionate debate about ideas. Instead, they resort to veiled discussions and guarded comments.
- ➤ Lack of commitment: Without having aired their opinions in the course of passionate and open debate, team members rarely, if ever, buy in and commit to decisions.
- Avoidance of Accountability: Without commitment and buy in to a clear plan of action, even the most focused and driven people often hesitate to call their peers on actions and behaviors that seem counterproductive to the good of the team.
- ➤ Inattention to Results: Failure to hold one another accountable creates an environment where team members put their individual needs or even the needs of their organization above the collective goals of the team.

If these are the characteristics of a dysfunctional team, here are those of a healthy one:

- Members trust one another
- Engage in unfiltered conflict around ideas
- Commit to decisions and plans of action
- Hold each other accountable for delivering against those plans
- Focus on the achievement of collective results

If this sounds simple, it's because it is simple, at least in theory. However, in practice it is extremely difficult because it requires a level of discipline and persistence that few teams can muster.

Definition of Team Building

Team Building is a process that helps teams

Improve the way they accomplish tasks while
enhancing each individual's ability to
function effectively as a member. Collective
learning is at the core of team building.

A well developed team benefits the organization with the following assets:

- Management of complexity
- Rapid response
- > High motivation
- ➤ High quality decisions
- Collective commitment
- Collective strength



Notes:			

Generational Difference

Valuing Generational Differences Recognition Management Institute - Saunderson (2000)

	Veterens	Boomers	Gen-Xers	Millennials
Otrengths	■Loyal ■Honors/Respects authority ■Follows Orders ■Formal ■Rewards later ■Practical ■Sacrifice	■Loyal ■Optimistic ■Responsible and Dedicated ■Team player ■Workaholic	■Adaptable to change ■Techno-literate ■Self-starters ■Global mindset ■Informal	■Goal-oriented ■Techno-savvy ■Collaboration and Achievement important ■Optimistic ■Moral mindset ■Social activism
P r o b l e m s	■Prefers structure ■Technology- challenged ■Set in ways ■Difficulty with change	■Enjoys much recognition ■Elder care absences ■Self-gratification	■Skeptical ■Feel others owe them ■Motivation ■Child care absences	■Requires supervision and support ■Sociable

Kotes:		

DISC Behavioral Model

DISC Behavioral Model

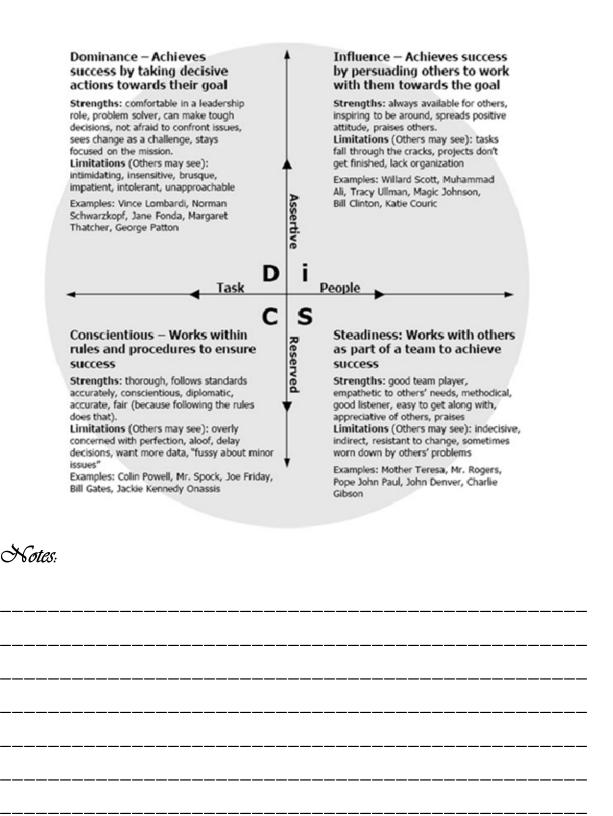
DISC is a four quadrant behavioral model based on the work of William Marston (1893 - 1947) to examine the behavior of individuals in their environment or within a specific situation. It is still one of the most effective tools for understanding the behavioral tendencies of yourself and the people you interact with each day.

