

Service *With Soul*



Tom Peters

Discussion Guide

Soul

CONTENTS

- 1 Program Summary
- 1 Program Objectives
- 2 A Note To Facilitators
- 5 Case Study Profile: K. Barchetti Shops
- 6 Case Study Profile: Southwest Airlines
- 7 Discussion Questions & Activities
- 8 Lessons From K. Barchetti Shops
- 9 Lessons From Southwest Airlines
- 10 The **Sercive With Soul** Game



Tom Peters

Tom Peters

PROGRAM SUMMARY

Service With Soul with Tom Peters is a 32-minute documentary, filmed before a live audience, in a Town Hall talk show format. Playing the multiple roles of storyteller, moderator and interrogator, Peters introduces, through filmed-on-location mini-docs, organizations whose leaders and staffs have successfully demonstrated a true passion for their customers. He puts flesh on these case studies and provides other customer service anecdotes to illustrate the vast differences in today's customer service expectations from those of a decade ago and to caution that today's standards will be obsolete tomorrow.

Service With Soul is designed to engender awareness. Its primary goal is to inspire, encourage, instill and include "soul" as an integral ingredient in your business success. In today's commodity-filled marketplace, to leave it out of your business is to leave the spices out of stew.

PROGRAM OBJECTIVES

When used in conjunction with this Discussion Guide, **Service With Soul** can:

- reveal ways dissimilar companies and industries can organize around the customer and for the customer
- motivate leaders at all levels to aggressively champion the customer-driven organization
- encourage the linking of professionalism, integrity and entrepreneurialism with the fun and enjoyment of serving the customer
- redefine "getting close to the customer" so that it includes function-based relationships and partnerships
- advance the importance of investing in and committing to training to develop employees as contributors to organizational success
- commit to developing and treating employees as entrepreneurs
- promote the philosophy of "putting the customer second"
- encourage two-way information sharing between employees and management and the organization and its customers



A NOTE TO FACILITATORS

Today's organizations remain resolute in their collective goal to create and infuse company visions that will reward all stakeholders. In many instances, the responsibility for delivering, reinforcing and assuring retention of these company visions rests with organizational trainers. As they carry out their responsibilities, trainers find themselves repeating strategies that, in past workshops, have rewarded them with measurable success. However, they often wish for a wellspring of strategies that can be statistically effective as well as engaging, improving the odds that participants will retain and take back to the workplace what they've learned. For many trainers, this wish can become an eternal search for the "holy grail".

Adults are a challenging group to train. They become all the more challenging because individual adults learn in unique and individual ways. The bottom line of reality is that one-size training does not fit all. Facilitators must know many and various training strategies and must continuously adapt them to the learning preferences of their audiences.

Happily, some few guidelines exist. That's because, whether consciously or not, adult learners have developed and routinely use a core group of learning strategies that have repeatedly brought them positive outcomes. In this section, you'll find a summary of the core strategies adult learners find most effective when they pursue independent learning activities and when they attend workshops. These core strategies have been used in the development of the discussion questions and activities in this guide. In this section, you'll also find a list of recommendations for facilitating effective workshops.

Core Strategies Of Adult Learners

A large percentage of adults learn best when they can immediately practice the knowledge and skills that have been presented in theory or in case study form. These learners are most energized, learn best and accomplish change more productively through small group discussions, debates, projects or field activities. For this group, learning and its application are most profoundly fixed through experiential activities.

Numerous other adults, however, learn best and contribute highly creative ideas by imagining new possibilities that can be generated from the original ideas. This group is open to and challenged by critical and abstract thinking. It thrives on the space needed to develop original ways to do things.

This guide has been designed with discussion questions and activities that can support the learning preferences of both groups. When you identify the predominant learning preferences in your workshop groups and work through any or all of the discussion questions and activities presented in this guide, participants' understanding and eventual application of the new knowledge and skills will improve.



Recommendations For An Effective Workshop

These 10 recommendations have been provided to help you create an interactive learning environment that will invite participants to explore the limitless ideas creative minds can dream in the quest for customer service with soul.

