

Creating a Culture of Service

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WHAT IS A CULTURE OF SERVICE?

SERVICE EXCELLENCE BEGINS FROM THE INSIDE-OUT



In a Service Oriented Culture...

- Emphasizes the **collaboration** and **team**. Treat all with respect: both your internal contacts and those you supervise
- How well do we know each other?
- Do you visit those that offer front-line customer service?

David E. Reed, A Culture of Service: Creating Superior Customer Service That Lasts!

In a Service Oriented Culture...

Training

- New-employee Orientation program
- Task-specific training
- Soft-Skill training

David E. Reed, A Culture of Service: Creating Superior Customer Service That Lasts!

In a Service Oriented Culture...

Soft-Skills training

- Communication: Speaking and Listening Skills
- Leadership
- Conflict Resolution
- Effective Meeting Facilitation
- Win-Win Negotiation

David E. Reed, A Culture of Service: Creating Superior Customer Service That Lasts!

In a Service Oriented Culture...

Continuous Professional Development

- Register for a class! Challenge yourself by taking SCS, or UG/GR courses
- Learn something new through Organizational Development

David E. Reed, A Culture of Service: Creating Superior Customer Service That Lasts!

In a Service Oriented Culture...

Cross Training...

Reed recommends spending half a day each quarter spending time with someone from another department.

Let's build bridges and share ideas and learn from each other

In a Service Oriented Culture...

Coaching and Mentoring

“One of the greatest barriers to connection is the cultural importance we place on “going it alone.” Somehow we’ve come to equate success with not needing anyone. Many of us are willing to extend a helping hand, but we’re very reluctant to reach out for help when we need it ourselves. It’s as if we’ve divided the world into “those who offer help” and “those who need help.” The truth is that we are both.

Brene Brown, The Gift of Imperfection: Let Go of Who You Think You’re Supposed to Be and Embrace Who You Are

MCGILL'S CLIENT SERVICE VISION

In consideration of the University's mission, it is recognized that each of us work to support all members of our community, and we will strive to provide the best possible customer service by using the resources available to us. Students, faculty and staff should expect **timely, efficient, consistent and courteous service** at all times by **well-trained service providers**. McGill should be known for its **friendly and engaged staff** who are committed to supporting students and staff by being accountable, communicating effectively and responding promptly to needs as they arise.

Today's students are tomorrow's leaders.

McGill Client Service Values

- **Excellence**
- **Loyalty**
- **Commitment to our students**
- **Respect**
- **Diversity**
- **Accountable**
- **Creativity**
- **Agility**
- **Communicate effectively**
- **Consistency**
- **Best-in-class support**
- **Resolve and prevent problems efficiently**
- **Exceeding students' expectations**

Culture of Organizations

Deal and Kennedy (1982) illustrate in *Corporate Cultures: The Rites and Rituals of Corporations* - a model of culture that focuses on how quickly the organization receives **feedback**, the way members are **rewarded**, and the **level of risks taken**

So What is McGill's Culture?

McGill is: **Process culture**: This has slow feedback/reward and low risk, resulting in the following: Low stress, plodding work, comfort and security. Stress predominantly comes from **internal politics** and **stupidity of the system**. The organization develops **bureaucracies** and other ways of **maintaining the status quo (University Procedures and Policies, Teaching, Research)**. Focus on security of the past and of the future.

Process Culture...Sounds Familiar?

- Focus is not on what we do but how we do it!
- Streamlining processes, process improvement, process mapping, data management, confidentiality and privacy, systems, support systems, etc
- What can we immediately control? How we work with others and how we work as a team...

THE FIRST THING YOU WANT TO KNOW IS
WHOSE FAULT IS IT?
I'D RATHER IT BE MY FAULT
THAN NO ONE'S FAULT

WHY?

WHY?