<u>Dominance</u>	control, power and assertiveness
<u>Influence</u>	social situations and communication
<u>Steadiness</u>	patience, persistence, and thoughtfulness
Concientiousness	structure and organization

Notes:		

Source: William Moulton Marston PhD (1893 – 1947)

DISC Behavioral Model



Tab 3

EFFECTIVELY SENDING AND RECEIVING MESSAGES:

Communication

IN THIS SECTION:

- ➤ Effective Communication Approaches
- Successfully Writing and Verbally Communicating
- ➤ Adapting Communication Styles to the "Precise" Situation
- ➤ Understanding and Managing the Basis for Conflict

INTERACTING WITH OTHERS

The communication process is a two way street. The purpose of communication is to convey your message to someone clearly, concisely and via the correct mode and have it understood exactly the way you intended.

Successful communication takes effort on both the sender and receiver's part. The process can be frustrating, burdened by errors when the mistakes are not detected; causing tremendous confusion, wasted effort and missed opportunity.

By successfully getting across, you convey your thoughts and ideas effectively. When not successful, the thoughts and ideas you send are not your own and causes communication breakdown and roadblocks that stand in your way both personally and professionally.

In spite of the increasing importance placed on communication skills, many individuals continue to struggle, unable to convey their thoughts and ideas effectively. This inability makes it nearly impossible to effectively compete in the workplace and obstructs career progression.

Getting your message across is paramount to progressing. You must understand your message, who is the audience and how your message will be perceived. Additionally, you must consider the circumstances and context surrounding your communication, such as situational and cultural context.



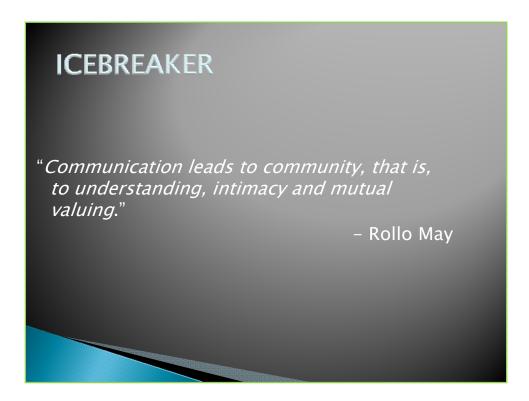
Kotes: 	
	What is communication?
	WHAT IS COMMUNICATION?
	 Communication is a process of sending and receiving messages with meanings attached. When applied to Business, communication serves the purpose of: To inform To persuade To promote goodwill
Notes:	

What traits make an effective communicator?



Notes:			





INSTRUCTIONS:

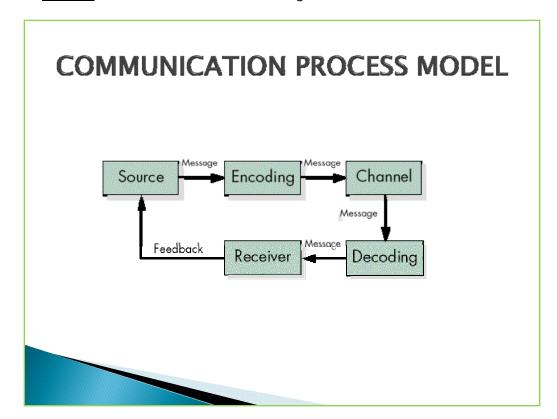
- 1. Form three groups of two
- 2. This exercise is 6 minutes
- 3. Come up with as many "Homonyms" (words that sound alike but have different meanings) as you can
- 1. Form one whole group
- 2. This exercise is 6 minutes
- 3. Come up with as many "Heteronyms" (words that have the same spelling (they are homographs) but different pronunciation (they are heterophones) and also different meanings.

THE COMMUNICATION PROCESS

Becoming and effective communicator entails getting your point across without misunderstanding and confusion. Your goal should be to lessen the frequency of these challenges at each step with clear, concise, accurate and well planned communications.

Problems with communications show up at every stage of the process which consists of:

- **Source**: Everyone is a source, you have to be clear about the message you are communicating.
- **Message**: The information you want to communicate.
- **Encoding**: The process of transferring the information in a form that elimates/removes barriers
- **Channel**: The tools/resources used to convey messages
- **Decoding**: Understanding the message as it is meant.
- **Receiver**: The person/people receiving a message.
- Feedback: The verbal and non verbal responses to a message
- **Context**: The situation in which the message is delivered



Barriers to effective communication

BARRIERS TO EFFECTIVE COMMUNICATION

- > 7% Depends on the words we use
- ▶ 38% Depends on how we say it
- ▶ 55% Depends on non verbal communication
 - Body language and gestures

What are some barriers to effective communication? We've started the list for you...

