

SelfishLESS

Redefine why you do what you do, change how you do it, and transform what people experience



Contents

1. Nothing is ever easy
2. It's not complicated
3. It's our superpower
4. The enemy is us
5. Barriers to change
6. Shifts
7. How to start



1.

Nothing is ever easy



“I’d like to get some flowers for my wife and have them delivered to the front desk.”

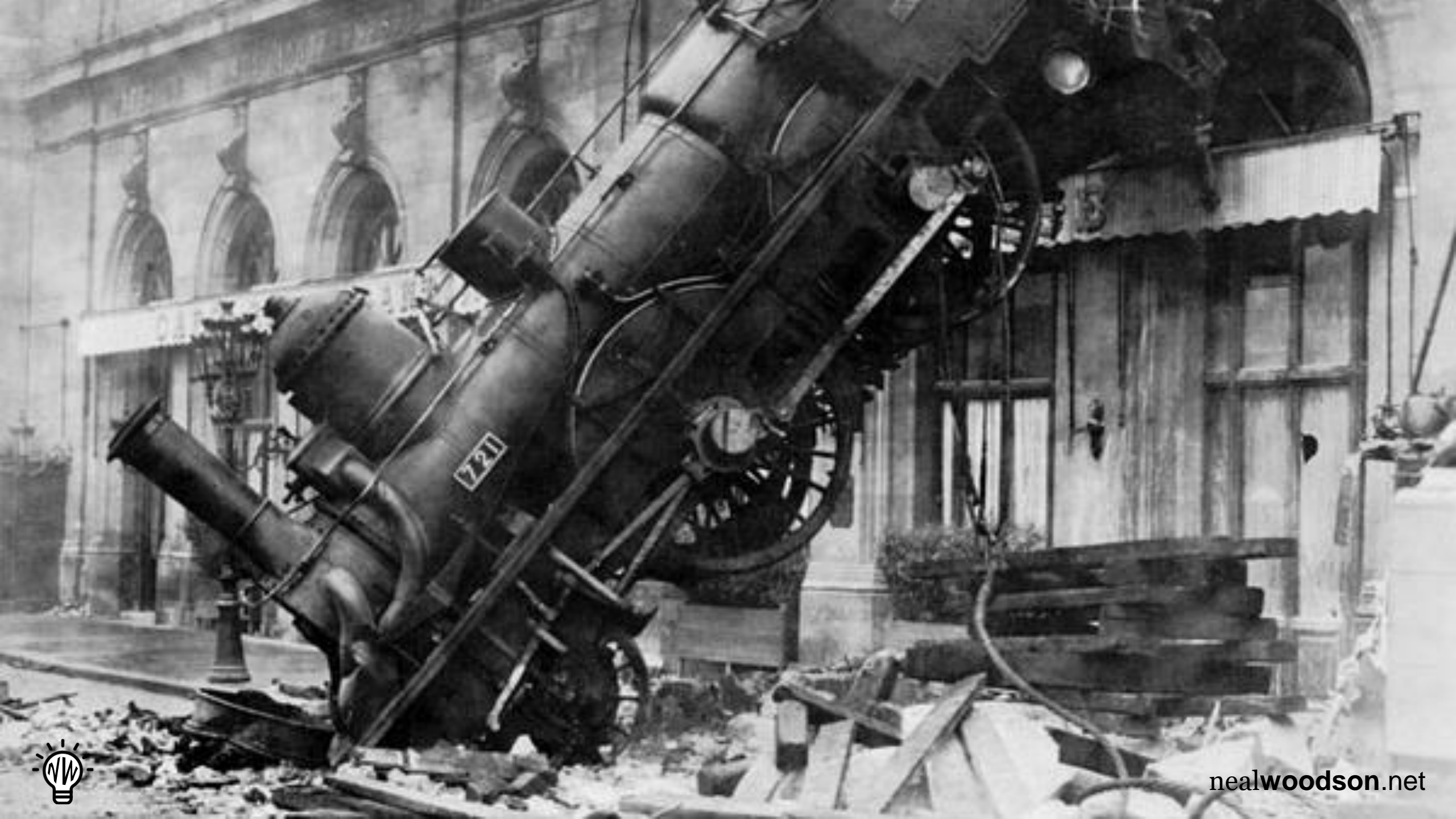


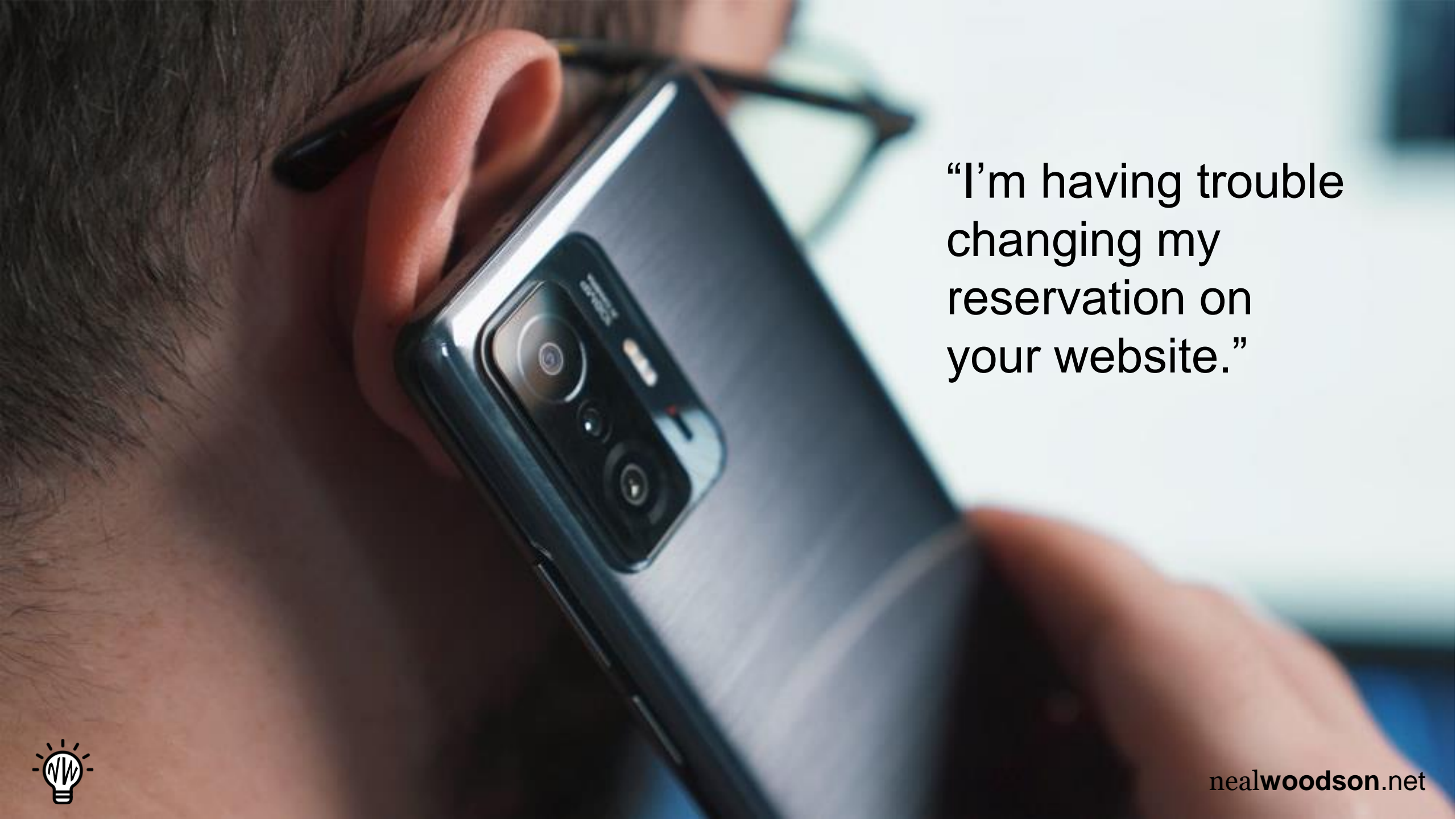
NO



WHAT
DO YOU
MEAN
?





A close-up, over-the-shoulder view of a person holding a dark blue smartphone to their ear. The phone's camera array is visible. The background is blurred, showing what appears to be a computer monitor. A quote is overlaid on the right side of the image.


“I’m having trouble
changing my
reservation on
your website.”





“We are having internet issues. Could you call back in about an hour?”



A close-up photograph of a person's head and shoulders. They are holding a dark blue smartphone to their ear with their left hand. A black pen is held in their mouth. In front of them, an open notebook with lined pages is visible. The background is a bright, out-of-focus indoor setting.

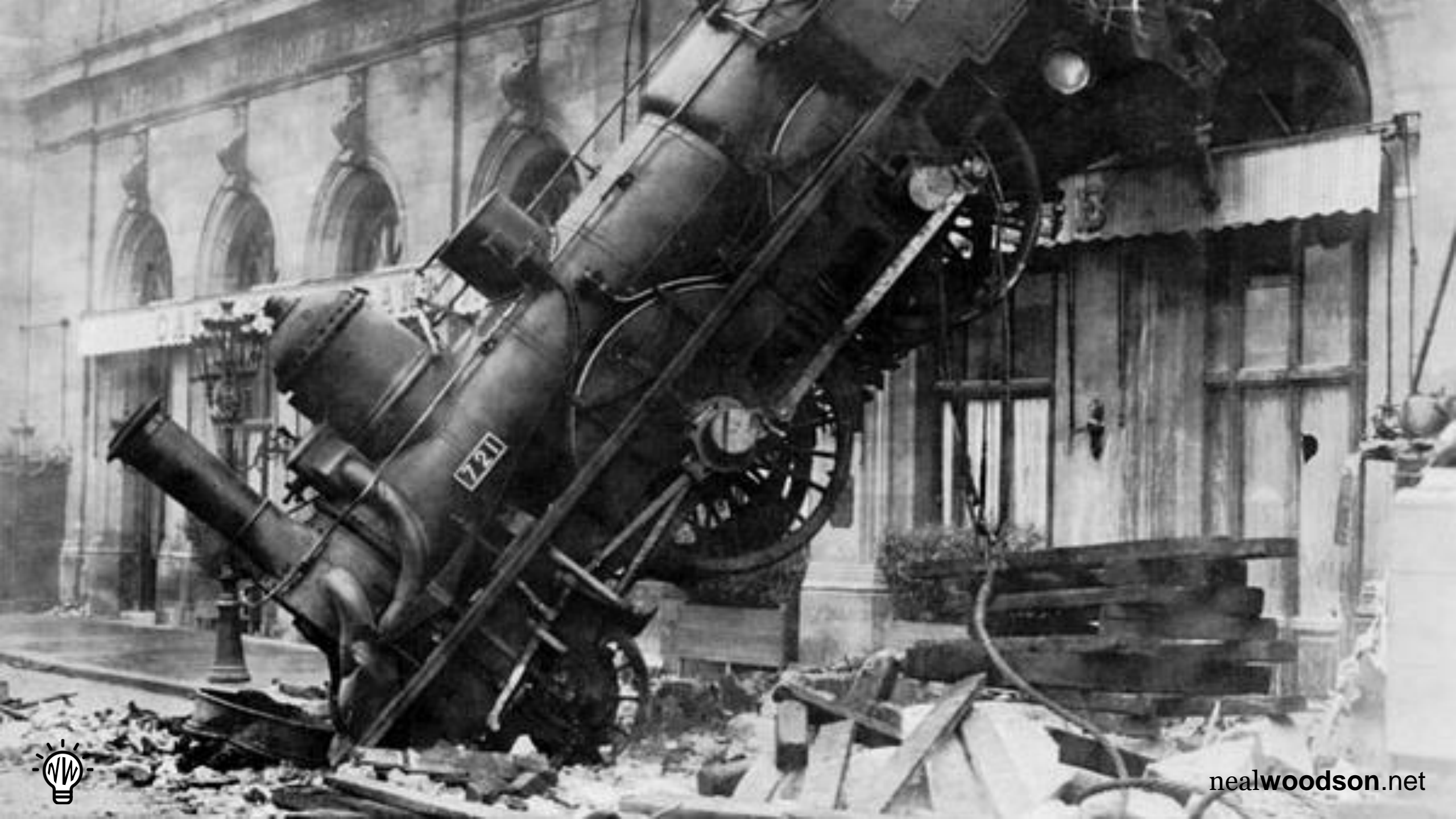
“Couldn’t you just write my information down and change it for me when things are working?”





“They don’t let us
have pens.”





An aerial photograph of a winding asphalt road that snakes through a rugged, mountainous landscape. The terrain is dark and rocky, with some sparse vegetation. The road has several sharp turns and curves, creating a complex, zig-zagging path across the hills. The lighting is dramatic, with strong shadows and highlights that emphasize the texture of the rocks and the curve of the road.

“Nothing is ever easy.”



SERVICE

-

CRISIS





Selfishness:
concentrating on one's
own advantage,
pleasure, or well-being
without regard for others



We need change.



2.

It's not complicated



Service.

