THREE PRINCIPLES TO GUIDE SERVICE EXCELLENCE

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These numbers tell a tale.

- 58% of American consumers will switch companies because of poor customer service. (Microsoft Global State of Customer Service 2020 report)

- 65% of customers said they have changed to a different brand because of a poor experience. (Must-know customer service statistics of 2021 (so far) by Franny Harold, May 25, 2021, khoros.com)

- After more than one bad experience, around 80% of consumers say they would rather do business with a competitor. (Zendesk Customer Experience Trends Report 2020)

- 78% of customers have backed out of a purchase due to a poor customer experience. (Glance eBook Counting the Customer)

- 91% of customers who had a bad customer experience won't willingly do business with your company again. (Glance eBook Counting the Customer)

- Only 12% of employees actually leave an organization for more money. (The 7 Hidden Reasons Employees by Leigh Branham Leave)

- 58% or people say they trust strangers more than their own boss. (Harvard Business Review)

- 53% of Americans are currently unhappy at work. (The Conference Board)

- 79% of people who quit their jobs cite 'lack of appreciation' as their reason for leaving. (OC Tanner whitepaper Performance Accelerated)

- 41% of customer experience professionals state that 'operational' silos are a significant barrier to providing a seamless customer experience. (Why Silos Damage Customer Experience by Amy Scott)

- 97% of executives think data silos have a negative effect on business. (American Management Association survey)

It's a rather a sad tale. Our workplaces and customer spaces have problems, and after years of working, observing, and experiencing these issues, I have determined that there are **three key problems** that directly impact the quality of the work experience and the customer experience and are not being actively addressed.

The first of these is that the business world seems to have lost the plot. It has become mired in the money story. The race to bottom-line success has so invaded boardrooms that customer and employee needs have been pushed aside. The impact of this has sent things off course like a ship in a storm searching for a harbor.

Second, our corporate structures are built on a foundation that comes out of the Industrial Era and those structures lend themselves to siloing. Siloing refers to departments or individuals not communicating or cooperating effectively with others whether due to politics or other competitive incentives. They create little fiefdoms where they protect their turf and work on their own agendas. This behavior has the unfortunate effect of encouraging activities that are beneficial to the silo rather than the overall business or customers.

Finally, somewhere we have got it in our heads that getting the job done is the most important part of our business engagements. While it is indeed important, getting the job done is only part of the formula. As you will see, there is much more that needs to be considered for experiences to exceed expectations.

To counter these problems, here are **three principles** that, if used as the basis for action, will create something better for customers, employees, leaders, and all stakeholders.

PRINCIPLE 1: BUSINESS IS SERVICE

Why do we do business? What is the reason for it?

In 1970, Nobel Prize-winning economist Milton Friedman published a landmark article in the New York Times entitled *The Social Responsibility of Business Is to Increase Its Profits*. And while Friedman did qualify this proposition in certain ways, most businesspeople just saw the banner headline and ran with it as a license to make money and profit at almost any cost.

For the last 50+ years, most businesspeople have deemed making money the purpose of business much to the chagrin of customers, employees, suppliers, and communities worldwide. But this is flawed. To say the purpose of business is to make money is like saying the purpose of life is to eat, and no one says that. Eating is what gives you the ability to fulfill your life purpose, it is not the purpose in and of itself. Likewise, making money is what allows business to fulfill its purpose, but what is that purpose?

Let's look at the words of Peter Drucker, one of modern management's preeminent thinkers, "Business enterprises … are organs of society. They do not exist for their own sake, but to fulfill a specific social purpose and to satisfy a specific need of a society, a community, or individuals." That seems pretty clear. Business is here to satisfy the specific needs of people.

How about other business thinkers? R. Edward Freeman, a distinguished faculty member at the Darden School of Business at the University of Virginia as well as the mind behind Stakeholder Theory, says the purpose of business is "to create value for customers, suppliers, employees, communities, and financiers." Alex Edmans at the London School of Business has a similar sentiment. He says the purpose of business is "to make products that transform customers' lives for the better." Finally, here are some words from that maverick of business thought, Tom Peters, who says, "Organizations exist to serve. Period."

