



Let us **WOW** you!
University of the Virgin Islands

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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

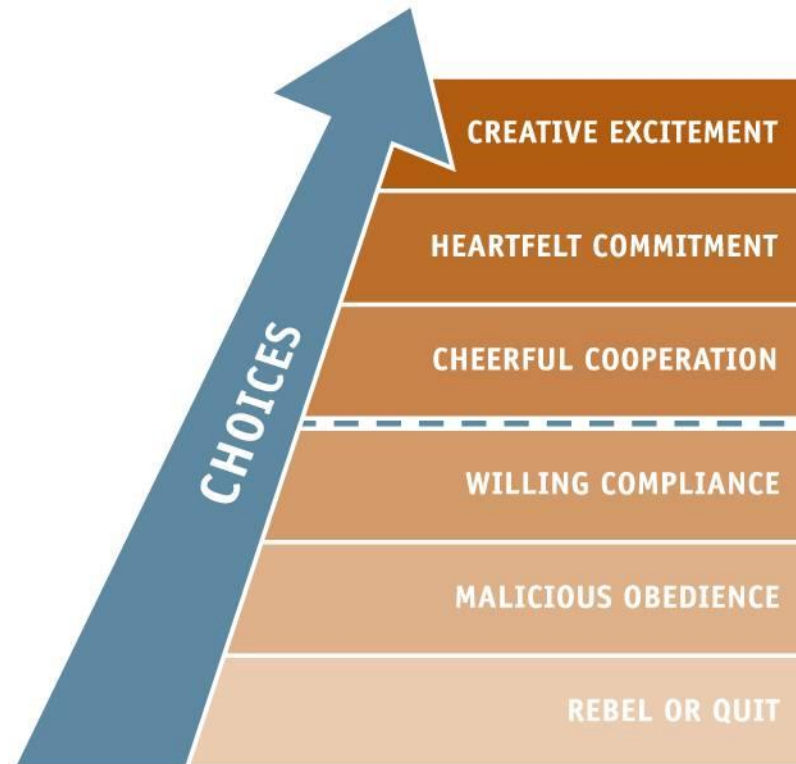
Let's get acquainted...

- Introduce yourself introduce :
 - 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

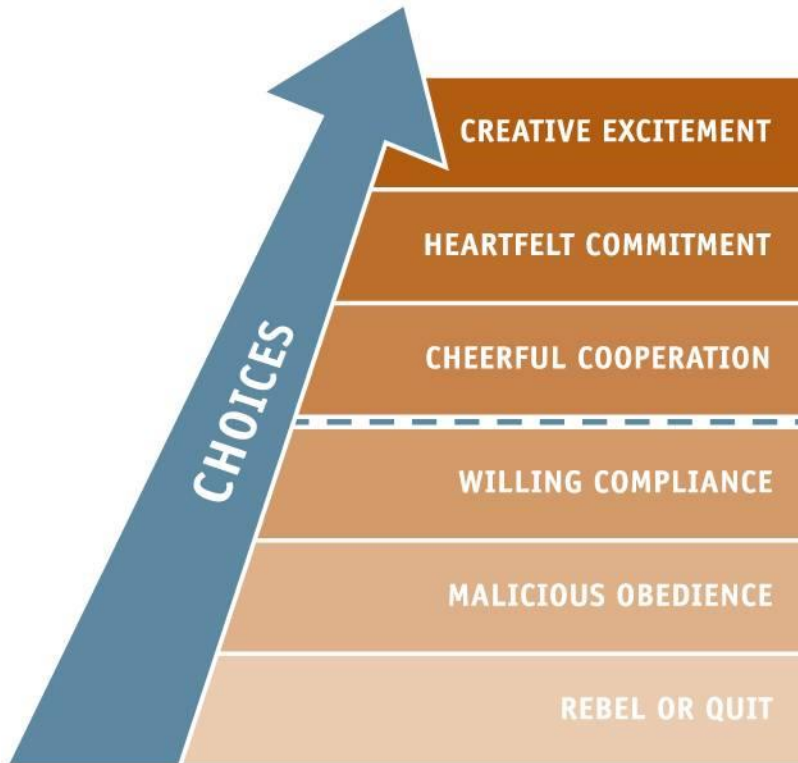
UVI Mission Statement

“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



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!

