CREATING EMOTIONALLY ENGAGED STAKEHOLDERS

Leading A Service-Focused University
Objectives

- Examine how service ties to organizational greatness
- Define the roles of the senior team as architects of a service-centered culture
- Develop a robust plan of action going forward
Let’s get acquainted…

- Introduce yourself:
  - Name, Role, and Primary Responsibility
  - Who your primary customers are (internal and external)
  - Why you think it is important to give stellar service to your customers
UVI Mission Statement

“The University of the Virgin Islands is a learner-centered institution dedicated to the success of its students and committed to enhancing the lives of the people of the U.S. Virgin Islands and the wider Caribbean through excellent teaching, innovative research, and responsive community service.”
Levels of Engagement

- Creative Excitement
- Heartfelt Commitment
- Cheerful Cooperation
- Willing Compliance
- Malicious Obedience
- Rebel or Quit
What About Your Team?

- Where are the people on your team?
- How much of their talent, passion, and commitment are they volunteering?
1st Major Question of the Day…

“Why is a service paradigm a strategic imperative?”
Talk with your neighbors and make a list of reasons why you might be wise to make customer service a strategic imperative.
3 Compelling Reasons

- The market and climate demand it
- Pride in a worthy brand drive initiative to a higher level
- It’s just the right thing to do!
1. Market and Climate Demand It

What are the realities of today’s Higher Education market everywhere?

- Technology creates colleges with no walls
- The proliferation of for-profit colleges and universities using that technology
- Rising costs make for a “shop around” paradigm
Our Climate at UVI?

- Declining enrollment
- Budgetary challenges
- Less than stellar reputation regarding the quality of our service
2. Build a Worthy Brand

- Think of a commercial brand that you LOVE so much that you often recommend it to others!!
- What is the primary reason that you are a fan of that brand?

- Think of a commercial brand that you HATE so much that you often warn others to stay away from that brand!
- What is the primary reason that you feel that way?
Conclusion:

- We have learned to LOVE or HATE brands because of 2 things:
  1. The performance of the product or service, or
  2. The actions of people who represent the brand.

To us the brand and the people are one and the same.
Bring it home…

- To our primary customer, we ARE UVI!
  ...and UVI is us!
Personal Reflection

- Identify your key customers

- On a scale of 0 to 10 (Very Dissatisfied to Utterly Delighted) estimate how you think your customers generally would rate your service to them.

0 1 2 3 4 5 6 7 8 9 10
(Very Dissatisfied) (Utterly Delighted)
Here’s What Data Tells Us

- 80% - Organizations that believe they deliver a superior customer experience.
- 8% - Customers who believe these firms deliver a superior customer experience

Source: Bain & Co. Survey of 362 organizations, Harvard Management Update
How Can We Find Out?

- Ask them the “Ultimate Question”.

*THE ULTIMATE QUESTION 2.0*
How NET PROMOTER Companies Thrive in a Customer-Driven World

FRED REICHHELD
WITH ROB MARKEY
The Ultimate Question Is…

“How likely is it that you would be willing to recommend my service or product to a friend or colleague?”

The follow-up question:

“Why did you answer as you did?”
Putting First Things First

Why does it really matter?
What are the dividends of a worthy UVI brand...

- To the UVI?
- To the customer?
- To those serving the customer?
The Dividends to UVI

Let’s put first things first!
Let the dividends to UVI be the “consequence”, not the “focus”
Video: Wooden at UCLA

- Note the “Focus” of John Wooden, legendary college basketball coach at UCLA
- What was the “Consequence” of his principle-centered focus?
Video Debrief:

- What was Wooden’s “Focus”? 
- What were the “Consequences” of his principle-centered focus? 

- If we want measurable dividends to be accrued at UVI, what should be our “Focus”? 
Our Appropriate Focus:

To give students, customers, and employees a compelling reason to be loyal to the University of the Virgin Islands!
Our Imperative

- To be intimately aware of the potential dividends of a robust brand to
  - The Territory
  - Students and Customers (internal and external)
  - Staff
Dividends to the Territory

- An valuable and attractive asset
  - Developmentally
  - Culturally
  - Financially
- Source of abundant pride
- A much utilized valuable resource
Dividends to the Frontline Staff

- What are the risks if we don’t sustain great service?
- What is the value if we do?
  - Raised perception of the value of my contribution
  - My personal stock goes up in the minds of my peers
  - Higher self esteem
  - Increased student enrollment

- The Consequences?
  - Secure employment
  - Increased employment choices
Dividends to Students and Customers

What are the forces that drive our customers to our doors?