Clearly, if one listens to these leaders, the purpose of business is much more than a self-serving mission to create wealth, it is, by contrast, a more other-serving, prosocial calling. In all of the research I have done and in my experience of businesses large and small and in all varieties of industry, there is one thing they all have in common, they all have an underlying purpose of providing goods and services that help people. Whether those goods and services help people do things they don't know how to do, do things they don't want to do, or get them access to things they don't have ready access to, all of them help people. Thus, every business, at the most fundamental level, is in the service business. They all, in another quote from Drucker, "exist to serve a customer." Profit comes only if that provision of service is done and, if you want repeat business, done well.

The problem is that we continue to drive the profit-first message ad nauseum. And because of it, customers and serving them becomes second or third on the priority list or maybe even worse. And what's ironic here is that our businesses rely on customers; without them there is no business at all. Yet in meetings in offices

all over the world, the first item on the agenda is financial performance while customer topics are nowhere to be found. Employees are told to focus on cutting costs to maximize profit instead of how to provide great service. Salespeople are incented for doing anything they can to squeeze every cent out of buyers instead of providing solutions that create customer success. The message is "money is our priority so do whatever it takes to get more of it" and it is feeding a monster that sidelines the people for whom business is intended to serve.

This thinking is not only misguided, it's unnatural. There is overwhelming evidence that humans are built for prosocial behavior and in fact need it if we hope to keep going.

When we are born, we are largely selfish, we have to be, we simply can't do for ourselves as tiny infants. However, once past this, quite early in fact, an altruistic urge to help others starts to emerge. There have been numerous studies detailing how infants demonstrate helpful behaviors. In one study of 100 children, all 19 months old, the infants shared food with others even though they themselves were hungry. In another study, children as young as 18 months showed a tendency to volunteer their help in situations where the experimenter pretended to be in need. When the experimenter dropped something and reached for it, the infants would naturally reach out to try and help them, however, when a need for help was not shown, the infants did not make a move. Significantly, the infants came to the aid of the experimenter even though the scientist was a stranger, did not prompt or ask for help, and offered no reward. Given this evidence and repeated studies of a similar nature, it seems apparent that helpfulness, while many times appearing to be motivated by selfishness later in life, is very likely driven by a more innate, unselfish inclination early in life.

And while many might pawn this off as coincidence, there are other things that seem to be telling us that Mother Nature wants us to help each other. Take oxytocin for example. Oxytocin is the so-called love chemical. It is the feel-good hormone that trickles into our system when, soon after birth, we first cuddle with our mothers. It's the chemical that gives us those good feelings when we "fall in love." It is also what's behind the warmth we feel when we help someone, get help from someone, or even see or hear about helpfulness. And, just for an added punch, while oxytocin is boosted, cortisol, the stress chemical, is decreased. Overall, it looks like we are naturally being prompted to be helpful. And it works. We can all think of times when we saw someone doing something helpful, felt good about it, and then helped someone soon thereafter when the chance presented itself.

But why? Why is our biology trying so hard to get us to help one another? Well, as with so many things, no one knows for sure, but most scientists and psychologists believe it to be fundamental to our survival as a species.

We humans are not the biggest, fastest, or strongest beasts in the jungle, and somewhere in our prehistoric past, it became pretty evident that working together and forming groups to fend off predators and hunt for food was a good strategy for staying alive. There was power in numbers, and to be effective, those numbers had to cooperate and help each other. And it's no different today. All of us need help at one time or another. Even the most reclusive need others. As John Donne so eloquently put it, "no man is an island."

Given all of this, it would seem the message is loud and clear. Nature wants us to be helpful to each other and it is one of the most important things we have done and need to continue to do in order to keep evolving and growing regardless of our motivations. We need each other and we need each other's help. It is

fundamental to being human and something we should respect and nurture.