- Cultural
- > The language we use
- > The mode of communication we choose
- Gender

Can you think of more?	 	 	

Suggestions for removing barriers

- 1. Simplicity use small words
- 2. Brevity use short sentences
- 3. Credibility is as important as Philosophy
- 4. Consistency matters
- 5. Novelty offer something new
- 6. Sound and texture matter
- 7. Speak aspirationally
- 8. Visualize
- 9. Ask a question
- 10. Provide context and explain relevance

The Written Word

"The pen is mightier than the sword." There are times when writing is the best way to communicate, and often the only way to get your message conveyed.

CAUTION, when writing, remember that once something is in written form, you can't take it back. Communicating this way is more concrete than verbal communication, with less room for error and even less room for mistakes.

Fortunately, today's technology allows for easier memo and letter writing by providing reliable tools that check and even correct misspelled words and incorrect grammar. But beware, these tools are not foolproof and will require a detailed eye... making your knowledge in this area critical.

Basic tips to remember when writing include:

- Avoid slang words
- Try not to use abbreviations or acronyms (unless appropriately defined)
- Steer away from symbols (such as ampersands [&])
- Cliches should be avoided or at the very least used with caution
- Brackets are used to play down words or phrases
- > Dashes are generally used for emphasis
- > Great should ALWAYS be taken to spell the names of people and companies correctly
- Numbers should be expressed as words when the number is less than 10 or used to start a sentence
- Quotation marks should be placed around any directly quoted speech or text and around titles of publications
- > Keep sentences short

Effective Emails

When trying to locate an email someone sent a few weeks back, what helps you find it quickly? If the sender included information in a long message covering a lot of points, chances are it will take time to find it. It could have been that this person is someone whom you communicate with regularly, you pushed "Reply" and now the title of the email has nothing necessarily to do with the response.

There are a few simple rules to ensure that emails are read and stay useful to the recipient.

- 1. Subject lines are headlines
 - a. Use the subject line to inform the reader what the email is about
 - b. Never leave the subject line blank
- 2. Make one point per email
- 3. Specify the response you want
- 4. Be a good correspondent
 - a. Keep your inbox clean utilizing folders
 - b. If you don't have time to respond to someone send them a brief email letting them know when to expect a reply
 - c. Always set your "Out of Office"
- 5. Hear what people are really saying

If you do not possess interpersonal skills your productivity will suffer because you do not have the tools necessary to influence, persuade and negotiate – critically needed for workplace success. Lines of communication must be open between people who rely on one another to get work done.

You must be able to listen attentively if you are to perform to expectations, avoid negative conflicts and misunderstandings and to succeed in any area.

Keeping Conflict and Negotiation - POSITIVE

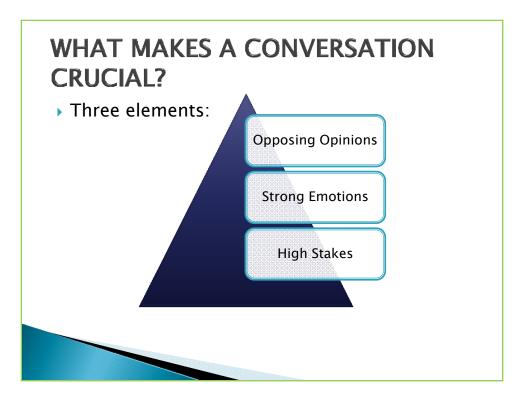
Conflict in the workplace seems to be a fact of life. We have all seen situations where different people with different goals have entered into conflict, often leading to intense animosity. The fact that conflict exists is not necessarily a bad thing. As long as it is resolved effectively and in a positive manner, it can lead to personal and professional growth.

If conflict is not handled effectively, the results can be damaging. Conflicting goals can quickly turn into personal dislike. Teamwork breaks down. Talent is wasted as people disengage from their work. And it is easy ending up in a vicious downward spiral of negative and allegations.

If a team or an organization is to continue working together, the downward spiraling must be stopped. It helps to understand how to effectively manage conflict.