It's difficult. It's complex.

$$\begin{aligned} \sin\left(3t_2 + \frac{\pi}{6}\right) &= A \sin\left(3t_2 + \frac{\pi}{6}\right); \\ &= \frac{1}{2} k y_2^2; \quad E_c = E - E_p = \frac{1}{2} k(A^2 - y_2^2) \\ &= \frac{1}{2} k(A^2 - y_2^2) \Rightarrow y_2 = A \sqrt{\frac{2}{2}} = \frac{4}{3} \cdot 10^{-1} \text{ V} \\ E_p = E_{p_{\max}} &\Rightarrow \sin^2\left(3t_p + \frac{\pi}{3}\right) = 1 \Rightarrow \sin \\ &= \sin\left(\frac{\pi}{2} + n\pi\right); \quad n = 0, 1, 2, \dots \end{aligned}$$

$$\begin{aligned} y) * z &= \left[\frac{1}{2}(x + y - xy + 1)\right] * z = \\ &+ xy - xyz + \frac{1}{2}(y + z - yz + 1) = \frac{1}{2} \left[\frac{1}{2}(x + y + z) + \frac{1}{2}(x + y + z - xy - yz - xz) + 1\right] \\ y * z &= x * \left[\frac{1}{2}(y + z - yz + 1)\right] = \\ &x(y + z - yz - 1) = \frac{1}{2} \left[\frac{1}{2}(x + y + z) + \frac{1}{2}(x + y + z - xy - yz - xz) + 1\right] \\ x * y &= \frac{1}{2}(x + y - xy + 1) \end{aligned}$$

$$\begin{aligned} &= \int_{-a}^0 x^2 e^{ax} dx = \frac{1}{a} (x^2 e^{ax}) \Big|_{-a}^0 - \frac{2}{a} \int_{-a}^0 x e^{ax} dx \\ &= -a^2 - \frac{2}{a} \left[\frac{1}{a} (x e^{ax}) \Big|_{-a}^0 - \frac{1}{a} \int_{-a}^0 e^{ax} dx \right] \\ &+ \frac{2}{a^2} \left[\frac{1}{a} (e^{ax}) \Big|_{-a}^0 \right] = -a e^{-a^2} - \frac{2}{a} e^{-a^2} \\ &= \frac{1}{a^3 e^{a^2}} [2e^{a^2} - 2 - 2a^2 - a^4]. \end{aligned}$$

$$Q_{\text{total}} = Q_1 + Q_2 = 3\epsilon_0 \frac{S}{d_1} U_0$$

$$C_1 = C_2 = \epsilon_0 \frac{S}{d_1} = 8,85 \text{ pF}$$

$$\frac{1 - \left(-\frac{1}{n+2}\right)^{n+1}}{1 + \frac{1}{n+2}} + \frac{1}{n+1} \cdot \frac{1 - \left(-\frac{1}{n+1}\right)^{n+1}}{1 + \frac{1}{n+1}} - \frac{1}{n+2} \left[\frac{1 - \left(-\frac{1}{n+1}\right)^{n+1}}{1 + \frac{1}{n+1}} - \frac{1 - \left(-\frac{1}{n+2}\right)^{n+1}}{1 + \frac{1}{n+2}} \right] =$$

$$(-1)^{n+1} \frac{1}{(n+2)^n} + (-1)^n \cdot \frac{n+3}{n+1} \cdot \frac{1}{(n+2)^{n-1}}$$

$$I_R = \frac{U}{R} = \frac{220}{17,32} = 12,7 \text{ A,}$$

$$\frac{I_R}{I_R^2 + I_L^2} = \frac{R}{\sqrt{R^2 + L^2 \omega^2}} = \frac{17,32}{34,64} = \frac{1}{2}, \quad \varphi =$$

$$\omega_0 = \frac{1}{\sqrt{LC}} = \frac{1}{\sqrt{0,01 \cdot 10^{-6}}} = 10^4 \text{ rad/s}$$

$$-(x+t)I_2 + (xt - yz)I_2 = 0.$$

$$\begin{pmatrix} x & y \\ z & t \end{pmatrix} - \begin{pmatrix} x+t & 0 \\ 0 & x+t \end{pmatrix} = \begin{pmatrix} -t & y \\ z & -x \end{pmatrix}.$$

$$\begin{pmatrix} y & -t \\ z & -x \end{pmatrix} = \begin{pmatrix} yz - xt & 0 \\ 0 & yz - tx \end{pmatrix} =$$

$$yz - xt)I_2 = -(xt - yz)I_2,$$

$$\left. \begin{aligned} &= p_2 V_2 \Rightarrow \frac{V_2}{V_1} = \frac{p_1}{p_2}, \\ &= p_3 V_3 \Rightarrow p_2 = p_3 \left(\frac{V_3}{V_2}\right)^\gamma \end{aligned} \right\} \Rightarrow \frac{V_2}{V_1} = \frac{p_1}{p_3} \left(\frac{V_3}{V_2}\right)^\gamma$$

$$= T_2 V_3^{\gamma-1} \Rightarrow \left(\frac{V_2}{V_3}\right)^{\gamma-1} = \frac{T_2}{T_1} \Rightarrow \frac{V_2}{V_3} = \left(\frac{T_2}{T_1}\right)^{\frac{1}{\gamma-1}}$$

$$\begin{aligned} t_1 &\approx \sqrt{\frac{2h_0}{g}} \cdot \frac{S}{s} = \sqrt{\frac{2 \cdot 0,8}{9,8}} \cdot \frac{8 \cdot 10^{-2}}{10^{-4}} = 3 \\ &= \frac{S}{\sqrt{S^2 - s^2}} \sqrt{2gh_0}, \end{aligned}$$

$$\begin{aligned} &= sv_2(h_0)t_1 = \frac{sS}{\sqrt{S^2 - s^2}} \sqrt{2gh_0} \sqrt{\frac{2h_0}{g}} \cdot \frac{\sqrt{2}}{\sqrt{2}} \\ &Sh_0 = 2V_0 = 2 \cdot 8 \cdot 10^{-2} \cdot 0,8 = 12,8 \cdot 10^{-2} \end{aligned}$$

$$F_{12} = -K \frac{m_1 m_2}{r_{12}^2}, \quad F_{12} = -K \frac{m_1 m_2}{r_{12}^2} \cdot \frac{r_{12}}{r_{12}}, \quad \bar{\Gamma}$$

$$\begin{aligned} E_p = E_{p_{\max}} &\Rightarrow \sin^2\left(3t_p + \frac{\pi}{3}\right) = 1 \\ &= \sin\left(\frac{\pi}{2} + n\pi\right); \quad n = 0, 1, 2, \dots \end{aligned}$$

$$t_p = \frac{\pi}{3} \left(n + \frac{1}{6}\right); \quad n = 0, 1, 2, \dots$$

$$\begin{aligned} E_c = E_{c_{\max}} &\Rightarrow \cos^2\left(3t_c + \frac{\pi}{3}\right) = 1 \Rightarrow \cos\left(3t_c + \frac{\pi}{3}\right) = \pm 1 = \cos(n\pi) \Rightarrow t_c = \frac{\pi}{3} \left(n - \frac{1}{3}\right) \end{aligned}$$

$$\frac{dx}{1+x^2} + \int \frac{x}{\sqrt{1+x^2}} dx = J + \sqrt{1+x^2}$$

$$-\int \frac{-dx}{x^2+1} = -\int \frac{d\left(\frac{1}{x}\right)}{\frac{1}{x^2}+1} =$$

$$I = \sqrt{1+x^2} - \ln \frac{\sqrt{1+x^2} + 1}{x} + C$$

$$-Q_{41} = \nu C T_1 (1 - \epsilon^{1/2}) + \nu C_V T_1 (\mathcal{H} - 1),$$

$$-Q_{34} = \nu C_V T_2 (\mathcal{H} - 1) + \nu C T_4 (1 - \epsilon^{1/2}),$$

$$\frac{1}{2}, \quad \frac{T_3}{T_2} = \mathcal{H}, \quad \frac{T_3}{T_4} = \epsilon^{1/2}, \quad \frac{T_1}{T_4} = \frac{1}{\epsilon^{1/2}}$$



It's not at all really.






Service is **helping people**. That's it.



Service > Customer Service



A photograph of a soccer coach in a black uniform kneeling on a green artificial turf field to help a young player in a red and white jersey with the number 22 on his back. The coach is adjusting the player's light blue sneakers. In the background, another player in a white uniform is visible. The scene is set on a soccer field with yellow and white lines.

Service is **helping**
in small ways.





Service is helping in big ways.



A photograph showing a person in a wheelchair being assisted by another person in a field. The person in the wheelchair is wearing a blue hooded jacket and a blue cap. The person assisting is wearing a dark blue puffer jacket, a tan knit hat, and black boots. They are standing on a grassy area with a paved path. In the background, there are other people and utility poles under a cloudy sky.

Service is **helping**
the sick.





Service is helping
the marginalized.



A woman with long, wavy brown hair and a white Nike sweatshirt with pink hearts and the word 'NIKE' is looking at a laptop screen. A young girl with long black hair in a ponytail, wearing a black shirt, is also looking at the screen. They are in a home setting with a window and a plant in the background.

Service is helping
family.



Service is **helping** co-workers.





And yes, **service** is **helping** customers.



Service is...

HERE

THERE

EVERYWHERE



And without it, we are doomed.

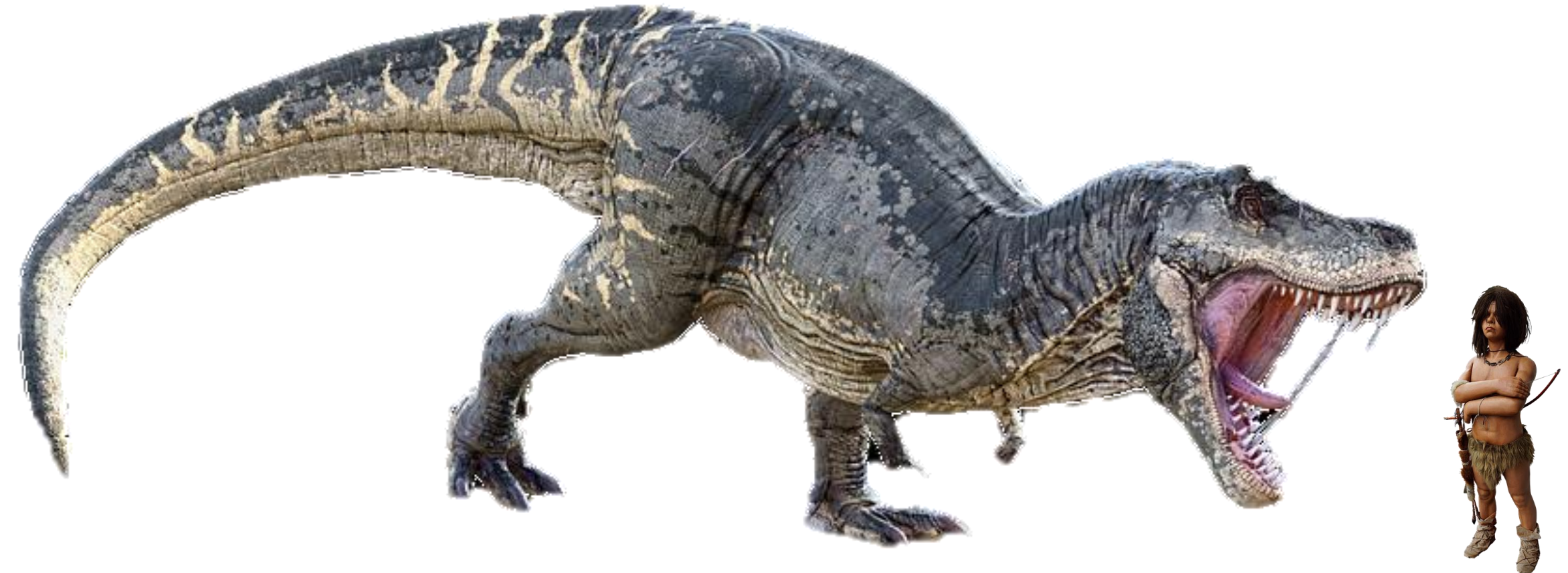


3.

It's our superpower



Alone, the odds were not good.





But together...



We were more successful.





We have traveled to the stars.



A close-up photograph of a surgeon in a blue scrubs, mask, and cap, focused on a surgical procedure. The surgeon is wearing a blue surgical cap and a blue surgical mask. The background is a bright, circular surgical light. The text "We have conquered disease." is overlaid in white on the left side of the image.

We have conquered disease.



We have built great cities.





We have created feats of engineering.





Because we have helped each other.



A green Hulk action figure with purple pants, standing against a blurred background. The figure is highly muscular and has a wide, toothy grin. The background is a soft, out-of-focus landscape with a blue sky and a yellowish ground.

It is our superpower.



A male lion with a thick, golden-brown mane stands in a savanna landscape, looking towards the left. In front of him lies a dead buffalo, its body partially eaten. The background shows a vast, open plain with scattered acacia trees under a clear sky.

And because we are not the biggest, fastest,
or strongest...





...Mother Nature
pushes it.



A close-up, black and white photograph of a wooden mannequin hand holding a wooden egg. The lighting is dramatic, highlighting the textures of the wood and the smooth surface of the egg. The background is dark and out of focus.

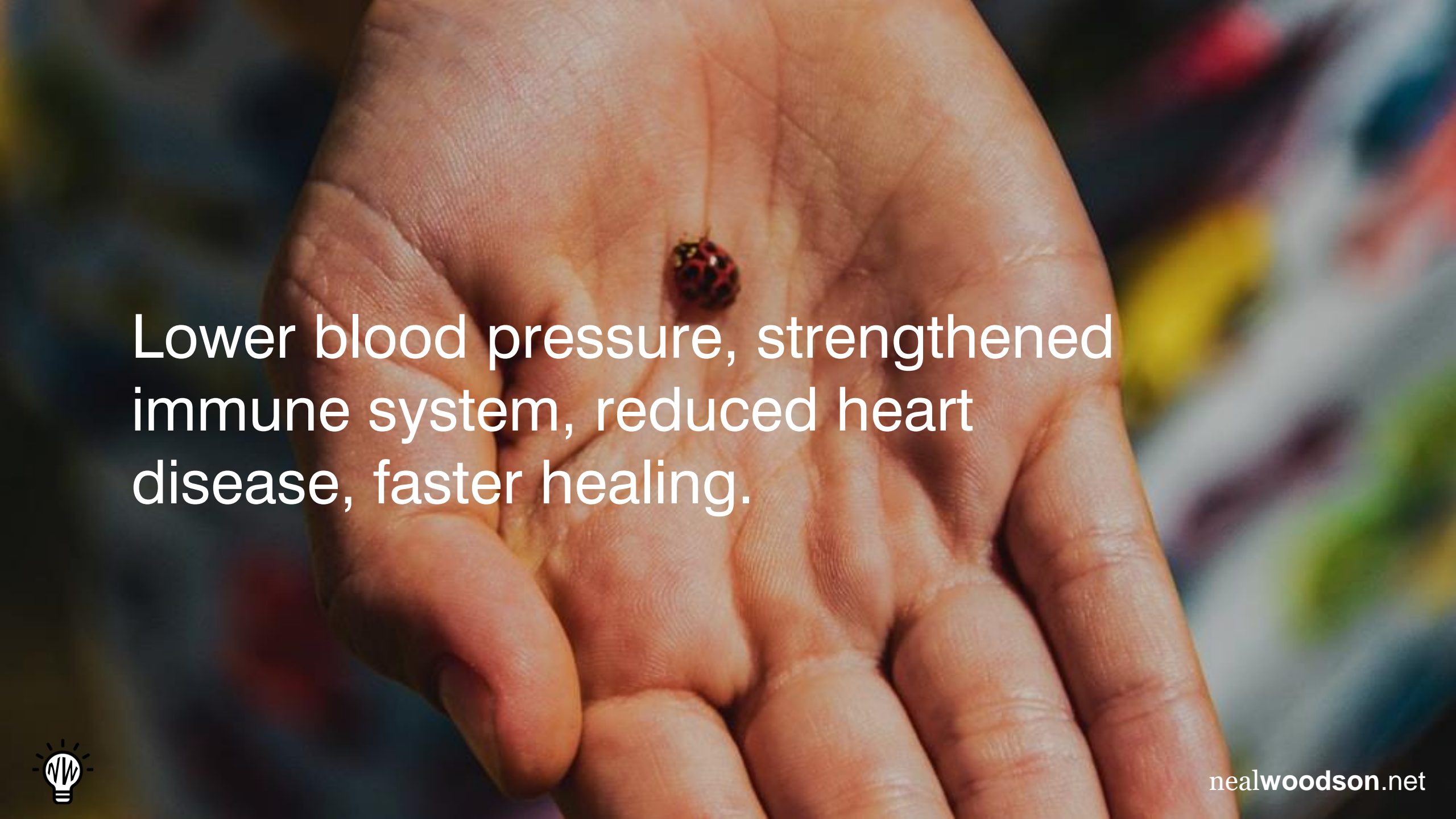
Higher oxytocin – the “love” chemical.