However, the business world has largely paid lip service to this. Instead of focusing on helping and cooperating, which is Mother Nature's priority, it has prioritized getting more for self, which is something that would have doomed the human race millions of years ago.

So, when we wonder why good service is hard to come by, consider this. When we feed people regular, ongoing messages that tell them that helping people is not the most important thing but gaining for the benefit of self is, we lead people to focus on egocentric motives that lead to lack of accountability, questionable ethics, dishonesty, and immoral behavior that become norms and are justified as the way business must be done.

By contrast, if we send messages to our team members that helping others is the priority and then demonstrate how to do it by being helpful to them, we would be amazed at how things would change. Employees would begin to align to a helpful mission and customers would benefit from being better cared for. And when customers feel better, they come back, they buy more, and they tell others the good news.

Perhaps the most fundamental problem with service is not poor training or bad people, it's wrong thinking and spreading the wrong gospel. As humans, we are built to help one another, and business was built to be a vehicle for that. Align those and service improves, and when service improves, lives improve.

CHANGES YOU CAN MAKE

Here are some things to get you started with getting back to the real purpose of business.

1. **Start a campaign to message the true purpose of business**. Look at the mission of Ritz Carlton, "we are ladies and gentlemen serving ladies and gentlemen." This is the regular message Ritz Carlton employees hear, and if you read between the lines it says, "We are here to serve, not just customers but each other." To them, service is the purpose of the company and making money comes because of it, and the better they serve, the more money they make. Develop a rally cry of your own and start messaging it.

2. **Start meetings by talking about customers**. Read customer comments, recognize employees who have been acknowledged by customers, go over customer feedback, or have a frontline employee come in and tell you where they see customer challenges. Make it clear, helping customers is the first agenda item in the meeting because it is the first agenda item for the company.

3. **Be a model of service**. Help those around you. Make it clear through your actions that service isn't just for customers, it's for everyone. We all need help and we all can provide it for someone.

4. **Hold brief, daily stand-up meetings** where you ask people to speak up if they need help. It will be slow at first but eventually people will begin asking. And don't be shy yourself, be the first to step up and talk about where you could use help. Once they see it is safe and not some admission of their weakness, people will reach out.

5. **Promote more training in human skills**, the so-called soft skills, to accompany technical training. The average amount of training for human skills is only 20% of the typical business-school and corporate-training curriculum, yet 85% of success in the workplace has been pegged to these skills. We have that weighting almost completely backwards. Be a champion of correcting this balance.

6. **Practice empathy**. See those around you as people with hopes, fears, and problems just like you. Then ask questions and listen. You will learn things and be better equipped to help them succeed. You will better understand what resources are needed and what obstacles need removal. This will benefit them and your organization.

7. **Pursue excellence**. Find little ways to improve your performance each and every day. Write better, listen better, help better, be better. Your discipline and quiet diligence will inspire.

Service can be better and while many would start with complicated mapping and designing, the road to better actually needs to start by changing misguided thinking and reversing the constant communication of the wrong message. As Gandhi said, "Be the change you want to see."
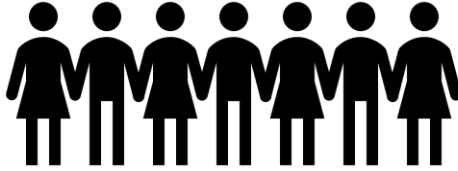
PRINCIPLE 2: PLAYING NICE ON THE PLAYGROUND REQUIRES PLAYING NICE AT HOME

I am sure you've heard the old saying, *do as I say, not as I do*. And hopefully, you are aware that it describes a very ineffective tactic because people tend to best follow and mirror what they see as acceptable in a culture rather than blindly doing what leaders say to do.

This fact is something that torments parents the world over. It is so easy to fall into the trap of telling kids to do something and then to go off and do something counter to it, after which, we expect them to magically disregard our actions and do as we told them like a well-programmed robot.