1. Thoroughly prepare yourself to conduct the workshop. Review both the video and this discussion guide until you are comfortable with its content and objectives. Identify your organization's objectives. Write them on a piece of flipchart paper and display them for participants to refer to during the workshop.
2. Make sure the learning environment is physically and psychologically comfortable. Mix brief lectures with breaks and plenty of practice opportunities.
3. Articulate and clarify workshop objectives and expectations. Adults want to know right from the start why they are participating and what is required of them, both in the workshop and after.
4. Be sensitive to the adult self esteem and ego when you ask participants to risk trying new behaviors in front of peers. The manner in which you engage participants in the learning process can greatly affect in-class experiences.
5. Tap into the vast life experiences adults bring to the learning process. These experiences can be valuable for those who share *and* those who listen.
6. As facilitator, resist the desire to lecture. Instead, use open-ended questions to draw out participants' knowledge and experiences.
7. Regularly, during the workshop, ask participants how the new knowledge fits or fails to fit with knowledge they already possess. Adjust your training activities so that the new knowledge will be integrated with their previous knowledge.
8. Sometimes, during the course of a workshop, facilitators' carefully prepared plans and methods can go awry. Put aside your desire to control. Instead, take more risks to let debates, discussions and sharing of experiences flow freely. Deeper learning, which is the ultimate objective of the workshop process, can occur when you do.
9. During discussions and debates of ideas, there are sure to be differing opinions. As often as possible, try to connect the different ideas and opinions. Remind the group that there will always be more than one way to solve a problem.
10. Develop action plans that can facilitate the transfer of new knowledge back to the workplace. Make sure to include accountability and follow-up plans.



About The Discussion Questions & Activities

The video, **Service With Soul**, revealed remarkable customer service connections among the five case-study organizations. These connections, very likely, can be made in every industry, including yours. Therefore, we have designed five common-theme discussion questions and activities. We invite you to explore responses to these discussion questions and activities. Hopefully, you will find the same dynamic connections in your environment.

Each case study segment includes a list of the lessons learned from the study and a set of five different questions and activities that allow workshop participants to explore those customer service strategies portrayed. Choose one or more questions or activities to work through during your workshop. Set a goal to follow up at least three weeks after the workshop to learn of the progress of participants' efforts and actions.

About The Service With Soul Game

Creating new ways to bring soul to your customer service efforts can be intense work. Sometimes, we can focus too much on large outcomes, ignoring the value of small actions that can reap big rewards. Sometimes, we can forget to have fun. Remember, we can be loose *and* tight. Herb Kelleher would wholeheartedly approve. So would Larry Harmon, Brian Jones, Katherine Barchetti, Officer Brown and Valerio's. That's why the **Service With Soul** game that ends this guide has been designed. It is one way individuals and groups can take action on small changes, building on them to reach larger goals. Play the game, either by yourself or with a group. Through the power of 10 repetitions, your small actions can become habits, and they can be fun in the process. Remember: Fun makes work really efficient.



**THE
SERVICE
WITH SOUL
GAME**

CASE STUDY PROFILES



K. Barchetti Shops, Pittsburgh, PA

Steadily evolving from an industrial-based economy into a high-tech center for computer, medical and scientific research, Pittsburgh is still a long way from the fashion-conscious, competitive New York retail market. Nevertheless, downtown Pittsburgh is the home of K. Barchetti Shops, an elegant men's haberdashery with clothing, sportswear, accessories and shoes, and a women's shoes/accessories shop that also specializes in European leather coats.

Called one of the best retailers in the nation, owner Katherine Barchetti and her sales staff garner, in this 2,500 square foot men's and 1,000 square foot women's store, average sales of \$720 per square foot. In 1993, revenues topped \$2.4 million on an average sale of \$206.

How has K. Barchetti Shops succeeded in commanding the kind of sales figures many retail establishments three times its size can't match? The marketing hub of K. Barchetti Shops is a computer database designed by Katherine Barchetti's late husband.

A software program meticulously analyzes and maintains all store operations data. It projects sales, performance and marketing activity, by day, week and quarter; tracks the classes of store merchandise; compiles histories of every purchase; and lists the names and addresses of every buying customer. Through the database, Barchetti can call up individual customer preferences, sizes and weekly buying patterns. She can also review the daily performances of her sales staff.