A person is shown in silhouette, meditating in a lotus position on a wooden deck. The background is a warm, golden sunset over a body of water, with palm trees visible in the distance. The person's hands are resting on their knees in a mudra. The overall mood is peaceful and serene.

Lower cortisol – the stress chemical.





Lower blood pressure, strengthened immune system, reduced heart disease, faster healing.





It's how we are wired.




We start selfish ...because we have
no other choice.



But we soon change.



A woman with long dark hair, wearing a light-colored trench coat over a white t-shirt and a leopard-print scarf, is holding a blue smartphone up to take a selfie. She is looking at the phone with a slight smile. The background is a solid green color.

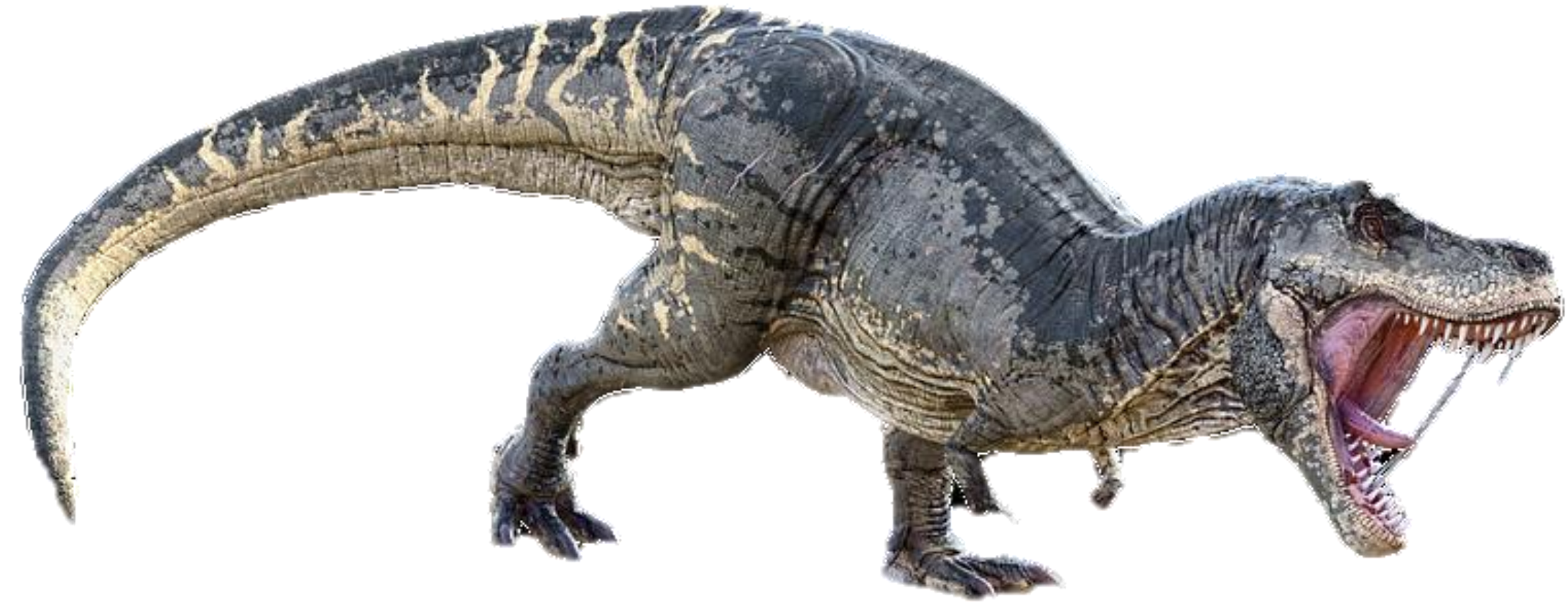
Selfish is not our fundamental nature.



If it were...



We wouldn't be here.



4.

The enemy is us



I must survive ...and thrive.



But... I want to help, too.





Mother Nature says....



HELP!



The Mother Nature difference

WE WIN



What's happened?

I  me !

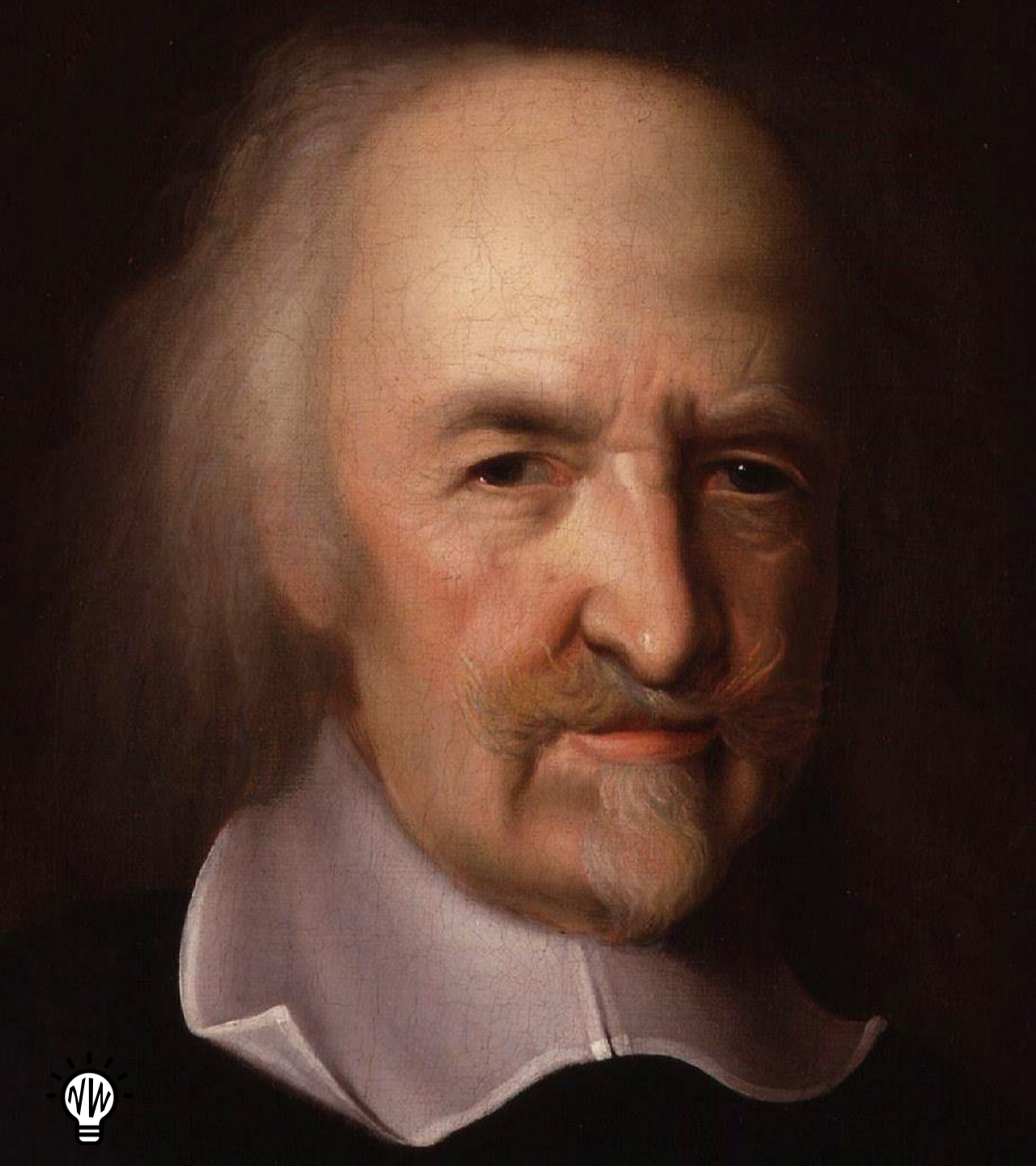


A history



of selfish thinking

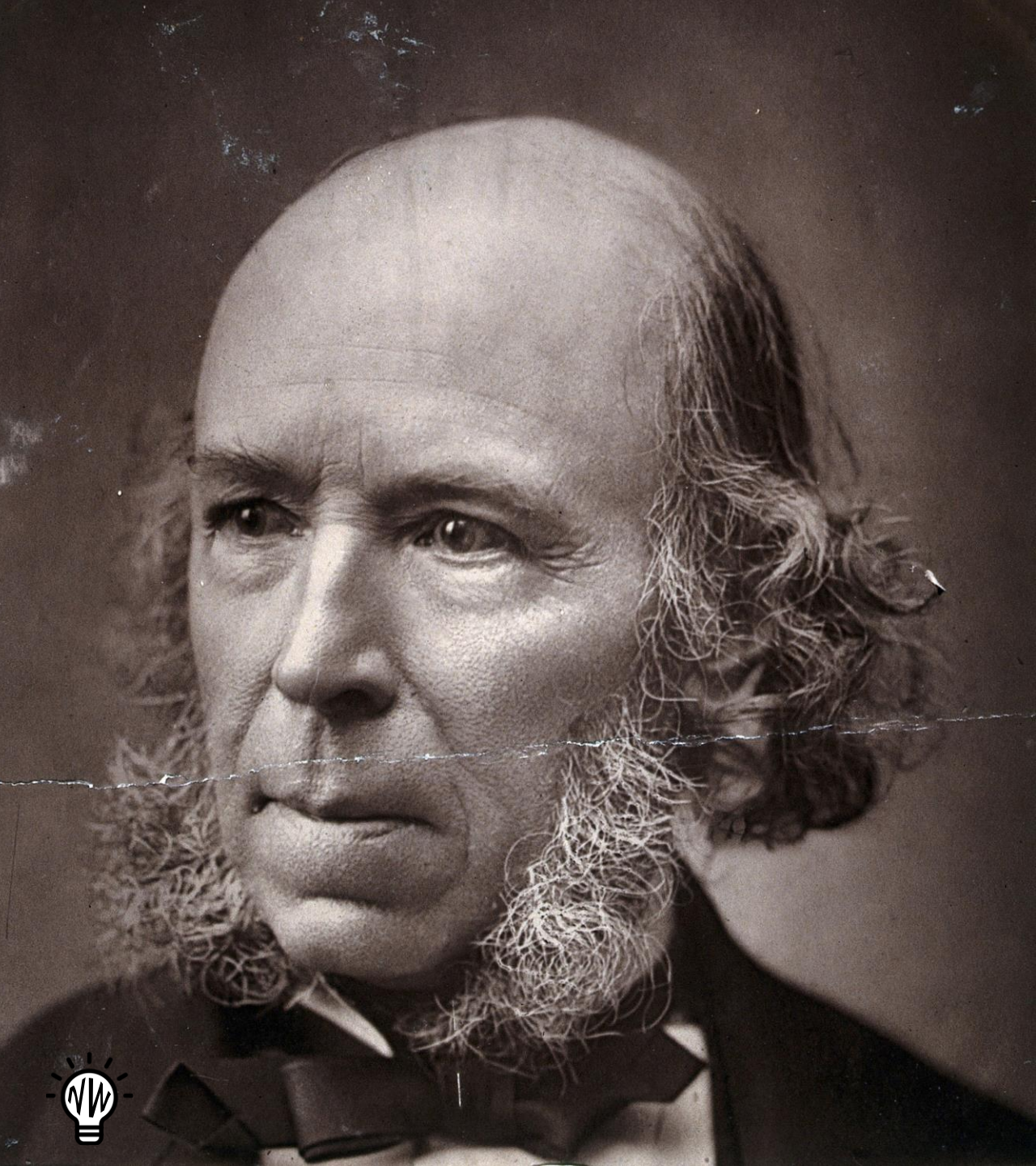




“The condition of man . . . is a condition of war of everyone against everyone.”

–Thomas Hobbes 1588-1679





“Society exists for the benefit of its members, not the members for the benefit of society.”

-Herbert Spencer 1820-1903





“Man—every man—is an end in himself, not a means to the ends of others; he must live for his own sake, neither sacrificing himself to others nor sacrificing others to himself; he must work for his rational self-interest, with the achievement of his own happiness as the highest moral purpose of his life.”

-Ayn Rand 1905-1982





“The social responsibility of business is to increase its profits.”