I remember once while driving my kids to some sporting event, I was a bit lost and searching for the right road on which to turn. In the heat of the moment, I said a few choice words. My daughter was keen to let me know that I was behaving badly and how I had told her and her brother to never use such bad language. It was a humbling lesson to say the least.

Somehow, my better angels prevailed. I stopped the car, turned around in my seat and told my daughter that she was right, and I was wrong. I told her to call me out on this anytime because I was breaking my own rules.

If I had reacted differently and simply carried on, my kids would have likely disregarded my more noble expectations and begun cursing like a sailor at school and on the playground. I can see it now, shocked, angry parents pulling their kids up and telling them to avoid those bad-mouthed kids. And before you know it, we're the bad parents with the kids no one wants over for a play date.

Is there anyone out there who doesn't see how this works? Probably not. It makes perfect sense, what happens on the inside of a house directly impacts what happens outside of a house. In our homes, the way parents act towards their kids is directly reflected in how the kids act toward their friends, teachers, etc. Similarly, in our workplaces, the way we act towards our fellow team members is directly reflected in how we act toward our customers. And the irony is this, while most parents seem to understand this at home, it is somehow forgotten by leaders in the workplace.

At work, we are told to care for customers and clients, but we're never told to care for each other. We're told to provide great service for those outside the company but never told to provide great service for those inside it. Why? Why do we forget about providing for those who surround us every day?

It's illogical. It's like telling our kids to be sure to show respect to the neighbors, but when you're at home, treat your brother or sister however you'd like. Imagine what that would look like. At home, the kids would yell and fight with each other, while outside the home, they would be golden, polite angels. Sure, right...never, it doesn't work that way.

It's simple really. If children are allowed to treat each other poorly at home, there's no way they're going to be polite and helpful with others outside the home. We all know this, yet somehow when we step into the workplace, we expect it to go differently. We head off to work and treat coworkers as less than worthy of our service and then expect them to get in front of customers and put on a happy face, but it just doesn't work like that. Employees simply cannot help customers most effectively outside the house if they aren't helping each other effectively inside the house. What's accepted and practiced inside is what will get practiced outside.

So how can we change the inside of our house? What can we do to make things go differently?

We need to get a service focus.

What do I mean by this? Service focus is exactly what the words imply, making service the central behavior throughout the organization. And that doesn't mean service just to customers, it means service to co-workers as well. Too many times I see companies who proclaim themselves customer focused or customer centric and they make everything about the customer, which is good, for the customer. However, inside the organization, there is competition, politics, infighting, and silos. Ultimately, this is a recipe for dissatisfied employees which eventually impacts customers negatively.

With a service focus on the other hand, organizations make service the central tenet of their culture. Managers lead with a service frame of mind where their priority is listening so they can best provide everything their teams need to be successful. And employees make cooperating and collaborating with each other as important as helping customers.

Service focus is simply a mindset based on helpfulness – to anyone, not just customers. With this focus, you set up a chain where making everyone successful is a norm that extends from inside the organization to the customers on the outside. With a service focus, the entire organization from top to bottom and inside to outside is working for everyone's success, employees and customers alike. The goal for the entire team is to help others achieve their goals which, in turn, will help them achieve theirs.
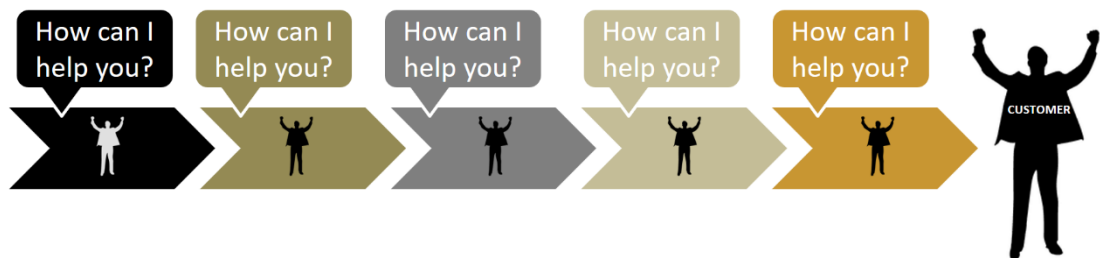
What this means is that the most effective way of creating a great customer experience is to create a truly great and helpful experience throughout the organization that then spreads to the customer like a virus.