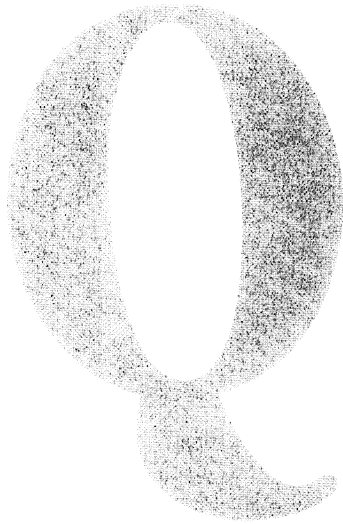
Review of sales staff performance routinely includes their effectiveness rate at obtaining customer addresses. Staffers earn a salary plus bonuses based on sales and marketing efficiency. Any who fall below an 85 percent effectiveness rate for getting customer addresses lose their jobs. However, Barchetti has yet to make good on that rule because the average rate of obtaining addresses is 99.6 percent.

To further improve sales staff effectiveness, Barchetti conducts two-hour training sessions twice each week. During these sessions, she reviews goals, product information and customer service strategies. She expects staff to understand every aspect of store operations and to collectively participate in making all decisions.

Barchetti gives sales candidates personality tests to help guarantee a fit with her entrepreneurial culture. Those who make the cut fit the profile of highly-motivated, self-starting college graduates who have good communications skills. Those who succeed do so because they wholeheartedly embrace and respect Barchetti's values and philosophy of making "a customer, not a sale".

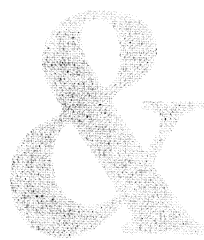


DISCUSSION QUESTIONS & ACTIVITIES



Reinvent Yourself

Select two people from your team to research and identify three services your competition performs for customers that are the same services you perform. Brainstorm with the whole team to create three new services that would make your company stand out. Devise a plan to implement these new services. Set a date the new services will be rolled out. Follow-up in three months to evaluate the outcome of your changes.



Put People First

Does your organization believe the customer is always right? Discuss this question in small groups. Identify at least five situations in which the customer would not be right. Develop five separate statements that detail what the consequences would be for a customer who “crossed the line”. Include in your statements the consequences for your company when a customer is not “right”.

Develop A Simple System

As individuals, take five minutes to write a description of the company that you, as a customer, believe provides the best service to customers. Explain exactly what this company does that makes it deserve this honor. In groups of four to five, share your descriptions. Discuss what ideas you can take and what new ideas can be generated from these exemplary companies.



Realize The Power Of Soul

List the following three words on a piece of flipchart paper:

- love
- fun
- spirituality

Work individually to define, on paper, these three words as they relate to your organization. Ask yourself: “How do I define these words?” and “What behaviors illustrate ways my company has a commitment to these qualities?”

As a group, compare and contrast each definition, and identify an action that you can take to add each of these qualities to your company’s culture.

Get Gutsy

For 20 minutes, debate with your team this question: If customers are drawn toward organizational cultures that value creativity, that can enjoy and allow good-natured fun and that can also provide value at a good price, why do many organizations and people within them believe that for work to be professional, effective and successful it must be stuffy?

After the debate, allow 10 minutes to decide how you will use what you have learned. What recommendations can you make, and to whom, about your organization’s attitude concerning professionalism, effectiveness, success and fun?



Southwest Airlines, Dallas, TX

On June 18, 1971, Southwest Airlines began its passenger carrier services with flights to Houston, Dallas and San Antonio, Texas. Today, Southwest is the sixth largest domestic airline in the United States.

With over 1,845 flights a day, Southwest is the only major, short-haul, low-fare, high-frequency, point-to-point carrier in the United States. Southwest has 23 years of consistent profitability, and in 1989, it became a major airline when it exceeded a billion dollars in revenue. In 1990, 1991 and 1992, Southwest was the only major airline to make net and operating profits. In 1993, Southwest carried 37 million passengers, and its net income, on total operating revenues of \$2.3 billion, was \$169.5 million.

These are the facts about Southwest Airlines. But, they don't express the soul that makes the facts live.

