



# Service Led Culture AND Motivated Staff?

2011 - June

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## Agenda

- Actions target
- Examining customer understanding
- How to create the right service culture
- Getting & keeping right people
- Skills and attributes, measures and quality improvement
- Where do we start?

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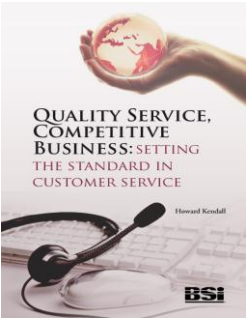
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## The Book! Scene setting.....



OK it's over now!

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### Challenging Socio-economic Background

- The age of BYO and social/work merger..
- A customer community rated performance - Trip Advisor, Ebay, Amazon, etc.....and Apps for everything!
- Understanding the customer business & culture - and their pains to address
- The right approach for ITIL / ITSM to thrive
- The people & skills mix must fit

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### POLL + Question.....

- HOW do you best understand your customers?
- The right now.....and the longer term?
- Are students different?

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### IT Services & Service Desks Role?

- Power to change people's lives
- The hub of Service Management / ITIL
- IT in every business, service & product
- Support even more critical
- Business & IT services integration the mantra
- Can we provide the measurement hub? People, Performance, Customers?
- **Get culture right.....but how?**

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### Example: RACKSPACE Core Values

- Fanatical support in all we do
  - Results first; substance over flash
  - Embrace change for excellence
  - Passion in our work
  - Keep our promises
  - Treat fellow 'Rackers' (Rackspace employees) like friends and family
- HELPS SET CULTURE... from start*

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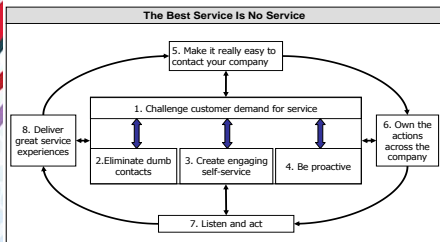
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### What is Great Service? Is it 'No Service' at all.....?



From: Price, B. and Jaffe, D. (2008) 'The Best Service Is No Service'

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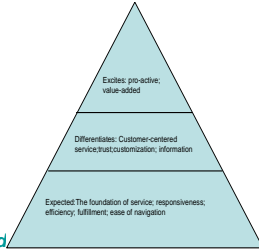
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### Do you want an 'experience'?

- Or just great service?
- What does this customer, in front of me right now, want?
- Can I afford it?
- Can we afford NOT to give it?
- *Would you accept bad service – if great low price?*



Source: Chris Voss, London Business School

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### So - Today's ITSM Imperatives are....

- **Business integration** • **Growing business/soft skills**
- **Customer Service & Relationship** • **Service Desk crucially important**
- **Continual Service Improvement** • **Becoming the CIOs – and CEOs - trusted advisor**
- **Trusted Metrics**
- **Reflect today's technology + support needs** • **ITSM comes of age....**

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### Typical Service Desk People Attributes

- **Problem Solving** - the ability to recognise abstract concepts and detect relationships in data
- **Assertiveness** - the degree of positive forcefulness an individual will use to control a situation
- **Helpfulness** - the willingness to be accommodating
- **Confidence** - the ability of a person to bounce back from rejection
- **Thoroughness** - the degree of perseverance and attention to detail
- **Empathy** - the ability to accurately sense and respond to the reactions of another person
- **Sociability** - the ability and desire to be with and to work with other people

Caliper paper - 2009

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## Getting and Developing the RIGHT People?

- Recruitment?
- Induction to culture?
- Make people 'part of it' to motivate?
- Lead by example?
- Communicate 'message' and reinforce all the time?
- Mentors/buddies?
- Training + career development?
- Measures and continual improvement?

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## Try the Don Page 10 minute challenge

- ◆ Each team leader (including partners) has to deliver a 10 minute presentation based on their teams service deliverables from last week. *In plain English, so your granny could understand it*
- 1. Highlight 2 areas for improvement
- 2. Highlight 1 main area of success
- 3. Identify 1 thing another team could do to help them do their job better
- 4. Identify 1 thing their team could do to help other teams
- 5. Identify 1 thing they could do to deliver an improved service to customers
- 6. Identify 1 thing they would change if they were the boss

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## Team Code of Co-operation

1. **EVERY** member is responsible for their team's progress & success
2. Attend meetings on time
3. Listen to & show respect for colleagues views
4. Criticize ideas, not persons
5. Use & expect constructive feedback
6. Resolve conflicts constructively
7. Always strive for win-win situations
8. Avoid destructive behaviour
9. Ask questions when you do not understand

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