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Notes:			

STEPS TO A SUCCESSFUL CRUCIAL CONVERSATION

- Get unstuck
 - 1. How to spot conversations that are keeping you from getting what you want
- 2. Start with Heart
 - 1. How to stay focused on what you really want
- 3. Learn to look
 - 1. How to notice when safety is at risk
- 4. Make it safe
 - 1. How to make it safe to talk about almost anything
 - 2. How to create mutual purpose

Hotes:			

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STEPS TO A SUCCESSFUL CRUCIAL CONVERSATION...continued

- 5. Master my stories
 - 1. How to stay in dialogue when you're angry, scared or hurt
 - 2. How to master emotions and return to dialogue
- 6. State my path
 - 1. How to speak persuasively, not abrasively
- 7. Explore others paths
 - 1. How to listen when others blow up or clam up
- 8. Move to action
 - 1. How to turn crucial conversations into Action and Results

Notes:			

ab 4

STRESS MANAGEMENT FOR TODAY'S CORPORATE TRAILBLAZER:

IN THIS SECTION:

- > Stress and burnout indicators
- ➤ Minimizing the causes of stress
- > Your stress management style

STRESS MANAGEMENT FOR TODAY'S CORPORATE TRAILBLAZER:

Short - Term Goals:

Keep stress under control

Minimize the role stress plays in your life

Long - Term Goals:

Avoid health problems

Eliminate Burnout

Stress has become synonymous with the corporate and external world at large. Stress is the "elephant" in the room that no one wants to acknowledge for fear that it will metamorphous into a lion and eat us. The pressure of dreading stress could cause a stressful situation in itself.

We tend to view stress as a bad thing but is it?

Stress is a biological response to a threat. When we lived in caves it was our protection mechanism. It sent into action our fight or flight response. Stress takes place at both the physical and psychological levels.

Psychological Response

In contrast to real-life physical danger to our wellbeing and safety, we also have a stress-response to perceived **psychological dangers**. Our body responds **physically** to emotions and thoughts that pose a threat to our

sense of self-worth. We fear failure, humiliation and/or embarrassment; this causes **stress**.

The type and intensity of emotion experienced under stress is influenced by **past experiences** and **perceptions of the situation**.

Anger, fear and anxiety are common emotional stress reactions, resulting in different behaviors. For example, anger (frustration) can result in a destructive reaction (such as attacking self, with negative critical thoughts, or others with hurtful behaviors). Fear can result in panic and, in turn, the body and mind freezes. You are restricted from responding in an organized manner. Psychologically you feel paralyzed and inhibited from taking action. This can lead to procrastination and other avoidance mechanisms which increases your stress. Anxiety is usually a reaction to a vague or non-specific threat, such as a sense of pending doom or failure. The feeling of anxiety can spread throughout the person's whole being and affects thoughts and behavior generally.



Stress can make you feel paralyzed, which can lead to avoiding what really needs to be done.

Source: http://library.thinkquest.org/25500/index2.htm

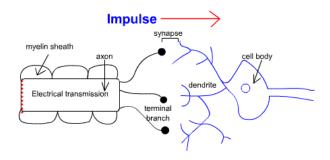
When the body perceives a threat the brain sends out the message, the endocrine (hormonal) system moves into action. It deals with two different hormonal systems: the **catecholamine** and **neuroendocrine systems**.

- The catecholamine system is the first to react when the body is stressed and responds
 by releasing adrenaline and noradrenaline. The latter hormone makes the sensory
 circuits in the brain more sensitive, keeping all senses on guard. The release of these
 two hormones chiefly affects the cardiovascular (heart) system. They cause the heart
 - rate to increase, blood pressure to increase and the reduction of the immune system's response (for example, the immune system's repair function is put on hold while the body redirects its resources elsewhere to respond to the stressor).
- The neuroendocrine system works "under" the hypothalamus and the pituitary glands, both in the brain. It releases the cortisol hormone, adrenocorticotropic hormone, growth hormone and beta endorphins.



These hormones are sending the message throughout the body to get ready to fight or run for your life. Therefore, our body has to prepare for some intensive physical exercise. The blood flow to the kidneys, intestines and skin decreases so that more blood can go pumping to the muscles. More sugar and free fatty acids are released into the blood because of this increased demand of energy. Our breathing becomes rapid and shallow and the body perspires to cool down. The pupils in our eyes dilate (become larger) so that we can see more of the surroundings in case of any more threats.