-Milton Friedman 1912-2006



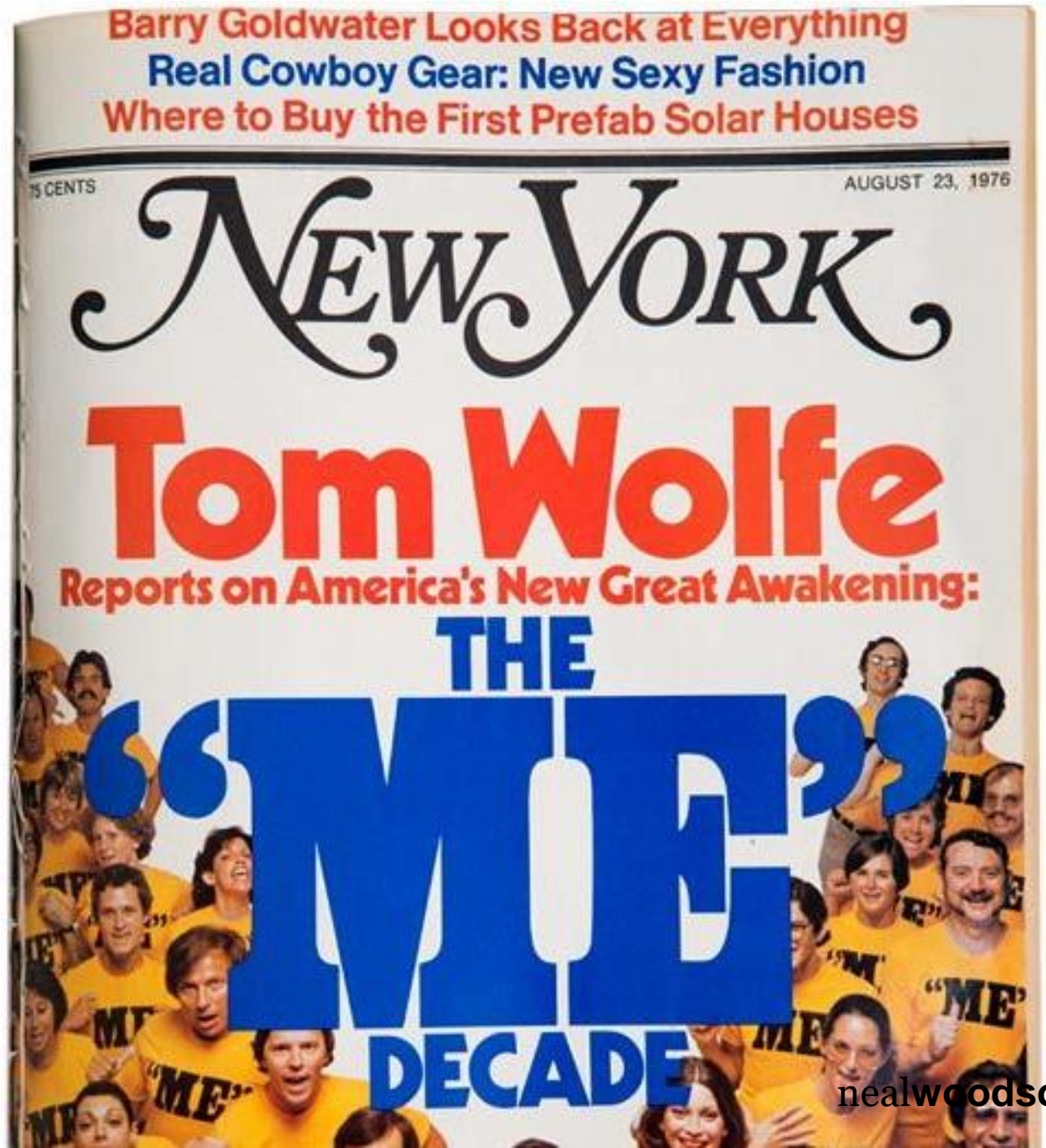


“Milton Friedman persuaded a generation that selfishness was the natural state of humanity, and that selfishness ultimately would lead to the best possible society.”

-Lynn Stout, Distinguished Professor of Corporate & Business Law, Cornell Law School



1970s



Self Love

1980s



1990s

Everybody gets a trophy

13th
Place

14th
Place



2000s

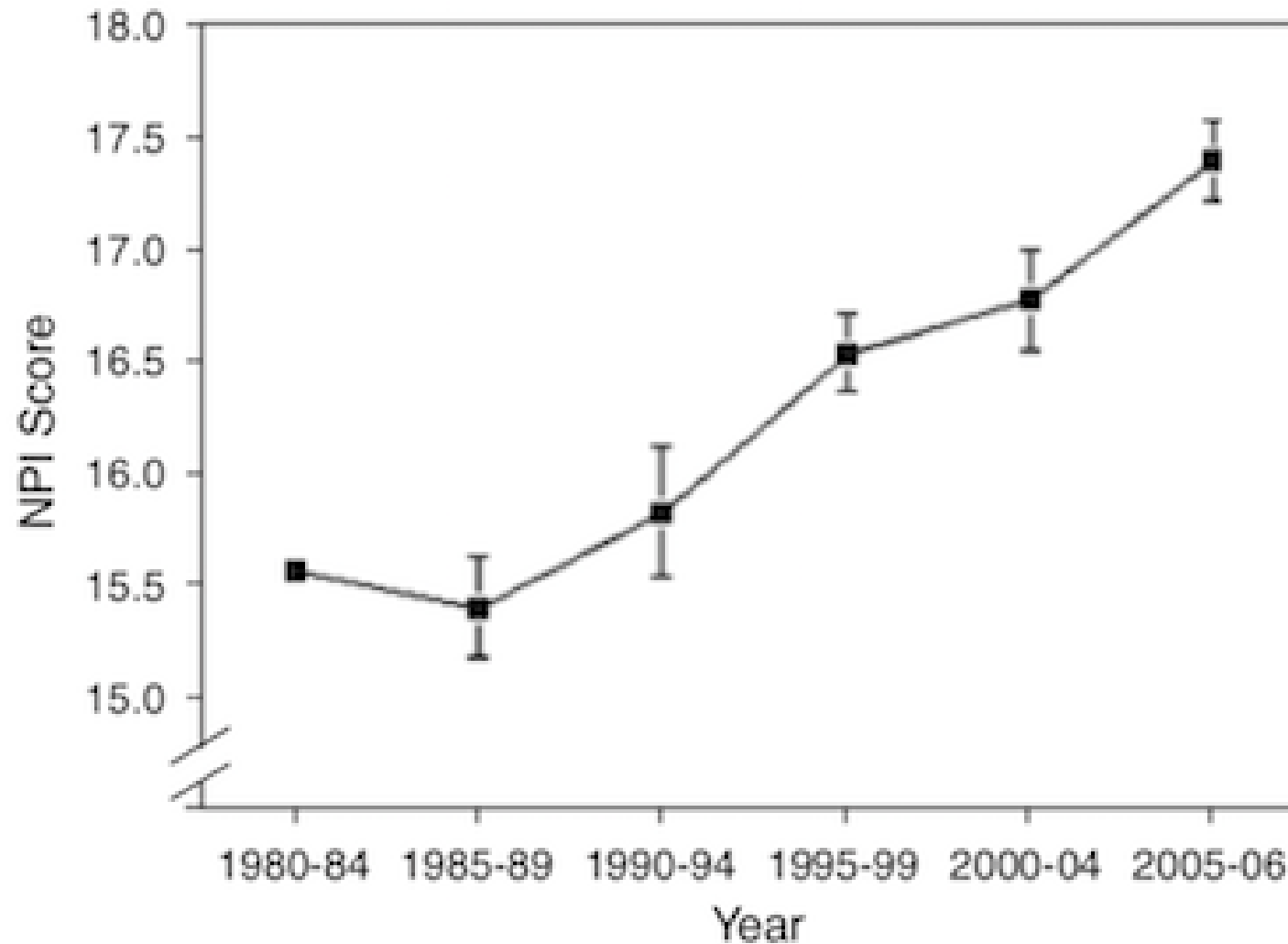


Figure 2

College students' Narcissistic Personality Inventory scores by time period. Capped vertical bars denote $\pm 1 SE$.



Look at me

2010s



Win!!!

Profit over people

You're the best

Look at me

If you're not
cheating, you're
not trying

**THE
SELFISHNESS
PERFECT
STORM**

If you want it,
you can have it

Love yourself

Get yours



The accepted norm in our workplaces...

“It’s not personal. It’s just business.”

-Michael Corleone, *The Godfather* (1972)

“Greed, for lack of a better word, is good.”

-Gordon Gekko, *Wall Street* (1987)



Is it any wonder that nothing is ever easy?

YOU'LL GET IT
EVENTUALLY

marmaladeoflondon.co.uk





“All the empirical **data shows exactly the opposite [to selfishness]**: that people are capable of prosociality and that **pro-social societies do better.**”
-Lynn Stout



Employees are looking for a change.

I quit



Customers are looking for a change.

SALE

SALE



LET'S
START
OVER @





We must move **from** the **selfishness** of
Industrial-Age wealth creation...



A close-up photograph of a hand holding a white ceramic coffee cup. A stream of white milk is being poured from a metal pitcher into the cup, creating a latte art design on the surface of the coffee. The background is blurred, showing a wooden surface and other coffee-making equipment.

... **to** the **selfish-less** Experience-Age
approach of value creation.



5.

Barriers to change

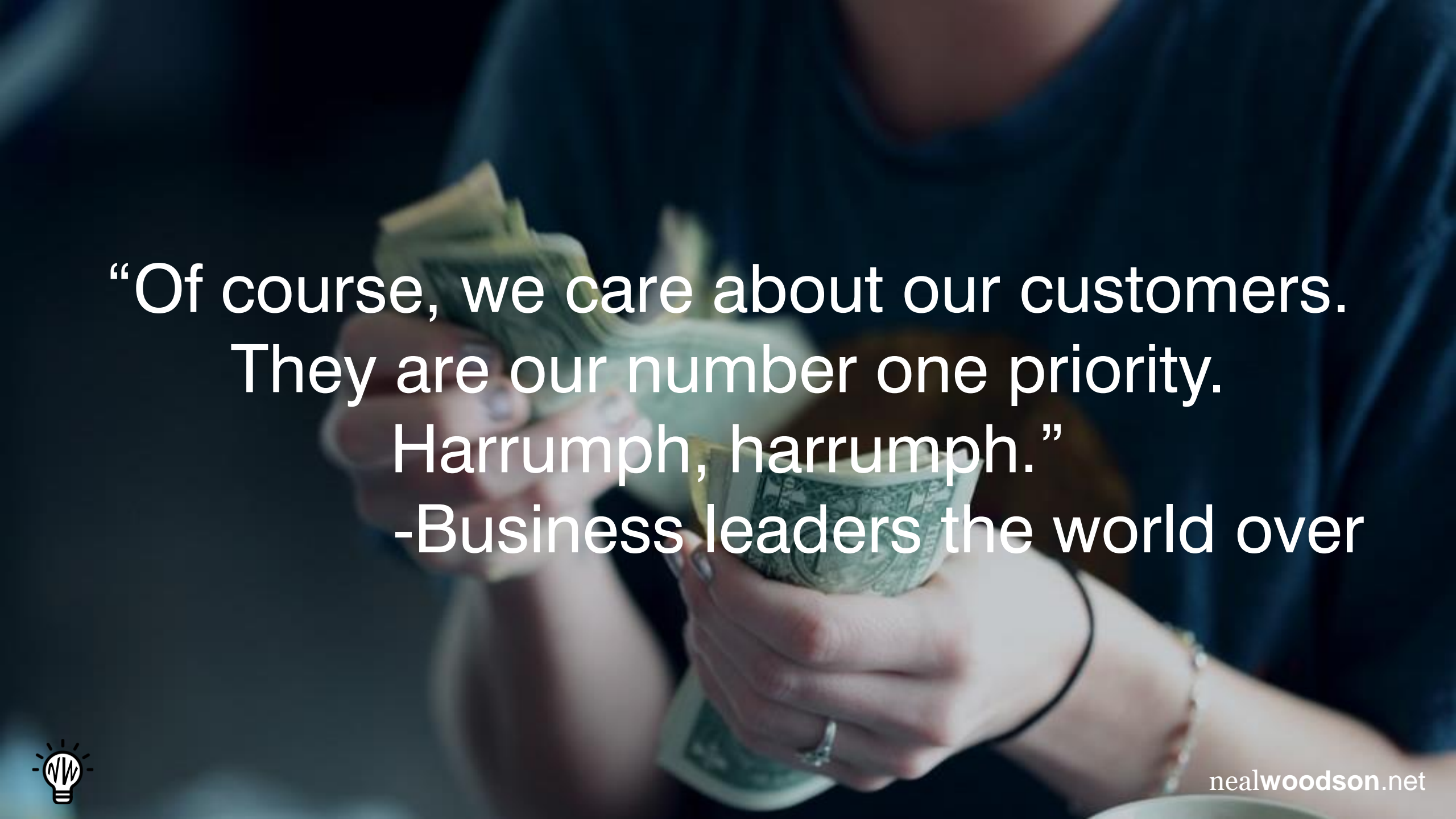




#1

Misguided Priorities



A close-up photograph of a person's hands counting a large stack of US dollar bills. The person is wearing a dark blue shirt and a black bracelet on their left wrist. The background is blurred, focusing attention on the money and the person's hands.

“Of course, we care about our customers.
They are our number one priority.
Harrumph, harrumph.”
-Business leaders the world over



According to HBR, business owners only spend an average of 3% of their time on customers.





“My biggest hurdle has been getting our leaders to understand customer experience, convincing them it is important, and persuading them to improve it.”

-Every CX Professional






#2 Silo Cultures





That's not my job.





86% of employees in leadership positions blame lack of collaboration as the top reason for workplace failures.





70% of customer experience professionals and executives view silo mentality as the biggest obstacle to customer service.