Does this mean customers are of less importance? No! Helping them is the reason your business exists. But to be truly helpful, everyone in the organization needs to have a helpful mindset and make helpfulness a habit. This is service focus.

WHAT YOU CAN DO

Here are a few steps you can take to get more service focused.

1. **Start interactions positively** using "good morning," "good afternoon," or some other pleasant greeting. Make people feel as welcome in your presence (even if it's an email or on the phone) as they do in your home.

2. **Show interest in others**. When appropriate, ask people how they are doing, how the kids are, how the weekend went, etc. It doesn't need to be a long, drawn-out thing, just some acknowledgement that people have lives. Again, create a welcoming environment.

3. **Engage others**. Instead of cornering the market on the conversation, encourage people's input. Ask them what they think. Listen and try not to cut people off with your great idea or comment. Give people room to express themselves.

4. **Explain your points carefully and clearly**. Try to be succinct but comprehensive. Ask yourself if it would make sense to someone who knows very little about the subject. Then ask your listener(s) if you've been clear. Don't ask if they understand, most people will say yes rather than admit they don't understand. Put the blame for misunderstanding on you and your unclear explanation, then proceed to explain it more clearly.

5. **Always thank people**. People are giving up their time, energy, thoughts, and creativity and they deserve a thank you.

6. **Respond to communications in a timely way**. Even if you don't have an answer yet or need more time, at minimum, let the other person know you are working on it and give them a reasonable time when they can expect something more firm.

7. **Acknowledge success**. When people accomplish things, give them a pat on the back. Create a culture where people are recognized and acknowledged for helping the organization succeed, even if it's only a little thing.

8. **Be helpful to others**. This doesn't mean helping when your help is not needed, it means helping when you can make a contribution that adds value and/or lessens the load for someone else or will help move something along more efficiently or effectively. Keep in mind, this doesn't mean helping to your own detriment. There is, as is true for most things, a balance.

While these are not the only things you can do, they are a great place to start. You can be the first domino that falls and creates a chain reaction throughout your workplace. It will take time but the rewards are worthwhile. When people want to be there, more gets done, and it gets done at a higher level. In addition, the good feelings spread to your customers. What could be better?

PRINCIPLE 3: HOW YOU DO THINGS IS AS IMPORTANT AS WHAT YOU CAN DO

I was on a plane recently where the flight attendant never smiled. He had a scowl on his face the entire flight.

It's amazing how this little thing made me feel like I was an inconvenience. It actually had a significant negative impact on me. I really wanted to ask him what his problem was and let him know how unwelcome he made me feel, but I opted to be kind and say nothing.

Anyway, it made me think how important little things like smiling and speaking kindly can be to the customer experience—or any experience for that matter. This guy's attitude really ruined what was otherwise a successful flight.

This whole misalignment between my flight attendant's behavior and the success of the flight came into focus when I was reading an interview of restaurateur and hospitality evangelist Danny Meyer where he said the following…

"Consider the experience I generally have flying on an airplane: I arrive alive and on time. I get the drink I asked for. So, the transaction is, you could argue, "perfect": I get exactly what I paid for. But the problem is that I don't get anything more. When they are wheeling the cart down the aisle, not one person looks me in the eye or smiles or makes me feel that I am anything more than somebody occupying a seat."

Meyer makes a great point here. Many times, the service we get is technically perfect, in other words, the product and delivery are completed (my successful flight for example) but it's the other part, the hospitality part (my flight attendant), that is forgotten.