These physical reactions in the body are appropriate when you're facing a saber-toothed tiger or fire, they are **not helpful** to a person if they are in response **to an emotional threat** (such as the fear of being rejected at a movie audition or failing an exam).



Source: http://library.thinkquest.org/25500/index2.htm

Overcoming Overwhelm



Today's world of go – go – go has professionals everywhere experiencing high levels of stress. Yet, many say they have no time for activities or techniques that help reduce stress. How well do you manage stress?

- **YES NO 1.** I am always on time for meetings and meet deadlines for assignments.
- YES NO 2. I am always developing myself technically and professionally for future years.
- YES NO 3. I never rush through a meal and always eat a healthy, nourishing diet.
- **YES NO 4.** I have more than enough people who support me, especially my supervisor.
- YES NO 5. I have many approaches to resolving challenging situations and problems.
- **YES NO 6.** I always have enough time for my family and friends.
- **YES NO 7.** I have high self esteem because I know how to advocate on my own behalf.
- **YES NO 8.** Each week I exercise at least three times.
- **YES NO 9.** I am always comfortable refusing unreasonable requests.
- **YES NO 10.** I acknowledge my good efforts and those of my team members.

My stress threshold is:

If you did not do so well on the stress test, we suggest that you create a stress diary. Stress Diaries are important for understanding the causes of short – term stress, insight into your reaction and the level of stress you prefer operating. Use the Stress Diary to record your stressful moments on a regular basis to begin understanding your body rhythms. Analyzing this information will help manage stress by revealing:

- The causes of your stress in more detail
- > The level of stress at which you prefer to operate
- How you react to stress and whether the response is appropriate
- Important information that you need to manage stress

Notes:		

Tab 5

TOP THREE CRITICAL SKILLS

TIME MANAGEMENT, ORGANIZING, PRIORITIZING

IN THIS SECTION:

- ➤ Time Management Made Easy
- ➤ Prioritizing: Which task should I do first?
- ➤ Action Planning through To Do Lists

TOP CRITICAL SKILLS

Do you use your time wisely? Time management is a critical skill for effective people. People who use effective time management methods routinely are the highest achievers in all walks of life, from business to sports to public service. Using these skills enable functioning under intense pressure.

At the heart of time management is an important shift in focus. Time management is about concentrating on results not being busy. Many people send their days in a frenzy of activity but achieve very little because they are not concentrating on the right things.

How long do you spend each day on unimportant things; Things that do not really contribute to your success at work?
Do you know how much time you have spent reading junk mail, talking to colleagues, making coffee and eating lunch?
How often have you thought, "I could accomplish so much more if I just had another half an hour each day?"
What are your high net worth activities?
What tools do you use to ensure you stay on track?

IT'S ABOUT FULFILLING THE CUSTOMER'S NEEDS AND WANTS

GO

lab 6

IN THIS SECTION:

- > The value of delivering Exceptional Service
- > Successful Service Skills
- > The Dimensions of Service
- > Creating a partnership with the customer

THE CUSTOMER SERVICE ADVANTAGE

Customer Service has become interwoven totally into the fabric of our daily interactions. Whether it is contacting a toll free hotline for product or service support, saying hello to the checker at the local store or hearing the marketing ads of companies touting the superior service you will experience when buying their product or service, it's everywhere and it's her to stay.

Delivering service that exceeds the customer's expectations is not only prudent but profitable. A customer method for attracting and retaining its client base is through developing a thorough, meticulously thought out customer service strategy.

It costs a company five times as much to attract a new customer as it costs to keep an existing one. Companies who understand the service profit chain take great care in identifying, recruiting and retaining top notch Customer Service Professionals.

The Customer Service Advantage

It costs 5X as much to attract a new customer as it does to keep an existing one.

HOW LOYAL ARE YOUR CUSTOMERS?

As companies began realizing the positive impact of providing world class service, an evolution in the market place was taking place as well. Additionally customers such as Wal-Mart began voicing their concern and dissatisfaction about their role in the Service profit chain which sparked a domino effect of Service Organizations performing less like cost and more like profit centers.

The dissatisfaction of a customer doesn't have to be an unwelcome surprise. Customers' attitudes *today* reflect their intentions and predict their actions *tomorrow*. The Apostle Model is a powerful and flexible way to understand customers and predict their behavior.