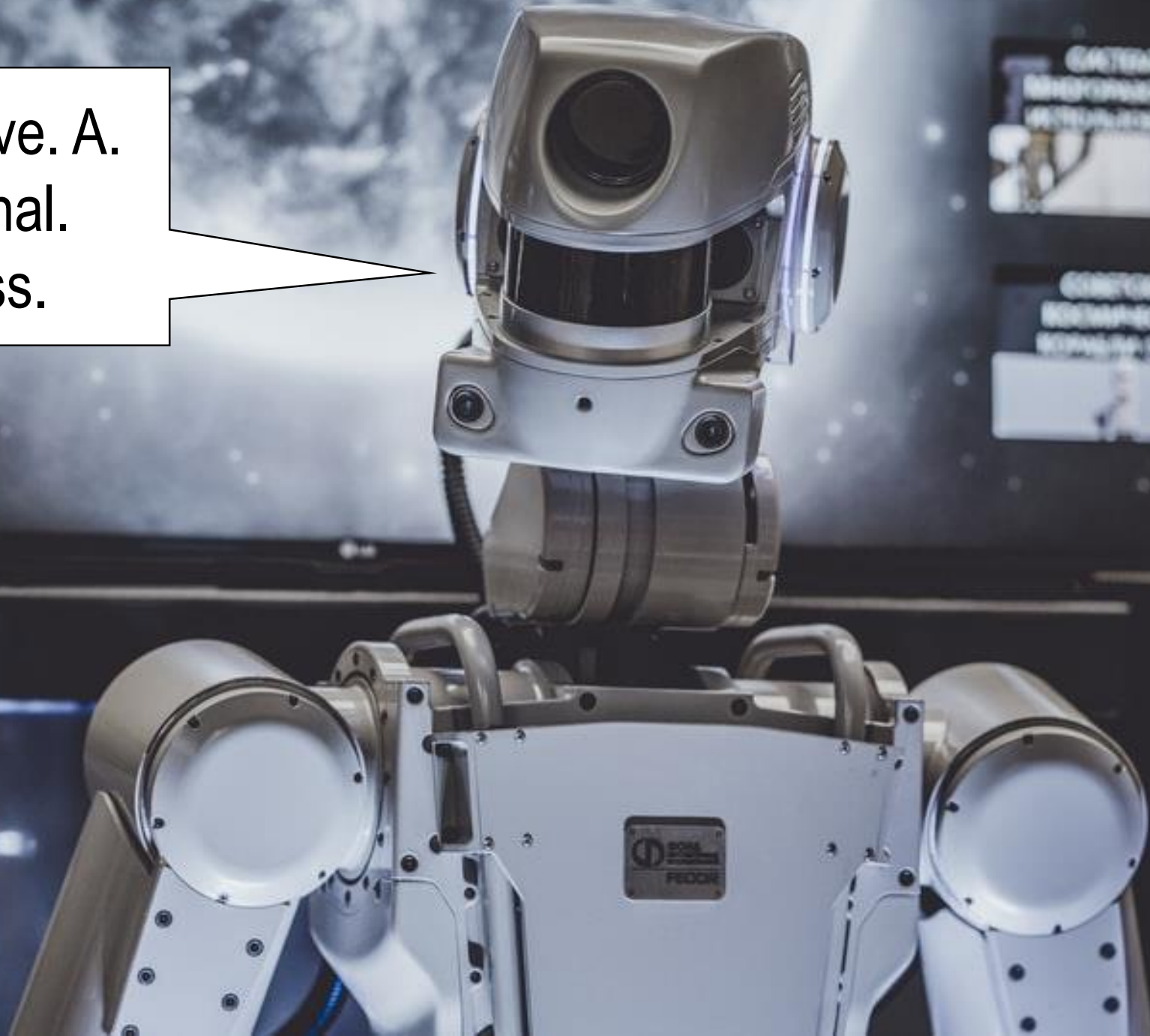
#3

One-Dimensional Thinking





You. Have. A.
Terminal.
Illness.



Objective, technical competence is not enough. Humans have another dimension.



Two dimensions

HARD
OBJECTIVE
TECHNICAL
ABILITY
COMPETENCE
MEASURABLE

SOFT
SUBJECTIVE
RELATIONAL
ATTITUDE
WARMTH
EMOTIONAL





What we focus on

“What gets measured, gets done.”
-Unknown



What we forget

“Not everything that can be counted counts, and not everything that counts can be counted.”

-William Bruce Cameron





To our detriment, we over-focus on
one dimension.





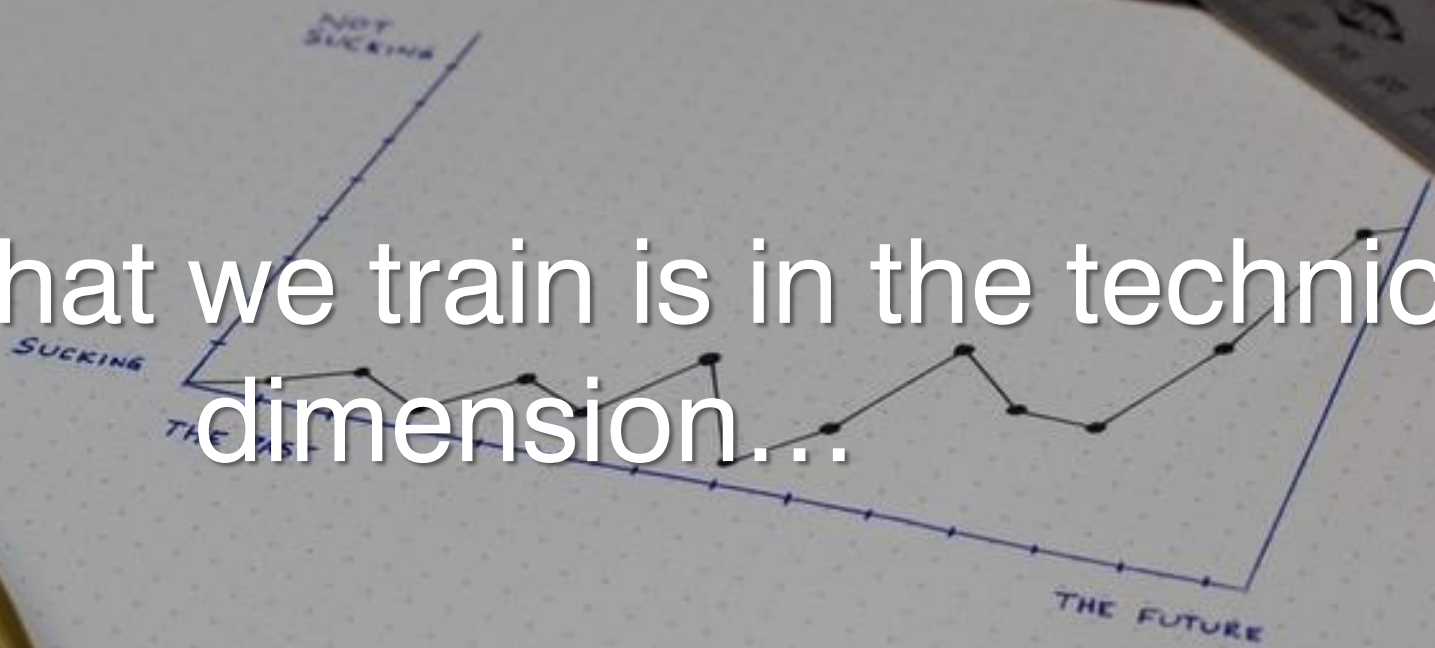
Case

in

Point



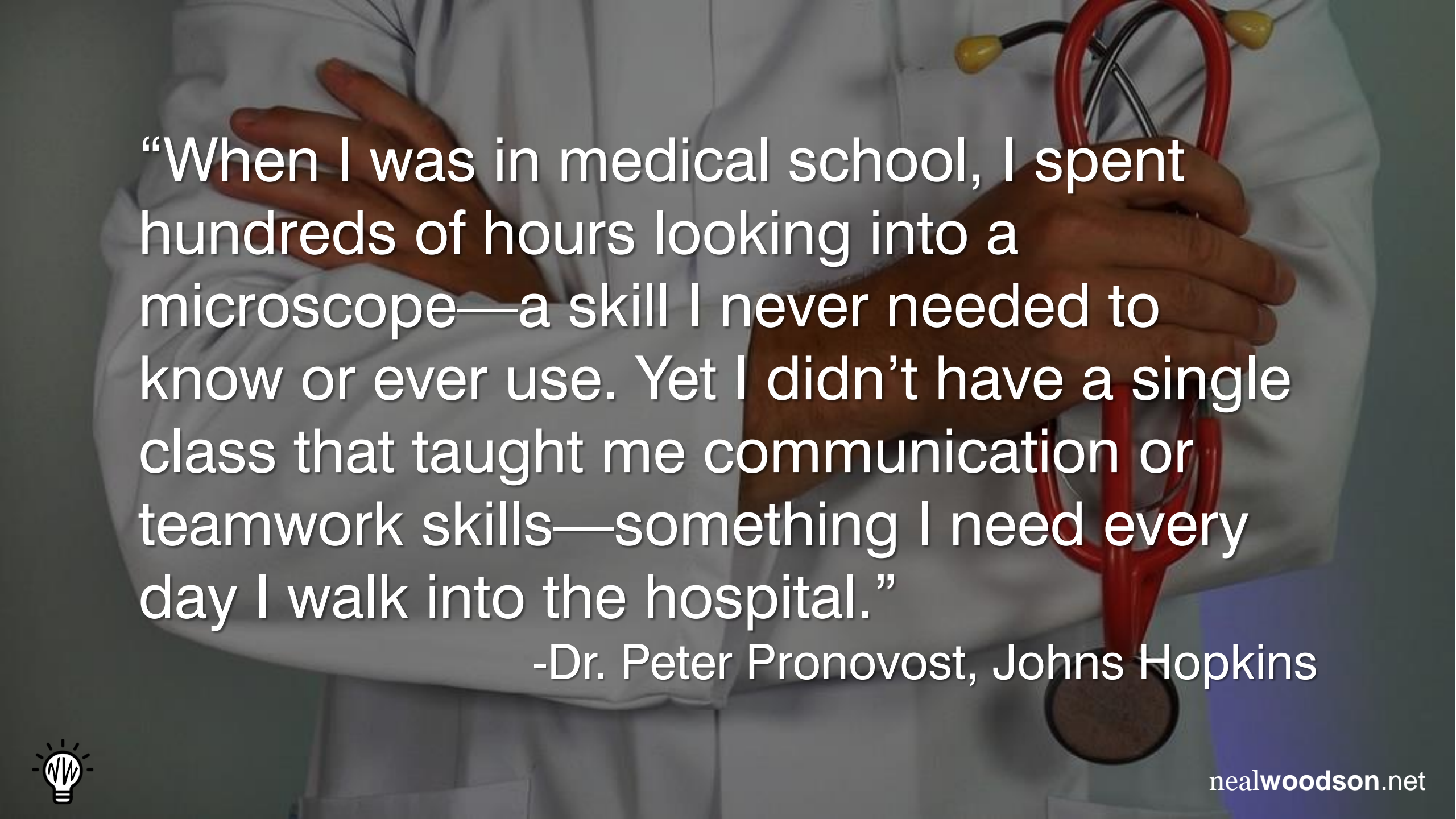
80% of what we train is in the technical dimension...



A man wearing a dark blue beanie and a grey and black FedEx uniform is smiling broadly. He is standing in front of a white delivery truck at night. The truck's cargo area is visible, filled with cardboard boxes. The background shows a building with lit windows and a blurred figure of another person walking. The overall scene is illuminated with a cool blue light.

...yet 85% of workplace success is due to the relational dimension.





“When I was in medical school, I spent hundreds of hours looking into a microscope—a skill I never needed to know or ever use. Yet I didn’t have a single class that taught me communication or teamwork skills—something I need every day I walk into the hospital.”

-Dr. Peter Pronovost, Johns Hopkins



6. Shifts



What do customers want?



To get their **job done** with **no hassles**.



What do companies need to do?



CONSISTENTLY make it happen.



HOW?



Redefine WHY you do
what you do,
change HOW you do it,
and
transform WHAT people
experience.



#1

Redefine Why



The New York Times

*A Friedman doctrine-- The Social
Responsibility Of Business Is to
Increase its Profits*

By Milton Friedman

Sept. 13, 1970

“Business exists to enhance human well-being.”
-Mihaly Csikszentmihalyi

“To satisfy the customer is the mission and purpose of every business.”
-Peter Drucker

“The sole purpose of business is service.”
-Leo Burnett

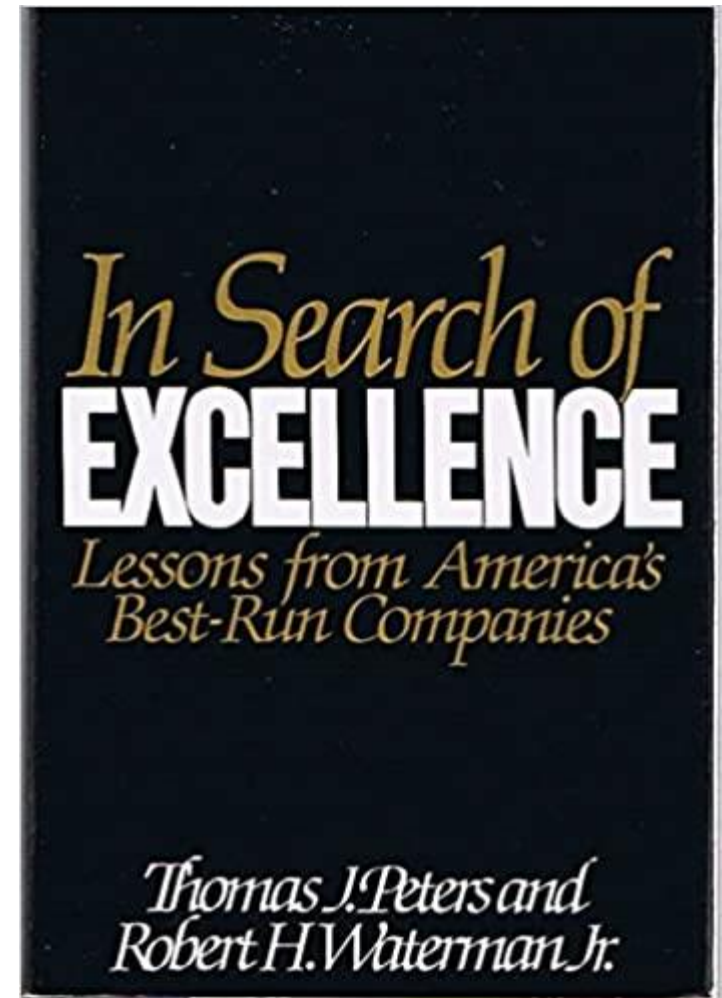
“The purpose of every business, whether we are conscious about it or not, is to serve the world.”
-Sadhguru

“Every business is a service business.”
-Philip Kotler

“There is no other business than a service business.”
-Robert Lusch



“One of our most significant conclusions about the **excellent companies** is that, *whether their basic business is metal-bending, high technology, or hamburgers, they have **all defined themselves as service businesses.***”



1982



Businesses help people...