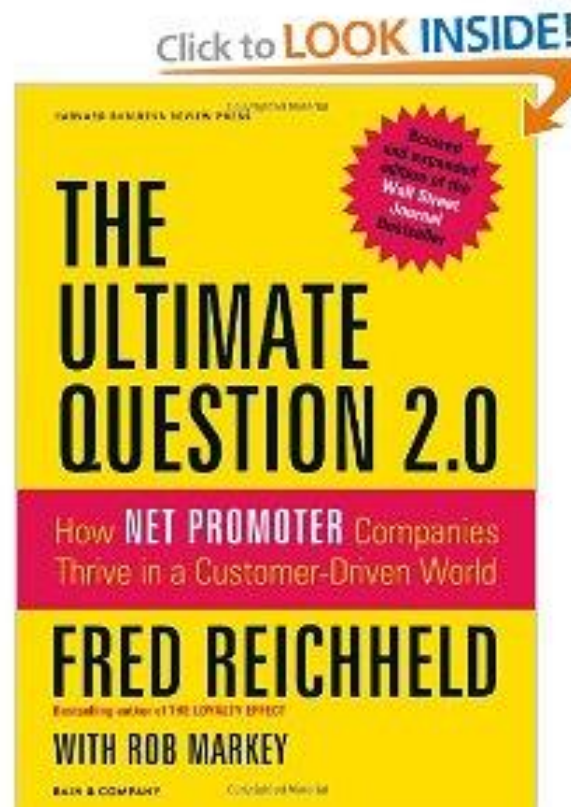
Here's What Data Tells Us

- 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 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 turn over 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!*

2nd Major Question of the Day...

“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?

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.”

What key words in the mission guide us to define how we do our work?

Key words...

“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

Defining Service at the Department Level

- 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
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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 customers 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.”

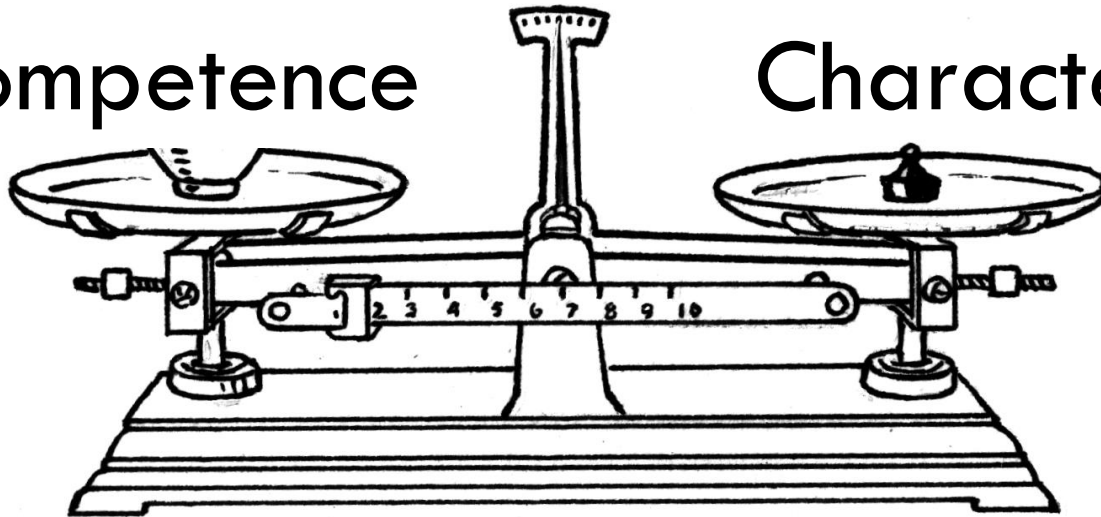
-Christopher Reeve

Is there measure for “Maturity”?

- Personal Credibility: A combination 2 important elements:

Competence

Character



9 Core Principles of Personal Maturity

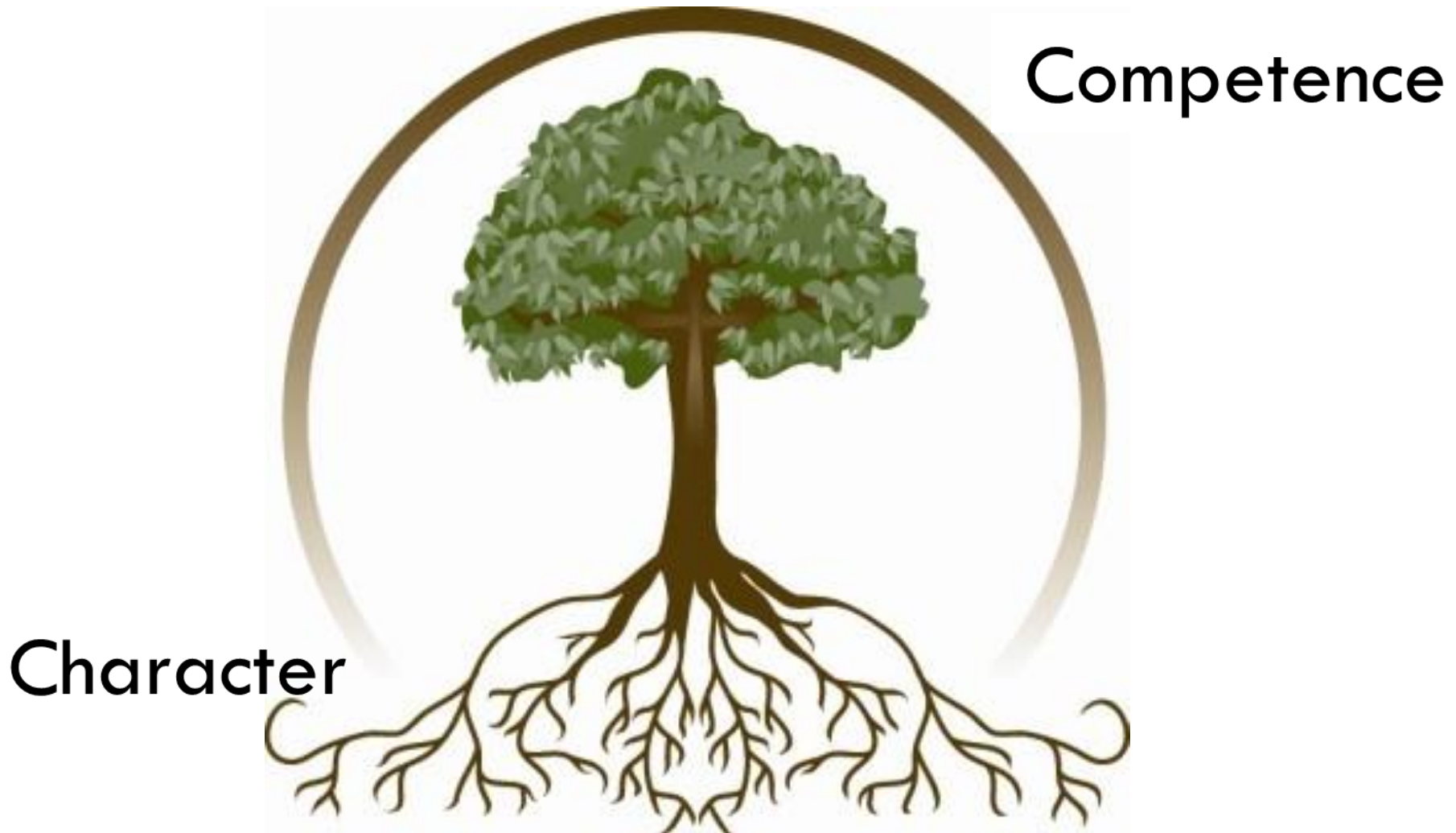
□ Competence

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

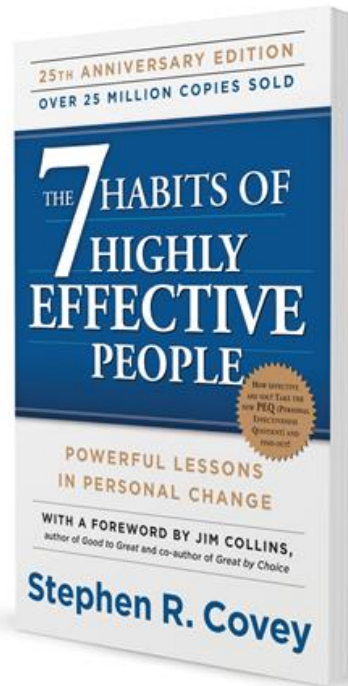
□ Character

- Responsibility
- Vision/Clarity
- Integrity
- Continuous improvement

Character is the Root of Competence



Let's Benchmark Our Personal Maturity



Seven Habits® Profile Self-Scoring Seven Habits Profile

INSTRUCTIONS:

Read each statement and, using your best judgment, circle the number that indicates how well you perform in the following categories.