'CAUSE IT GIVES US SOME SEMBLANCE OF CONTROL

Video

Brené Brown on Blame

Debrief “Blame” Video

- Blame is the discharging of discomfort and pain
- Inverse relationship with Accountability
- Impact on relationships and empathy, we stop listening

- **Blaming is essentially unleashing our anger, pain, and discomfort onto whatever we can find (e.g., Steve) to make us feel more in control ... when, in reality, that's the opposite of what happens.**
- **Instead of gaining control, we are losing the ability to have happy, healthy, and *empathetic* relationships.**

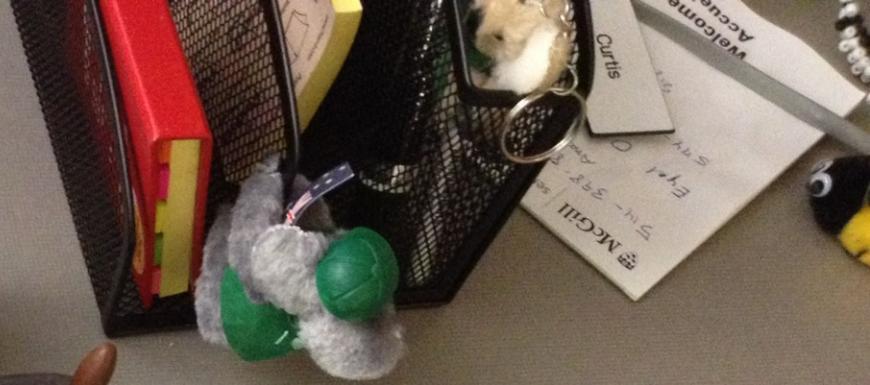
Helping Others Starts With Self-Awareness

Dr. Brené Brown's Wholehearted living "guideposts" to developing practices (i.e., Rituals) that allow you to hold on to the belief that you are worthy of love, belonging, and even joy

“Authenticity is a collection of choices we have to make every day. It’s about the choice to show up and be real. The choice to be honest. The choice to let our true selves be seen.”

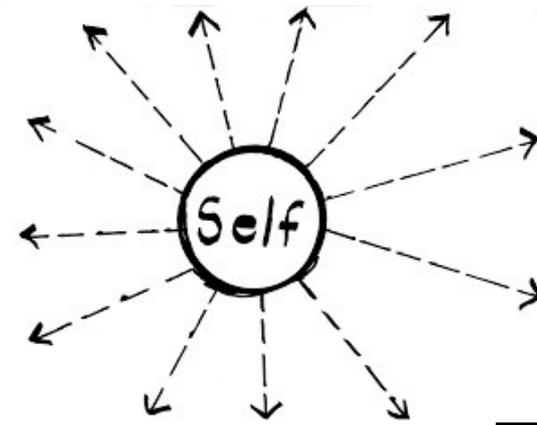
Cultivating Authenticity: Letting Go of What People Think

Brené Brown: *The Gifts of Imperfection: Let Go of Who You Think You're Supposed to Be and Embrace Who You Are*





Brené Brown: *The Gifts of Imperfection: Let Go of Who You Think You're Supposed to Be and Embrace Who You Are*



Healthy striving is self-focused: “how can I improve?”

Perfectionism is other-focused: “What will they think?”



Cultivating Self-Compassion: Letting go of perfectionism

Recap

- What is a Culture of Service?
- McGill's Organizational Culture and Client Service Values
- Wholehearted living “guideposts”

References

Reed, David E.. *A Culture of Service: Creating Superior Customer Service That Lasts!*. CornerStone Leadership Institute, © 2007. Books24x7. Web. Mar. 19, 2016. <http://common.books24x7.com.proxy3.library.mcgill.ca/toc.aspx?bookid=22636>

Brown, Brené. *The Gifts of Imperfection: Let Go of Who You Think You're Supposed to Be and Embrace Who You Are.* , 2010. Print.

Deal, Terrence E, and Allan A. Kennedy. *Corporate Cultures: The Rites and Rituals of Corporate Life*. Reading, Mass: Addison-Wesley Pub. Co, 1982. Print.