Do things they don't want to do
Do things they don't know how to do
Access things they can't readily access

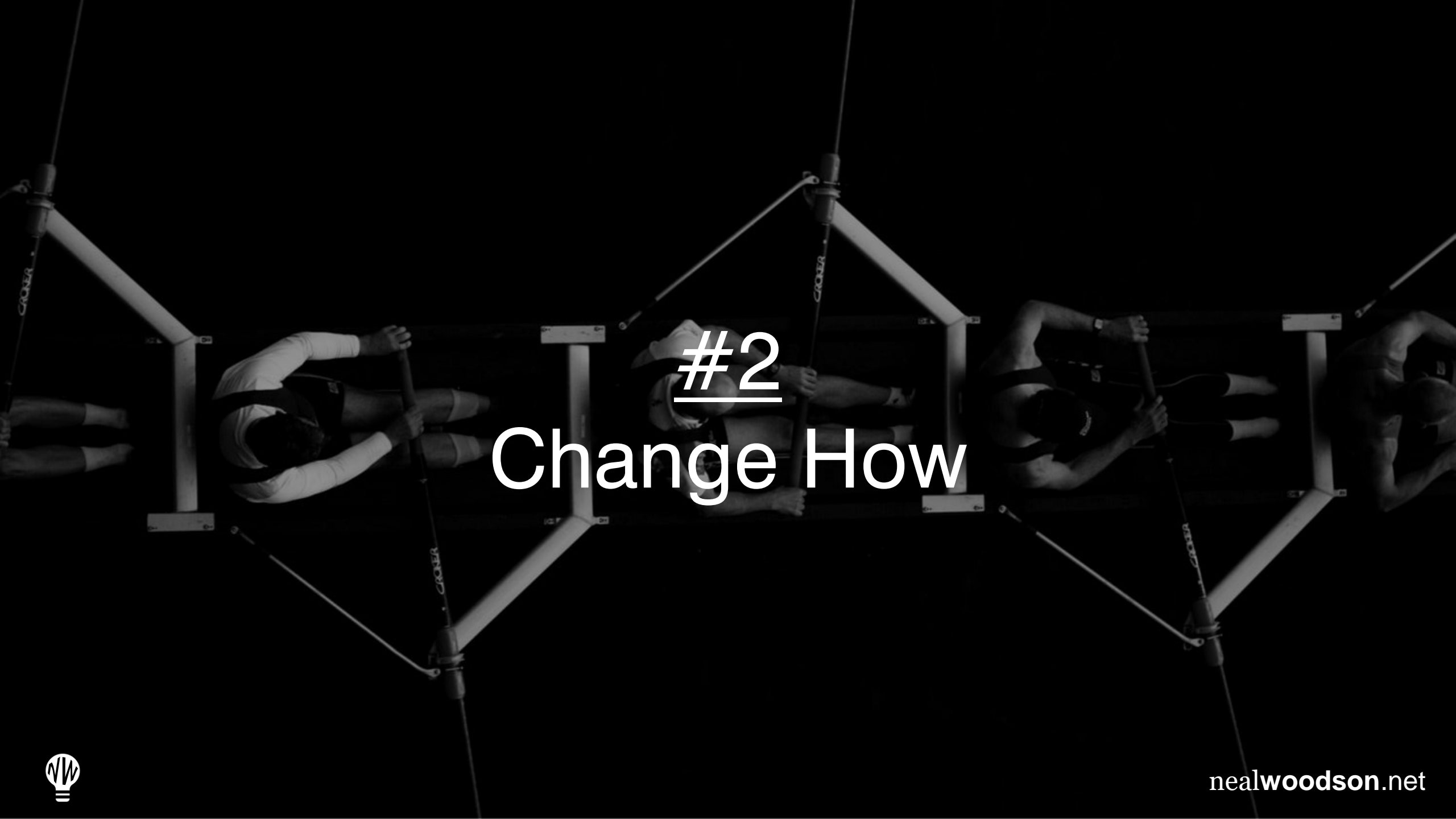


The **business** of business
is **service.**



Align around **giving** value **first** and **getting** profit **second**.





#2

Change How

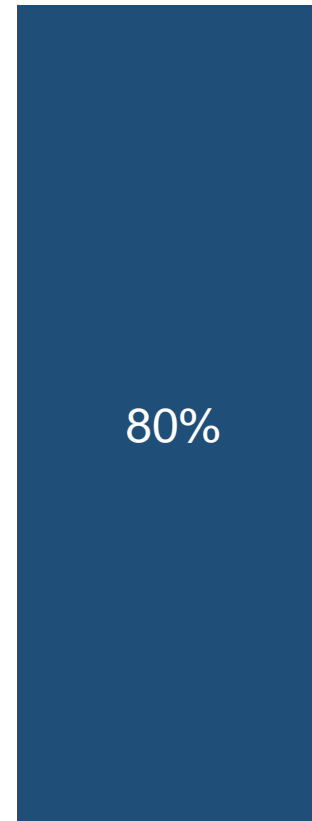


A close-up photograph of a black chess king piece on a chessboard. The king piece is the tallest and most prominent, with a crown-like top. The word "Leaders" is printed in white, bold, sans-serif font across the middle of the king piece. In the background, several other chess pieces, including pawns and a queen, are visible but out of focus. The chessboard has a light-colored square in the foreground.

Leaders



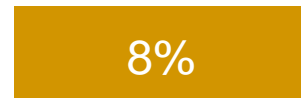
FANTASY



80%

Percentage of CEOs who believe their organizations deliver outstanding value and customer experience.

REALITY



8%

Percentage of customers who agree.


-Bain and Co.





Industrial-Age leaders expect to be heard.





“The only people that see the bigger picture
of any company are their customers.”

–Stefan Moritz





Experience-Age leaders need to listen.