CATEGORY 1

	Very Poor	Poor	Fair	Good	Very Good	Out-standing
1. I show kindness and consideration towards others.	1	2	3	4	5	6
2. I keep promises and honor commitments.	1	2	3	4	5	6
3. I do not speak negatively of others when they are not present.	1	2	3	4	5	6
Category Total:	<input type="text"/>					

CATEGORY 2

4. I am able to maintain an appropriate balance among the various aspects of my life—work, family, friends, and so forth.	1	2	3	4	5	6
5. When working on task, I also keep in mind the concerns and needs of those I am working for.	1	2	3	4	5	6
6. I work hard at the things I do, but not in a manner that causes burnout.	1	2	3	4	5	6
Category Total:	<input type="text"/>					

CATEGORY 3

7. I am in control of my life.	1	2	3	4	5	6
8. I focus my efforts on things I can do something about rather than on things beyond my control.	1	2	3	4	5	6
9. I take responsibility for my moods and actions rather than blame others and circumstances.	1	2	3	4	5	6
Category Total:	<input type="text"/>					

CATEGORY 4

10. I know what I want to accomplish in life.	1	2	3	4	5	6
11. I organize and prepare in a way that reduces having to work in a crisis mode.	1	2	3	4	5	6
12. I begin each week with a clear plan of what I desire to accomplish.	1	2	3	4	5	6
Category Total:	<input type="text"/>					

CATEGORY 5

13. I am disciplined in carrying out plans (avoiding procrastination, time wasters, and so forth).	1	2	3	4	5	6
14. I do not allow the truly important activities of my life to get lost in the busy activities of my days.	1	2	3	4	5	6
15. The things I do everyday are meaningful and contribute to my overall goals in life.	1	2	3	4	5	6
Category Total:	<input type="text"/>					

CATEGORY 6

16. I care about the success of others as well as my own.	1	2	3	4	5	6
17. I cooperate with others.	1	2	3	4	5	6
18. When solving conflicts, I strive to find solutions that benefit all.	1	2	3	4	5	6
Category Total:	<input type="text"/>					

CATEGORY 7

	Very Poor	Poor	Fair	Good	Very Good	Out-standing
19. I am sensitive to the feelings of others.	1	2	3	4	5	6
20. I seek to understand the viewpoints of others.	1	2	3	4	5	6
21. When listening, I try to see things from the other person's point of view, not just my own.	1	2	3	4	5	6
Category Total:	<input type="text"/>					

CATEGORY 8

22. I value, and seek out, the insights of others.	1	2	3	4	5	6
23. I am creative in searching for new and better ideas and solutions.	1	2	3	4	5	6
24. I encourage others to express their opinions.	1	2	3	4	5	6
Category Total:	<input type="text"/>					

CATEGORY 9

25. I care for my physical health and well being.	1	2	3	4	5	6
26. I strive to build and improve relationships with others.	1	2	3	4	5	6
27. I take time to find meaning and enjoyment in life.	1	2	3	4	5	6
Category Total:	<input type="text"/>					

CHARTING YOUR SEVEN HABITS EFFECTIVENESS

Total your points for each category in the Category Totals column. There are nine categories; the first two are the foundational habits of the Seven Habits, and the last seven are the Seven Habits.

After you have computed your category totals, mark each score in the grid below and graph your totals.

The higher your score, the more closely you are aligned with the Seven Habits principles. Where your score is lower than you would like, refer to the corresponding chapters (or modules) in The Seven Habits of Highly Effective People book (or video program) to better understand how to increase your effectiveness in those habits.