This reminded me of a friend of mine who used to be a corpsman (medic) in the Navy. We were talking one day about how cold it can feel when you call a help desk for the electric company or the cable company or your internet provider. He said the treatment they give was counter to what he learned in his corpsman training where he was constantly reminded that he must always consider health and comfort. By that, he was referring to the fact that with every problem there is a person attached and you must always attend to both problem (health) <u>and</u> person (comfort) if you want to truly make things better.

I think that's a perfect analogy for what great service should look like. There's the technical delivery—the health part where the problem is solved, or product delivered—and then there's the hospitality piece—the comfort of the person. When both components are aligned, customers have a better experience.

You see, if my flight attendant had just been pleasant, kind, warm, and welcoming with a smile, it would have made the flight perfect because the other things, the technical aspects of getting to my destination alive and on time, were flawless.

As my friend made clear, with every problem comes a person and great experiences attend to both.

This story speaks directly to the concept of warmth and competence, the dimensions we humans use to size each other up and decide whether to extend trust and carry on with relationships. The idea was formalized by Susan Fiske of Princeton University fame and has become more popularized by TED star, Amy Cuddy, and *Human Brand* author, Chris Malone. The notion though has been around in subtly different guises for many years. Think of character and competence, health and comfort, soft and hard skills, kindness and ability, IQ and EQ, all are stylized versions of the same basic idea that how we do things and our intentions as we do them (this is the warmth, character, comfort, soft skill, kindness, EQ component) are as important as what we can do (the competence, health, hard skill, ability, IQ component).

The easy explanation of how we use these two dimensions of human relating goes like this. When we come into contact with a stranger, deep in the recesses of our brains, we quickly size them up so we know whether they are a friend or foe. To do this, the mind asks a few questions. What are their intentions? Are they kind or not? Do they look menacing or not? This is the warmth dimension. We then try to determine how capable this person is at carrying out any possible harm, if indeed that might be their intention. Do they look strong or weak? Do they have weapons? Do they look like they could use those weapons? This is the competence dimension. You can see how this "sizing up" is a powerful tool that keeps us sharp and alive. And while most of us do not regularly have to size up people in order to survive, we do still perform this exercise in order to determine whether to trust or be wary of people and even organizations and businesses.

I've thought a lot about these dimensions and believe that they not only function in how we size up people and organizations but also in how we measure experiences, both the customer experience and the employee experience. Let's look at what I mean.

The key vehicles for delivering experiences fall into four broad buckets, 1) successful outcomes, this one we call the product, 2) the journey involved, we call this one process, 3) the behavior of the people facilitating, this one is the people element, and 4) the environments where people interact, this is the place component. And that got me to thinking, how do the warmth and competence dimensions fit with these delivery vehicles? While it is pretty easy to see how people can demonstrate warmth and competence, how, for example, do products do it? How about processes and places?

What is kindness or warmth in a **product**? Although it may seem a stretch at first, it begins to make sense when you ponder it a bit. Products demonstrate kindness and warmth in their form and ease of use. When a product is beautiful, elegant, and clean, or, in some cases, hidden (new pipes or wiring, for example), it is kind to the consumer/owner. When it is easy to navigate and intuitive, again, it is kind. Being aesthetically pleasant and easy to use demonstrates thoughtfulness and caring.

So, what about ability or competence in a product? This is all about function. When a product works and does what it is supposed to do, consistently, it demonstrates its competence, its ability.

We can think about **processes** in a similar vein. When a process is easy and uncomplicated, it demonstrates kindness or warmth to the person entrenched in it. On the flip side, when processes are difficult, well, you guessed it, they're not kind. Think about it, have you ever said something like, "I want to buy this thing, but I hate the process on this company's website?" Feels much like how you feel toward unkind people and though it's a process, it is similarly unkind.