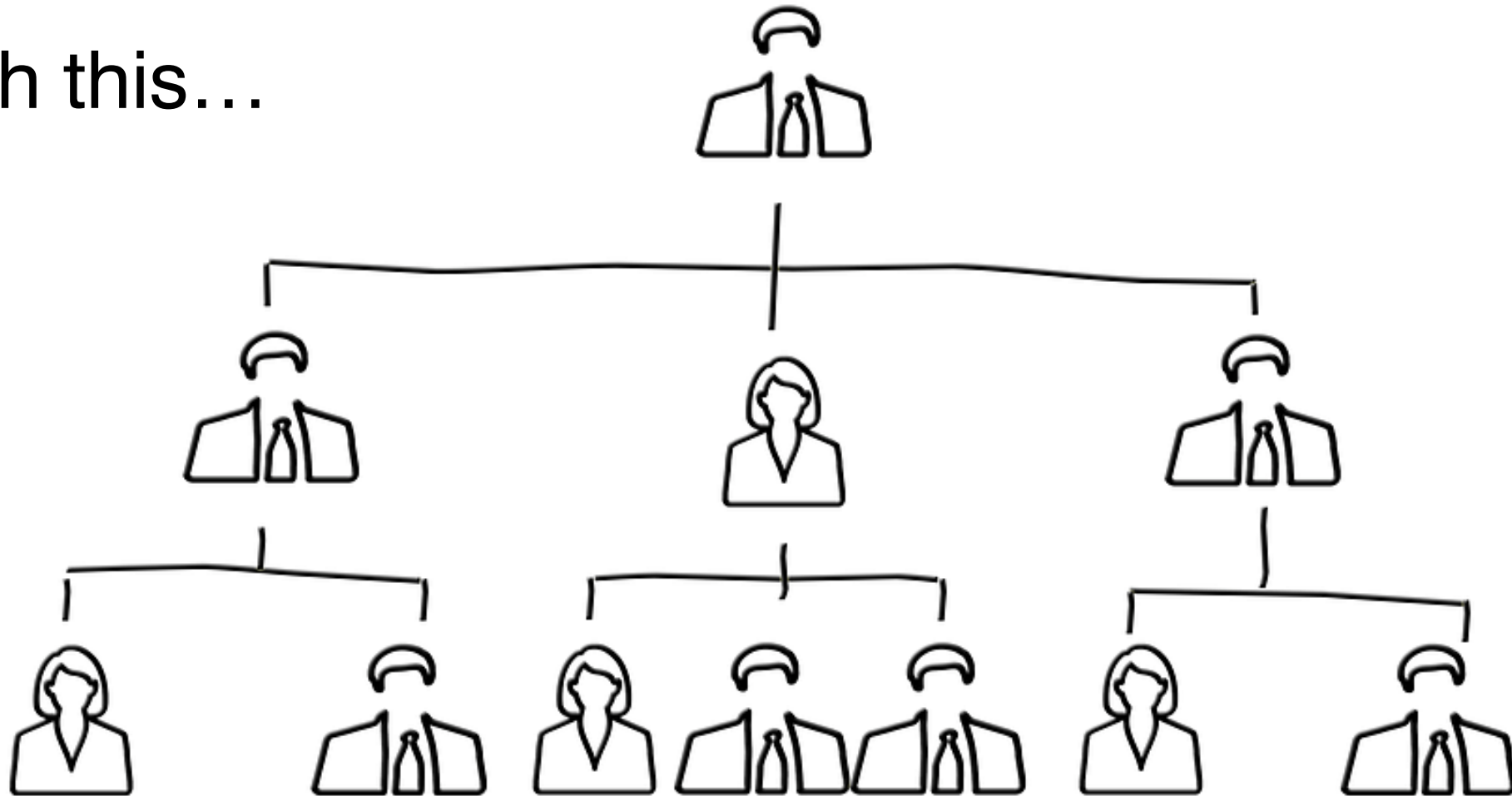


Team

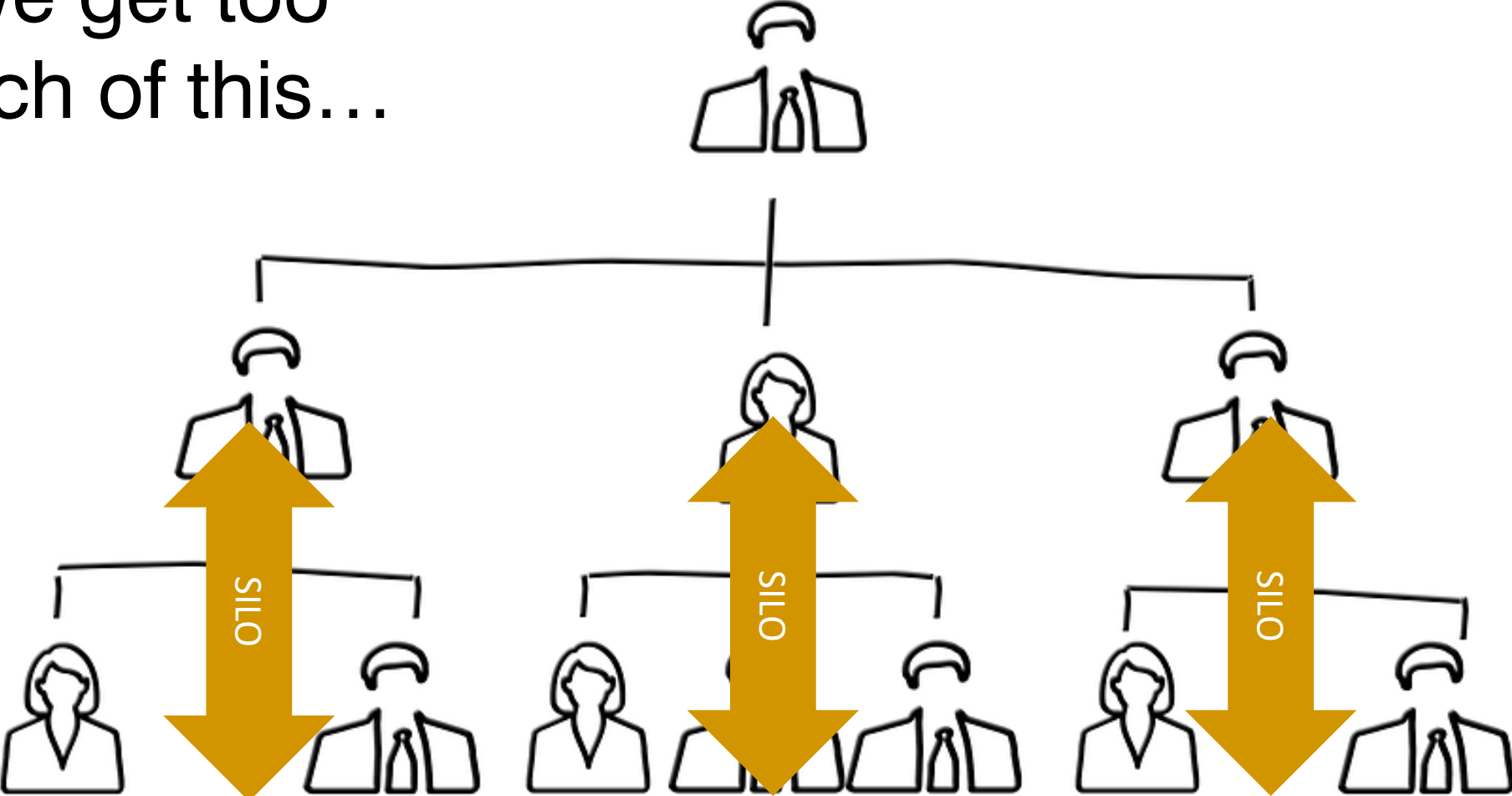
Members



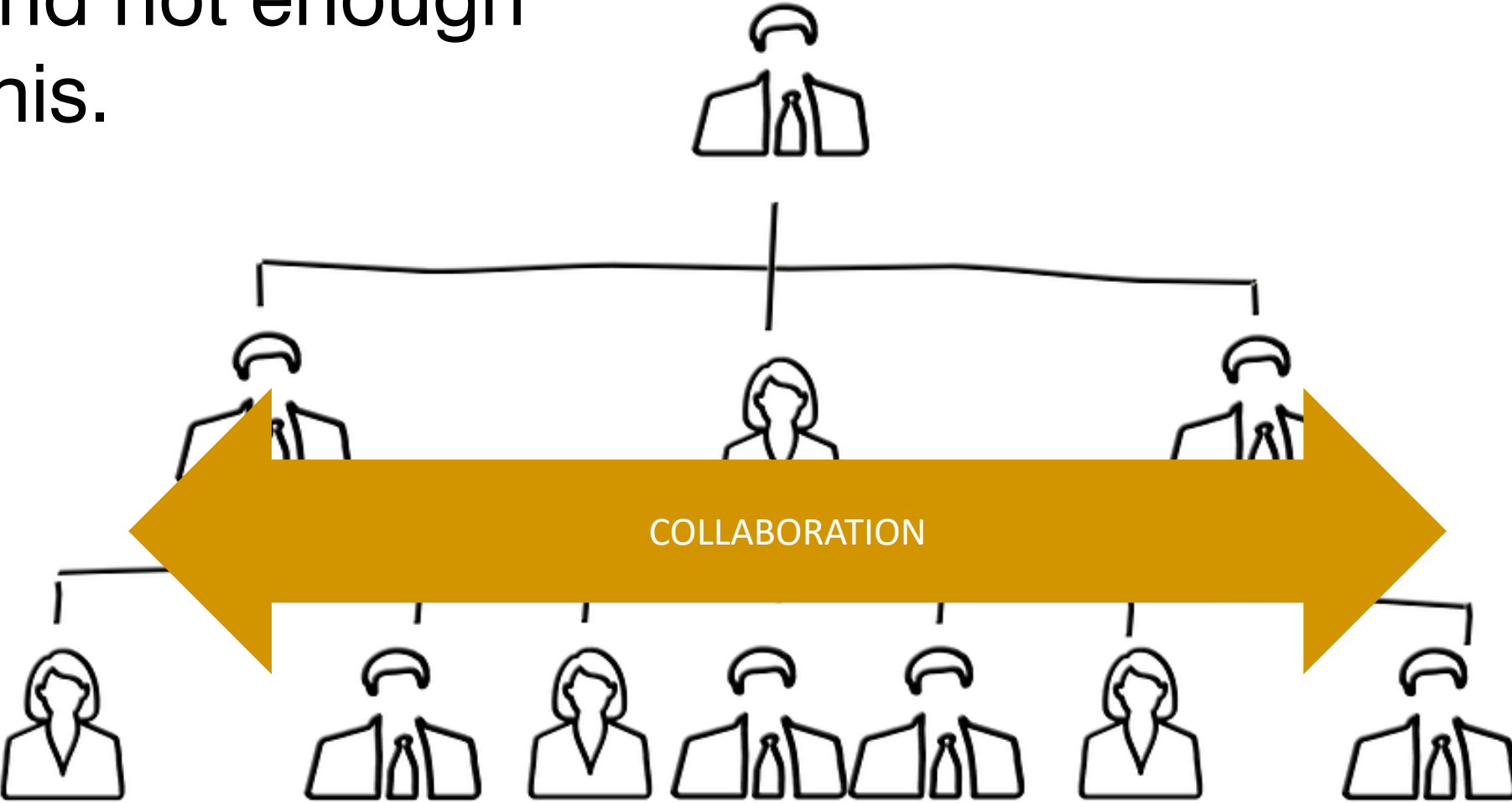
With this...




...we get too much of this...



...and not enough of this.





“Workplace competition becomes toxic when it transforms from a healthy, fun-loving drive to an obsessive mindset. If one is going to work in the morning developing strategy on how to beat others, and not developing a strategy to grow the company (and oneself), then this is a strong indicator of straying off course.”

-Nathan Lewis, Senior Recruiter



An aerial, top-down view of a rowing team in a scull on a body of water. The team consists of eight rowers, four on each side of the boat, all wearing light-colored shirts and dark shorts. They are in a synchronized rowing motion, with their oars dipping into the water. The water is dark and textured with small waves. The boat is white and has a pointed bow and stern. The text is overlaid on the left side of the image.

Team members should see each other
as collaborators, **not competitors**



Service focus internally = service focus externally





#3
Transform What



Remember what customers want?



To get their **job done** with **no hassles**.



It's about the two dimensions

objective



TECHNICAL
functional



subjective



RELATIONAL
friendly

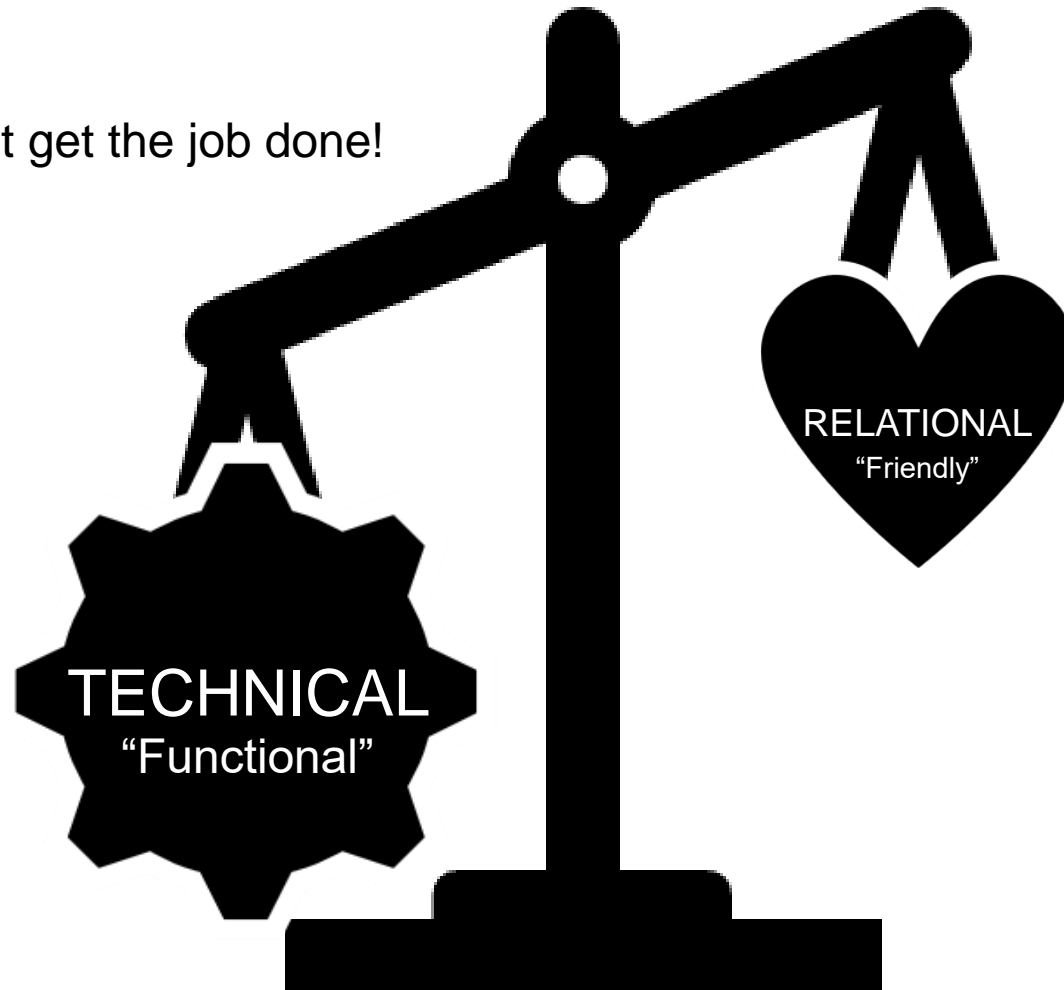


*Effort refers to both physical (tasks)
and emotional (level of frustration).



But we have over-indexed on the technical...

Just get the job done!



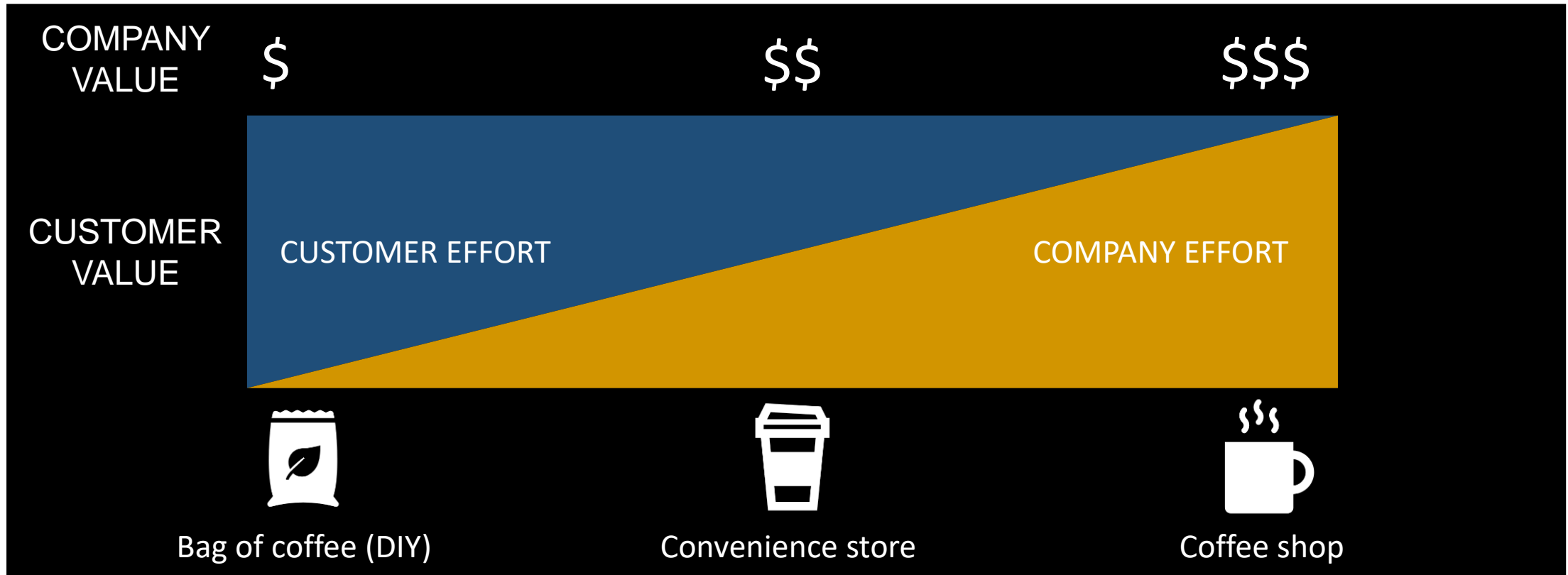


...and that's not the difference maker.

- Imagine you are a wounded soldier
- A medic bandages your wounds and runs to safety
- Now imagine it differently. A medic bandages your wounds and stays to keep you safe
- What makes the difference?
- Not the bandaging (technical competence)
- It's the care (relational competence)



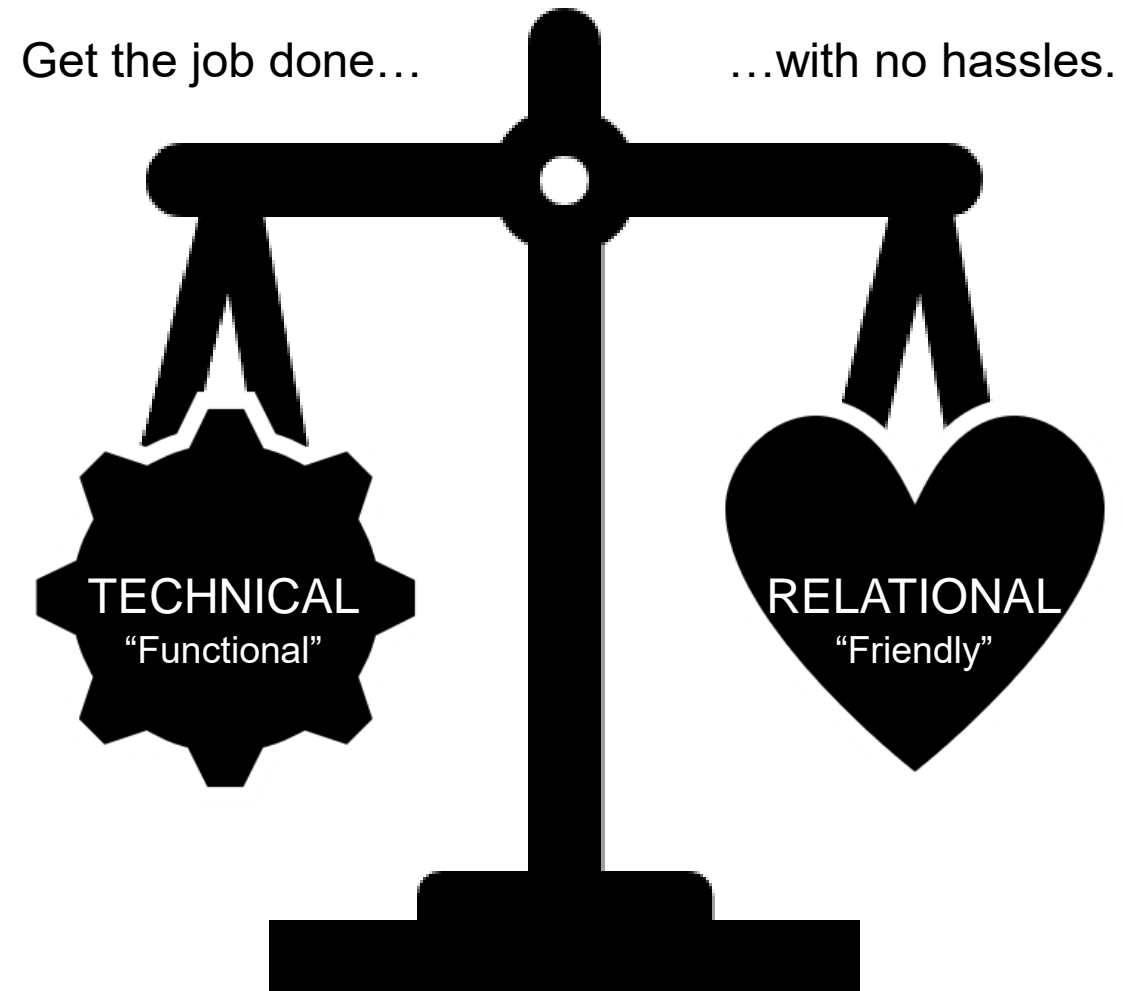
Today, the product (technical) just gets you in the game.



Reducing effort (relational) is what adds value ...for everyone.

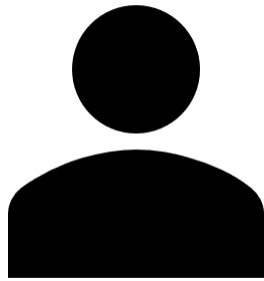


We Need Balance...