- Intellectual curiosity, the need to learn
- Prepare for employment
- Ambition, goals to be achieved
  - Financial
  - Service and contribution
  - Self-esteem
Benefits to Our Students and Customers

- What are the effects of great customer service?
  - People get the help they need from us
  - Personal relationships are abundantly positive
  - Students complete their studies or degrees
  - Employees are happy here and their employment is secured
  - Students and employees take pride in recommending UVI to friends, family members, colleagues
Dividends to the University

- Employees want to stay here to work
- Happy students and employees recruit for UVI
- Financial resources are favorably impacted by low turnover of students and employees
- Potential donors are attracted to UVI
- Alumni and other “Friends” contribute to endowments
- Community partners are attracted to UVI in a myriad of ways
Our Imperative as Leaders

To create a process that generates intensely loyal stakeholders!
“Since it matters so much, how do we make it happen at our university?”
#1 School for Student Loyalty

- Princeton Review Ranks **Claremont McKenna College** No. 1 in New Category: "These Students Love Their College"

- Why? Let’s ask them!
Video: Princeton Review

- Claremont McKenna College Student Interview
What students say...

- “[CMC is] a tight-knit community of driven, competitive, and intelligent people who know how to be successful and have a great time.”

- “People actively look out to make sure that their fellow CMCers are doing well. The community and closeness that exists...amongst CMCers is probably the greatest thing that this school does.”

- “I love being here because no matter where I go, I run into others who love being here and are always looking to make sure everyone is included and having a good time. Even if you are feeling stressed...there are always people you can turn to for support.”
The consequence of Customer Loyalty

- If CMCers are that loyal what do they do?
  - Students stay in school and complete degrees or programs and come back for advanced educational opportunities
  - Students and staff all recruit for the college
  - Contribute to endowment funds
What principles drive their success?

- Examine the statement by their VP for student affairs. What are the 3 key elements in that statement that we can learn from?
“If we’ve developed a campus culture that students love, it must be attributed to a lot of people across the College who have spent the better part of their careers delivering a world-class education and caring for the needs of young adults.”

-Jefferson Huang, VP for Student Affairs
“If we’ve developed a campus culture that students love, it must be attributed to a lot of people across the College who have spent the better part of their careers delivering a world-class education and caring for the needs of young adults.”
Lesson learned…

What can we take away from this stellar example of a college that has achieved OUTRAGEOUS student and customer loyalty?
3 keys at CMC

- It must be ubiquitous: everywhere, every time.
- It must be world class. “Good” must never be good enough.
- It must focus on fundamental needs of customers. Focused on “how” as much as “what”.

“Good is the enemy of best.” - Voltaire
Bring It Home...

- How do we distill the principles of great service into our culture at University of the Virgin Islands?
- What is the rightful role of the senior staff in that effort?
UVI’s Wow Campaign

An approach to making Common Sense Common Practice
At UVI
UVI’s Wow Campaign

The Method:
Concrete goals with time lines for accomplishment.

The Tool:
A rubric for keeping score on the method by department
UVI’s Wow Campaign

**Goal:**

“To transform the environment of UVI to a service-oriented culture where each person delivers high quality, friendly, customer-focused service that is always more than expected or necessary. Each employee will manifest a positive and helpful attitude, especially to our students, but also to everyone that requires attention. UVI will become the model organization and leader in the Territory in the area of customer service through the transformation of our service culture.”
Key Points of the Goal

- Create a customer-centered culture (Ubiquitous, all over, all the time)
- Over the top service to “delight” customers, not “satisfy” them
- It’s everybody’s job!
- Spiritual, not just mechanical
3rd Major Question of the Day…

“How do we know if we’re giving ‘excellent’ service?”
Defining “Excellent Service”

- Excellence is defined at 3 levels
  - University
  - Department
  - Personal Contribution
Defining “Excellent Service”

- Excellence is defined at 3 levels
  - University
    - What organizational values guide my definition of excellent service in my position?
“The University of the Virgin Islands is a learner-centered institution dedicated to the success of its students and committed to enhancing the lives of the people of the U.S. Virgin Islands and the wider Caribbean through excellent teaching, innovative research, and responsive community service.”