Developed in the mid-1990s at Harvard Business School, the Apostle Model is a powerful and flexible tool for segmenting customers and taking action to satisfy and retain them. It is also used as an overall performance indicator, with organizations establishing targets for the percent of their customer base represented by Loyalists or, more specifically, Apostles.

Satisfaction is crucial because of its profound impact on intention to remain a customer, future purchase behavior, and willingness to recommend. Research indicates that overall satisfaction is the best attitudinal predictor of a company's financial performance. And satisfaction of individual customers is generally a good predictor of their individual future purchase behaviors as well. But as we will see below, there can be outliers. Some customers may have high satisfaction and low loyalty (mercenaries); others may have low satisfaction and high loyalty (hostages). The Apostle Model identifies and helps you manage all these combinations most effectively.

The Apostle Model helps you understand and manage your customers by *both* their loyalty and satisfaction. It divides customers into sectors and sub-sectors:

• **Loyalists**, including Apostles and Near-Apostles, occupy the top-right sector. These are your most important customers and deserve special attention.

Apostles rank the very highest in loyalty and satisfaction. They often act as an extension of your sales force, actively promoting your company and spreading positive word-of-mouth. *Suggested strategy:* To retain Apostles, maintain an intimate understanding of their needs and wants, and make sure you are serving and protecting them to the best of your ability.

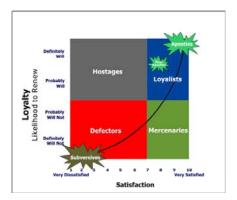
Near-Apostles' satisfaction and loyalty scores are slightly below Apostles'. *Suggested strategy:* This customer segment deserves extra attention, because even a small increase in their satisfaction scores can trigger a significant increase in loyalty. Your goal is to convert them into Apostles.

- Hostages are loyal, but not satisfied. They see themselves as captive, trapped by a high cost of
 switching, a feeling that switching isn't worth the effort, or by a simple lack of involvement with
 your company. As soon as more attractive alternatives become available, they are likely to
 leave. Suggested strategy: Improve communications and address their concerns to convert them
 to Loyalists.
- **Defectors** score low in both satisfaction and loyalty. Some are poised to reduce or stop spending with you because of one or more hot-button issues. Others become Defectors simply because their needs have changed. Both types underscore the need for *ongoing* customer feedback which lets you uncover changing needs or dissatisfaction while there is still time to address them. Suggested Strategy: Understand their areas of dissatisfaction and seek to address them.

Subversives are the least-satisfied subset of Defectors. Totally disengaged, they are not only likely to flee, but also spread word of their unhappiness. Decades of experience has taught us that emotional reasons, rather than quality or cost, frequently drive customers away. Subversives often feel they're being ignored or treated poorly. *Suggested strategy:* Listen, uncover their pain, and see if there are ways you can ease it. Even the simple act of having an executive call to acknowledge their unhappiness can sometimes increase satisfaction levels.

• **Mercenaries** exhibit high satisfaction but low loyalty. These customers are highly price-sensitive and will switch easily. Suggested strategy: If your business model depends on being a low-cost leader, you may want to assess your pricing versus the competition or refine your marketing messages to convey value delivered. If you lead with quality, not price, the products used by these customers may benefit by incorporating barriers-to-exit.

Redefining Customer Service



- Put yourself in their shoes
 - not reactive or proactive but interactive
- Attitude is everythingcustomer is not an interruption
- Flexible the customer doesn't know your roles!!!
- Role is defined by the needs of the work not by a job description

THE SERVICE PROFIT CHAIN

The Service Profit Chain allows a business environment to be less focused on market share and profit and center more on frontline workers and customers. Successful Service Managers pay attention to the factors that drive profitability in this new service paradigm: investment in people, technology and supporting frontline workers, revamping recruiting and training practices and compensation linked to performance at every level.

The new economics of service requires innovative measurement techniques. These techniques calibrate the impact of employee satisfaction, loyalty and productivity on the value of products and services delivered to customers so that managers can build customer satisfaction, loyalty and assess the corresponding impact on profitability and growth.

In fact, the lifetime value of a loyal customer can be astronomical especially when referrals are added to the economics of customer retention and repeat purchases.

The service profit chain places "hard" values on "soft" measures.

YOUR Great Service = Customer Loyalty

The Links in the Service-Profit Chain