Three primary ingredients make the soulful stew that is served at Southwest Airlines. Start with its location at Love Field and its New York Stock Exchange common stock symbol of LUV and you're getting close to the heart of why Southwest Airlines is so profitable. Add the winning leadership style of Herbert (Herb) D. Kelleher, Chairman of the Board, President and Chief Executive Officer and the dedicated energy, frugality and enthusiasm of the company's more than 16,000 employees. Stir in the belief and practice of putting employees first to make customers happy. When mixed together, you can understand why Southwest has earned the "Triple Crown" in 1992 and 1993 for best baggage handling, fewest customer complaints and best on-time performance, according to statistics published in the Department of Transportation Air Travel Consumer Reports.

The success of Southwest Airlines is strong indication that organizations can simultaneously operate efficiently and professionally and have fun. Efficiency and professionalism are achieved through training. Fun is achieved through recruitment of the right people. The combined results are that in 1993, Southwest answered 54,949,636 reservation calls; used approximately 50 million gallons of jet fuel per month; recycled 566,985 pounds of paper and 125,040 pounds of aluminum; received 97,837 job

applications;
hired 2,754 new
employees; and served
46,307,700 bags of peanuts.

In 1993, the company's average one-way fare was \$60 and the average passenger trip length was 509 miles. In February, 1994, the carrier was the first to offer refundable restricted advance purchase discount fares. An 86 percent unionized company, Southwest is also the first company in the U.S. airline industry to begin a profit sharing plan: employees own 9.3 percent of company stock. Among numerous recognitions, in August, 1993, the International Airline Passengers Association named Southwest one of the "Safest of the World's Biggest Airlines". Also in 1993, the airline was listed one of the top 10 in the Robert Levering and Milton Moskowitz book, *The 100 Best Companies to Work For in America*.



LESSONS FROM K. BARCHETTI SHOPS

1. Know the value of information.
 2. Reinvent yourself.
 3. Develop a system with incentives.
 4. Develop a simple system.
 5. Take direct aim.
 6. Make a customer, not a sale.
 7. Go beyond empowerment.
 8. Run a loose ship with a tight rein.
 9. Realize the power of soul.
 10. Change. Always.
-

Discussion Questions & Activities

1. One way K. Barchetti Shops infuses the human touch is to create photo books of fashions for her customers. What can you do in your organization to infuse the human touch? If you were a customer to the company you work for, what one service would you want that you aren't getting now?
2. Find an industry or organization that has implemented the service that is similar to the service idea you came up with in question #1. Talk to someone in that organization about how they implemented the service and what the results have been.
3. Work with a small group of three to four to write a proposal that communicates the kind of service you believe would benefit your company and its customers. Based on the information you have gathered from activity #2, include in your proposal how this new service would be implemented in your company. Present your proposal to the appropriate company resources.
4. How is information about your customers gathered and maintained? Select two people from your team to find out the quality of information your company has on its customers. Find out on what percentage of customers there is complete information.
5. Work with your team to develop a process that can improve the completeness of customer information your company gathers and maintains.



LESSONS FROM DEMAR PLUMBING

1. Establish clear values.
 2. Make a customer, not a sale.
 3. Reinvent yourself.
 4. Develop a simple system.
 5. Grow independence.
 6. Encourage heroics.
 7. Create a winning team.
 8. Run a loose ship with a tight rein.
 9. Realize the power of soul.
 10. Be unique. Always.
-