What key words in the mission guide us to define how we do our work?
“The University of the Virgin Islands is a learner-centered institution dedicated to the success of its students and committed to enhancing the lives of the people of the U.S. Virgin Islands and the wider Caribbean through excellent teaching, innovative research, and responsive community service.”
Stated Core Values

- Students First
- Learning and Scholarship
- Excellence
- Teamwork
- Collegiality and Shared Governance
- Inclusiveness of Ideas
- Principled Leadership
- Supporting Our Community
- Effective Use of Technology
- Equitable Reward System
Defining “Excellent Service”

- Excellence is defined at 3 levels
  - University
  - Department
The driving question for every department at UVI:

“How do we translate UVI core values into how we treat each other and our customers?”
A Shared Understanding…

- Students First
- Learning and Scholarship
- Excellence
- Teamwork
- Collegiality and Shared Governance
- Inclusiveness of Ideas
- Principled Leadership
- Supporting Our Community
- Effective Use of Technology
- Equitable Reward System

What do these values look like in our world?
The Imperative for Every Department...

- Develop a statement of “Behavioral Standards”
  - Aligned to UVI Core Values
  - Aligned to the unique share of the mission of each department
1st Senior Leadership Action Item

- Make sure every department has clarity and line-of-site to the UVI Mission Statement and Core Values
  - Develop/Re-visit a departmental mission statement
  - Develop line-of-site by every employee
  - Develop a shared statement of “Behavioral Standards” appropriate for each department
Defining “Excellent Service”

- Excellence is defined at 3 levels
  - University
  - Department
  - Personal Contribution
Profile of a Great Customer Servant

3 Defining Questions

- Who is able to even think about “wowing” others?
- What is the skillset of a great customer servant?
- What is the spirit of a great customer servant?
Who is able to Wow others?

- Only people who are mature and secure in their own personal effectiveness are free to think about the well-being of others.

“Maturity begins to grow when you can sense your concern for others outweighing your concern for yourself.”

- John MacNaughton, film director
“What makes Superman a hero is not that he has power, but that he has the wisdom and the maturity to use the power wisely.”

-Christopher Reeve
Is there measure for “Maturity”?

- Personal Credibility: A combination of 2 important elements:

![Balance Scale Diagram with Competence and Character on Scales]
9 Core Principles of Personal Maturity

- **Competence**
  - The ability to achieve mutual benefit
  - Empathic communication
  - Creative collaboration
  - Build high trust relationships
  - Balance today’s challenges with tomorrow’s demands

- **Character**
  - Responsibility
  - Vision/Clarity
  - Integrity
  - Continuous improvement
Character is the Root of Competence
Let’s Benchmark Our Personal Maturity
Where could we do better?

- Do the benchmark assessment
- Total your scores by category
- Graph your results
- Identify the top areas that you want to work on

--- After you leave today, set aside time:
- Make a plan
- Plan an accountability schedule with a partner
What is the skillset for WOW service?

- Utilization of One’s Gifts
- Organization and Focus on the Important
- Goal Setting
- Empathic Listening and Discerning the Core Problem
- Articulate Communication
- Collaboration with Others
- Process Improvement
Your Unique Contribution

- **NEED**: What is the need?
- **CONSCIENCE**: What should I do?
- **TALENT**: What do I do best?
- **PASSION**: What do I love doing?

**VOICE**
Your Unique Contribution
Uncovering Your Uniqueness

- What need do I sense in our organization right now?
- Do I possess a true talent that, if disciplined and applied, can meet the need?
- Does the opportunity to meet the need tap into my passion?
- Does my conscience inspire me to take action and become involved?
What need did Dr. Unis recognize?

What talent could he potentially bring to bear on that need?

What is the evidence that passion was invoked?

What did his conscience compel him to do?
Video: Muhammad Unis

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Leading By Example

- Do you have an intense conviction toward making your unique contribution as a servant leader of this university?
2nd Senior Leadership Action Item

- Develop my own personal contribution statement as a Servant Leader of this university.
Capturing the spirit of WOW service?