As far as competence, processes must be effective, that is how they prove their ability. If you go all the way through a journey and really don't get what you want or need, the process is useless and useless is a synonym for incompetence.

Places are possibly the easiest to put into this model. Imagine a waiting room with dank, hard chairs to sit on. From a warmth perspective, not so good, but from the competence side of things, it does the job and gives you a place to wait. However, the warmth dimension could be stepped up, imagine more comfortable chairs, a TV, and some coffee, that would easily make the waiting room more warm and friendly.

So, what we can see here is that it is not only people who can demonstrate kindness and ability, products, processes, and places in their own unique ways can demonstrate those things too. This is important to a business leader because it means they must really look hard at how those non-human elements demonstrate the dimensions as much as how their people demonstrate them.

HOW TO BEGIN BALANCING WARMTH AND COMPETENCE

Here are some questions for leaders to ask:

- Is our product, the outcome we deliver to customers, beautiful and/or elegant in its unique way? Is it aesthetically pleasing in its look or beautifully hidden so as not to disturb the natural surrounding beauty? How can we make it more attractive?

- What about ease? Is the product easy to use? Is it intuitive or do customers have to wade through a huge guidebook to get it to work?

- What about functionality? Does our product or outcome function the way it should? How often are there breakdowns?

- Are the processes we use to get people to success difficult? How many steps are there? How many people must be involved? How many points of contact must the end user connect with? Does the end user have to repeat things?

- Are our processes effective? Do they result in success every time?

- Are the environments where our customers and employees do business inviting and comfortable?

- Are those environments conducive to getting the jobs done that both constituents need done?

- Do our people demonstrate care and concern? Are they courteous and civil?

- Are our employees competent? Do they need training? Can they provide options and solutions?

These are but a few of the questions business leaders should be regularly asking about the experience of their business. And these questions are not only about employee to customer, they are also applicable to employee to employee. If you want a great customer experience, you must have a great employee experience, and the warmth and competence dimensions coupled to the delivery vehicles are part of both. Employees want pleasing and functional outcomes, easy and effective processes, comfortable and practical places, and caring and capable people to work with as much as customers. Use the tools and thinking here to get a handle on the experiences of all the people who encounter your business both inside it and outside it, and by making adjustments, you will see customer and employee happiness and loyalty not to mention greater overall success.

The moral is this: attitude (warmth) is, as was said earlier, at least as important as ability (competence), and businesses need to acknowledge this reality and ensure every delivery vehicle supplies both at a high standard.

SUMMARY

There are problems in the customer and employee worlds related to three key issues:

1.   Business has lost its compass. It has made financial concerns the overriding priority. This has led to selfish behaviors that, in many cases, drive immoral and unethical actions to the detriment of customers if not almost every other stakeholder.
2.   We have built cultures of competitiveness and siloed behavior in our organizations resulting in incivility, infighting, politics, and turf wars which spread out to customers and other stakeholders.
3.   We have over-indexed on the technical, functional dimension of experiences while neglecting the emotional, friendly dimension. This has resulted in cold experiences that lack emotion and any hint of hospitality.

By examining these issues and the negative fallout they produce, we have developed three principles:

1.   Business is first and foremost all about service. Its reason for being is to help people (i.e., serve) by creating value for them which, in turn, creates value for the business.
2.   To truly be helpful to those outside our organizations, we must serve each other inside our organizations. We cannot compete internally and then turn around and cooperate externally, humans are not built to be able to do that consistently. Helpfulness must be a cultural norm for it to become a natural way of doing things.
3.   Humans, in their relations with others, need more than competence, they need to experience warmth as well. Thus, we need a balance between functional competence and friendly warmth in every delivery vehicle. Hence, in addition to people being warm and competent, we need our products, processes, and places to be similarly balanced.

If we use these principles as guides, we can build better teams, departments, even entire organizations that serve with excellence and create relationship-building experiences that are fundamental to business longevity. In addition, we will be creating workplaces where employees want to work and help it succeed.

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