Discussion Questions & Activities

1. In small groups, describe your company's customer culture. Use flipchart paper to create a chart on which you can write your answers to the following questions: What is my company's view of customers? What behaviors illustrate my company's view of customers? Are these behaviors ones we want to perpetuate? If not, what behaviors do we want to perpetuate? Where in the company will this behavior change need to be initiated? At the top with the executive staff? With middle management and supervisors? On the front line?
2. DeMar budgets at least two percent of its annual revenues for the professional and personal development of its employees. Debate with your team these questions: Do companies train their employees only to have them take their new skills elsewhere? What do you believe should be a company's mission regarding employee training? What is your company's mission? Where your beliefs about what a company's training mission should be and the training mission within your company differ, develop three ideas that might reconcile the conflict.
3. One of DeMar's customer philosophies is to develop long-term customer relationships. It does this by finding out what customers want and by providing that with excellence, often going beyond customers' identified needs. In small groups, compare and contrast your organization with that of DeMar Plumbing. Where your organization is not as committed to developing and nurturing long-term relationships, develop a plan that can bring improvement in this area.
4. DeMar's Service Advisors are entrepreneurial. They are enthusiastic, energized and motivated to serve customers. Compare and contrast their behaviors with those in your organization. Where the behaviors are not as spirited, identify the reasons. Then, identify three ways change can be made. Take the next step to ensure that your change ideas are initiated.
5. Debate with your team these questions: What is the level of commitment to change in your organization? In a system that has been intact for many years, what strategies or methods do you believe can be catalysts for change? How long do you think it will take for change to occur? What are the consequences for organizations that are impatient for evidence that the change process is working?



LESSONS FROM SOUTHWEST AIRLINES

1. Develop a simple system.
 2. Develop an elegant system.
 3. If it feels good...
 4. Seek what is special.
 5. Hire zest.
 6. Run a loose ship with a tight rein.
 7. Put people first.
 8. Anticipate competition.
 9. Enjoy. Always.
-

Discussion Questions & Activities

1. Southwest Airlines hires attitude because it believes skills can be taught. K. Barchetti Shops has potential employees take personality tests. Take 20 minutes to debate the advantages and disadvantages of both hiring methods.
2. Take another 10 minutes to discuss the methods your company uses to hire. Do these methods bring into your company the right kinds of employees? Why? Why not? What might be a more effective way to hire? What can you do to change to this more effective way to hire?
3. Southwest Airlines encourages employees to use their own personalities to find creative ways to work with customers. As an individual, list five qualities of your personality that you believe can help you work creatively with customers. After you have listed these qualities, write at least three sentences on each, in which you describe how this quality can add soul to your customer interactions. Discuss with your manager these qualities of your personality and get the go ahead to start making them a part of your customer service repertoire.
4. On flipchart paper, make four columns. In column #1, list 10 “frills” that your company routinely offers customers. If you can’t come up with 10, take 15 minutes to generate enough “frill” items so that you have 10. List these in column #2. In column #3, describe the benefits customers will receive from your offering these “frills”. In column #4, write, next to each described “frill” item, how you plan to integrate it into your company’s culture.
5. Does your company consciously strive to be a jump ahead of the competition? A Southwest Airlines philosophy is to anticipate what the competition is going to do and then go one better. As a team, develop a plan that allows you to get the jump on your competition. Identify the appropriate divisions in your organization — marketing, research and development, information systems — that can help you plan strategies to give your company the competitive edge.

START

**share with your
next 10 customers
the history of
your products**

**you've done
a great job today;
reward yourself
10 ways**

**meet your
next
10 customers
on their turf**

**break a company
rule; give something
free to your
next 10 customers**

**You
Gotta
Play To Win!**

**Flip a coin.
If it's heads, move two spaces
and do the activity.
If it's tails,
move one space
and do the
activity.**

**call your
next 10
customers just
to see how things
are going**

**pay a
personal compliment
to your next
10 customers**

**call your next
10 customers just
to thank them for
their business**

**give your
next 10 customers
your undivided
attention**

**send 10
of your
customers a
thank-you postcard**

**use your
unique personality
to make your next
10 customers smile**

**ask your next
10 customers what
they really want
from you; and do it**

**bake a batch
of cookies for or
send flowers to
your next 10
customers**

**THE
SERVICE
WITH SOUL
GAME**

FINISH

Other Videos by

Tom Peters

Everything is Design (80 min)

In Search of Excellence (80 min)

A Passion for Excellence (63 min)

Liberation Management (68 min)

Thriving on Chaos (60 min)

Shape of the Winner (64 min)

A World Turned Upside Down (62 min)

Permanently Out of Control (47 min)

Speed Is Life: Get Fast or Go Broke (70 min)

Business and the Environment (35 min)

A Passion for Customers (71 min)

Beyond Close to the Customer (111 min)

Creating the Customer's Dream (59 min)

Customer-Driven Quality (60 min)

Leadership Alliance (41 min)

Contact us for details or visit our website.