- Embody UVI Values
- Take charge of circumstances
- Take Initiative
- Maintain a positive spirit
Embody the UVI Values

- Commit wholeheartedly to “live” the UVI Core Values as translated by our department
- Practice accountability to those values
What is the spirit of WOW service?

- Embody UVI Values
- Take charge of circumstances
Take Charge of Circumstances

- Become the CEO of my role
  - Maintain a proactive posture: Stop and Think
  - Operate within my circle of influence
  - Practice proactive language
Take Initiative

- Be the “Cure” whenever possible
- Be the “Advisor” when you can’t be the Cure
- Look for opportunities to exceed expectations
- Support anyone around me when they need help
- Identify and act on issues of safety or inefficiency
Maintain a Positive Spirit

Here’s how you can take charge:

- Have reasons to be positive.
  - Care about your customers
  - Have a personal plan for the day
  - Know what your unique contribution is and commit to make it

Make it a habit to---

- Do weekly and daily planning on your own terms
- Make a smile your normal countenance
- Include humor in everything you do
- Take care of your physical needs during the day
- Take chances and live on the edge a little
Commit to embedding the spirit of WOW service in your respective departments

- Consciously modeling that spirit
- Develop expectations that your staff follow suit
- Catch and recognize people exuding that spirit daily
How to Make Common Sense Common Practice

- Develop a template of customer service conduct (UVI Service Principles)
- Each of us commit to become skillful in the practice in keeping with our unique contribution
- Practice mutual accountability
- Consistently measure how we are doing
- Commit to getting better together
The “Official” UVI Template of Great Service

- The 10 Principles of Service:
  - Work area organized
  - Timely response
  - Direct customers to the right service provider
  - Practice the “golden rule”
  - Do what is necessary to resolve the issue
  - Know UV policies and practicers
  - Mature communications
  - Be innovative and collaborate
  - Champion the UVI experience
  - Get better
Measure How You Are Doing

- Solicit feedback from your customers on a numerical scale
  - Ask for feedback every time
  - Use a simple, unobtrusive tool (Toolkit Index, page d)
Commit to Get Better Together

- Collect aggregate data from customers
- Analyze to develop trends: Look for strengths as well as opportunities to get better
- Set goals for improvement
- Develop a team strategy to meet your goals
- Develop a personal strategy to do your part
- Practice accountability
4th Senior Leadership Action Item

- Set service goals and create a framework to get measurable results:
  - Develop an unobtrusive tool to gather data daily
  - Aggregate and personalize the data to benchmark
  - Set goals for improvement in reasonable increments
  - Keep score
  - Monitor progress on a regular cadence
  - Clear the path where necessary
  - Celebrate successes
Expectations of Staff on Personal Level

- Benchmark how I am doing today
- Develop a personal action plan
- Practice accountability
Benchmarking Current Performance

- How “Effective” am I? (7 Habits Benchmark)
  Strengths? Opportunities for improvement?
- How well do I execute the 10 UVI principles of WOW customer service? Strengths? Opportunities for improvement?
Develop a Personal Action Plan

- 2-3 goals for improvement
- A strategy for each goal
  - Action steps
  - Time line for completion
Practice Accountability

- Choose an accountability partner
- Share goals and strategies
- Meet weekly or bi-weekly to discuss progress
5th Senior Leadership Action Item

- Commit to 100% of department to the Action Planning and follow through with accountability partners.
- Model your personal commitment by your own example.
Conclusion:

Our Initial Objectives Were:

- Examine how service ties to organizational greatness
- Define the roles of the senior team as architects of a service-centered culture
- Develop a robust plan of action going forward
Understanding our role....

“This is what we are about. We plant the seeds that one day will grow. We water seeds already planted, knowing that they hold future promise. We lay foundations that need further development. We provide yeast that produces effects far beyond our capabilities. We cannot do everything. This enables us to do something, and do it very well. It may be incomplete, a step along the way, an opportunity for the Lord’s grace to enter and do the rest. We may never see the end results, but that is the difference between the master builder and the worker. We are workers, not master builders; ministers, not messiahs. We are prophets of a future not our own.” —Bishop Oscar Romero
Try to be a rainbow in someone's cloud.

Maya Angelou