CATEGORY TOTALS

	1	2	3	4	5	6	7	8	9
Emotional Bank Account									
Life Balance									
Be Proactive with the End in Mind									
Put First Things First									
Think Win-Win									
Seek First to Understand									
Synergize									
Sharpen the Saw									
18 Out-standing									
15 Very Good									
12 Good									
9 Fair									
6 Poor									
3 Very Poor									

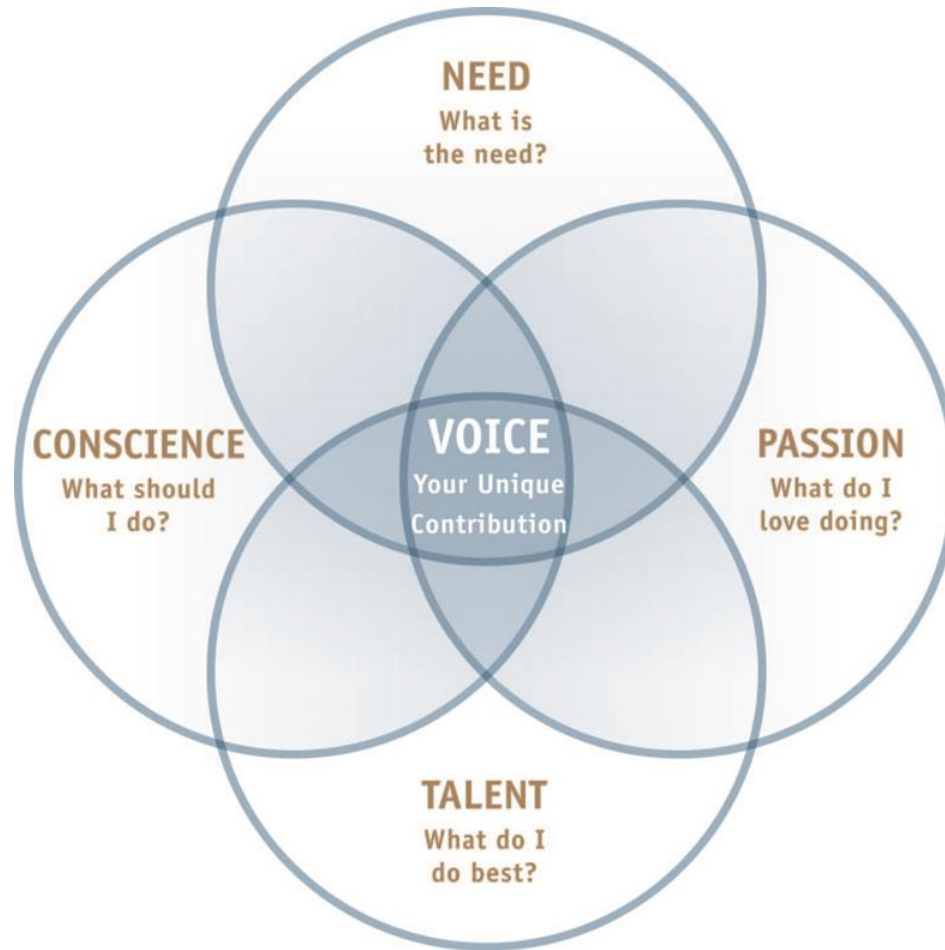
Where could we do better?

- 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



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?

Video: Muhammad Unis

- 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

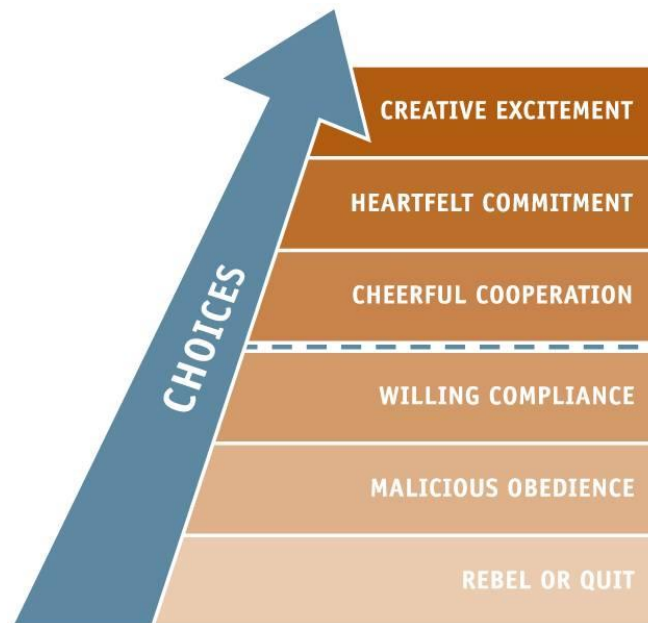
- What need did Dr. Unis recognize?
- What factors did he bear on that need?
- What is he known for?
- What did he do?

Video Debrief:

- 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?

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

3rd Senior Leadership Action Item

- 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 practitioners
 - 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