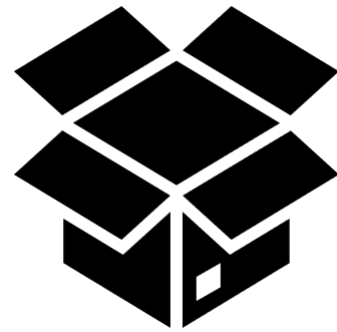


...in Every Delivery System

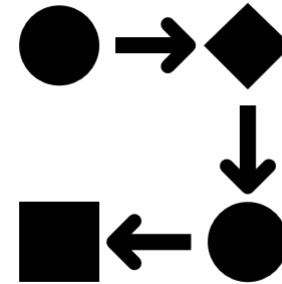
All need to be functional AND friendly.



PEOPLE



PRODUCTS



PROCESSES



PLACES



Example

PLACE: Waiting Room

Functional (place to sit), but not friendly (uncomfortable)



PLACE: Waiting Room


Functional (place to sit) and friendly (comfortable)



7.

How to start



A close-up photograph of a golf club head and a white golf ball resting on a green lawn. The club head is silver and positioned to the left of the ball. The background is a blurred green field.

“What can I tell my
people to get them to
provide great service?”



YOU HAVE TO

GIVE
A \$#!+





...about the quality of
the work
AND
the well-being of people.



Make service a habit



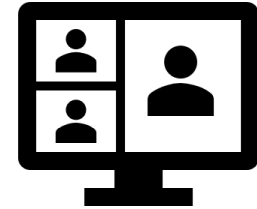
Smile



Be positive



Be helpful at home

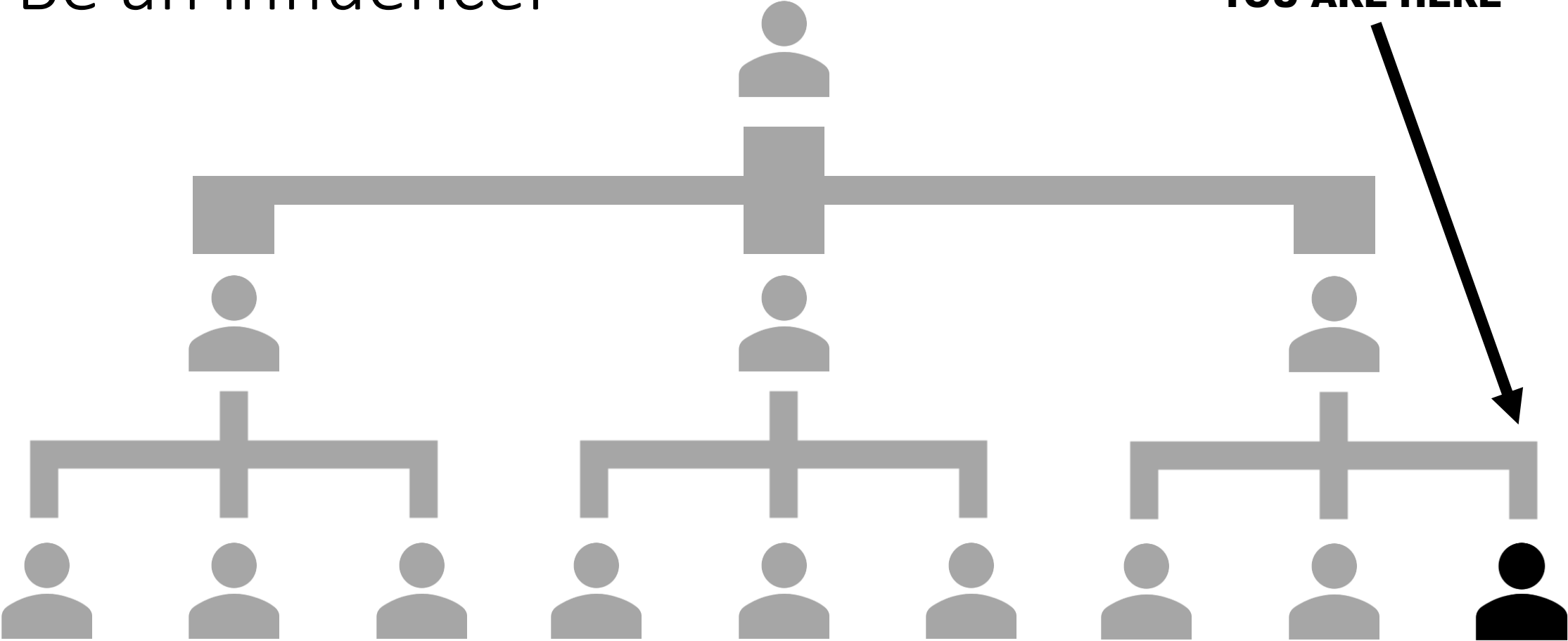


Be helpful at work

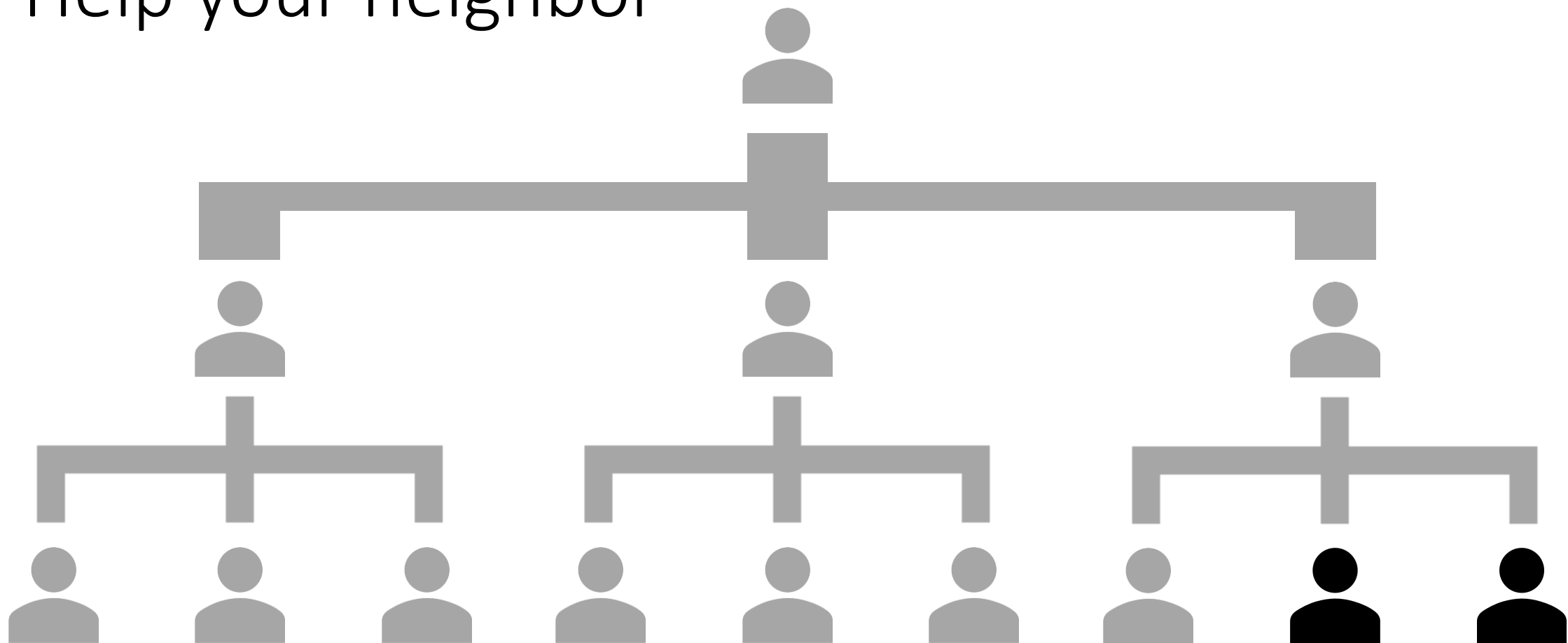


Be an influencer

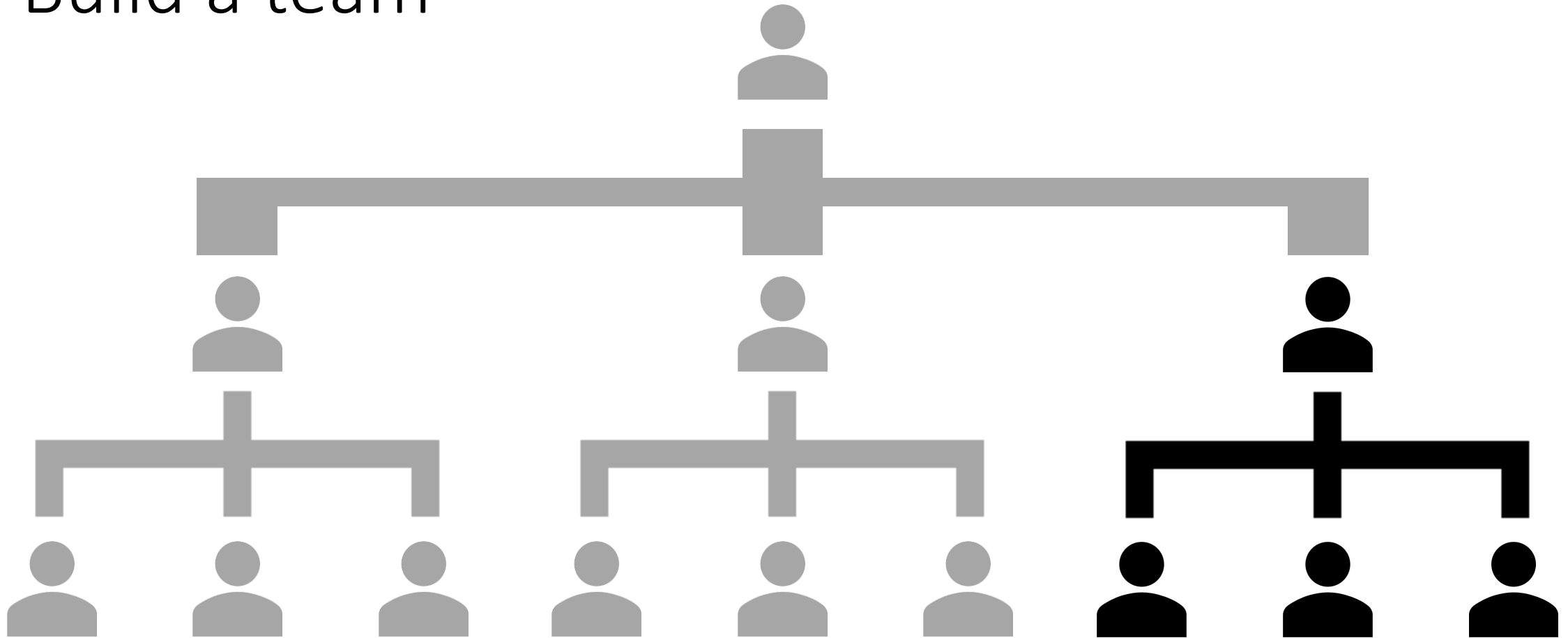
YOU ARE HERE



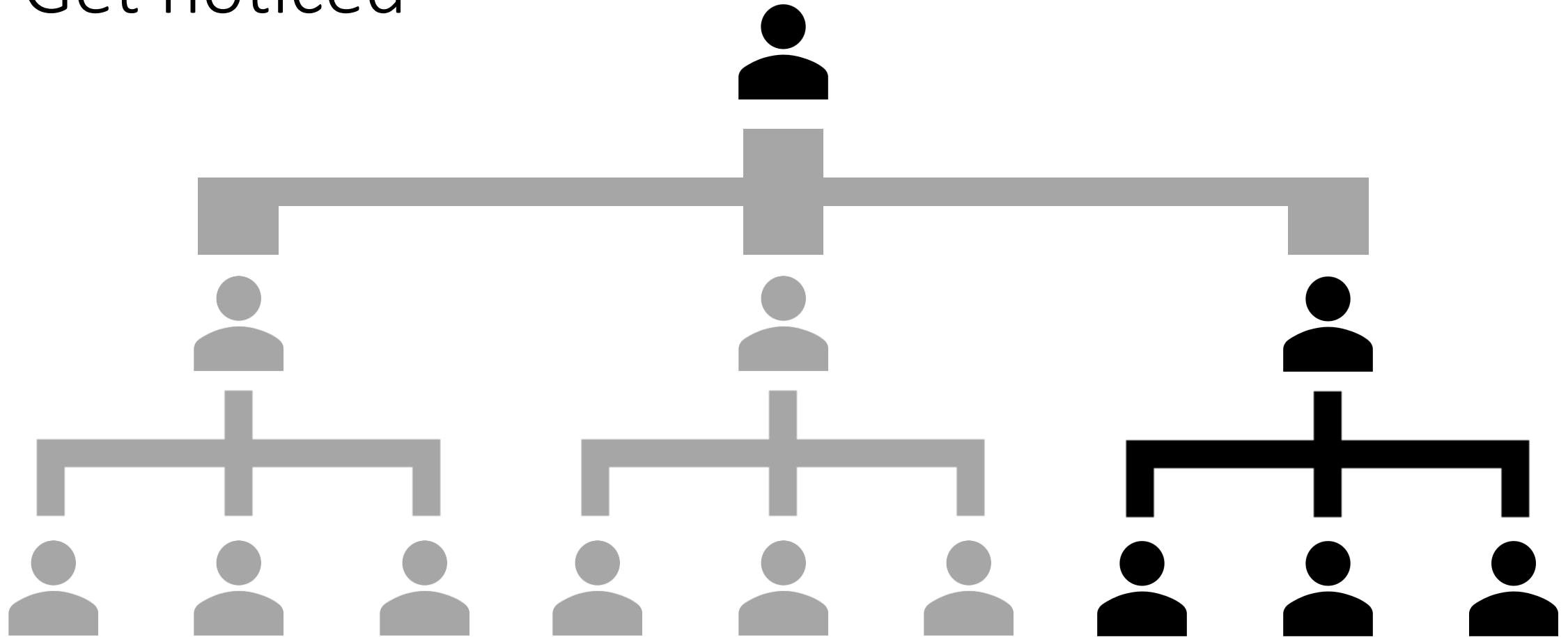
Help your neighbor



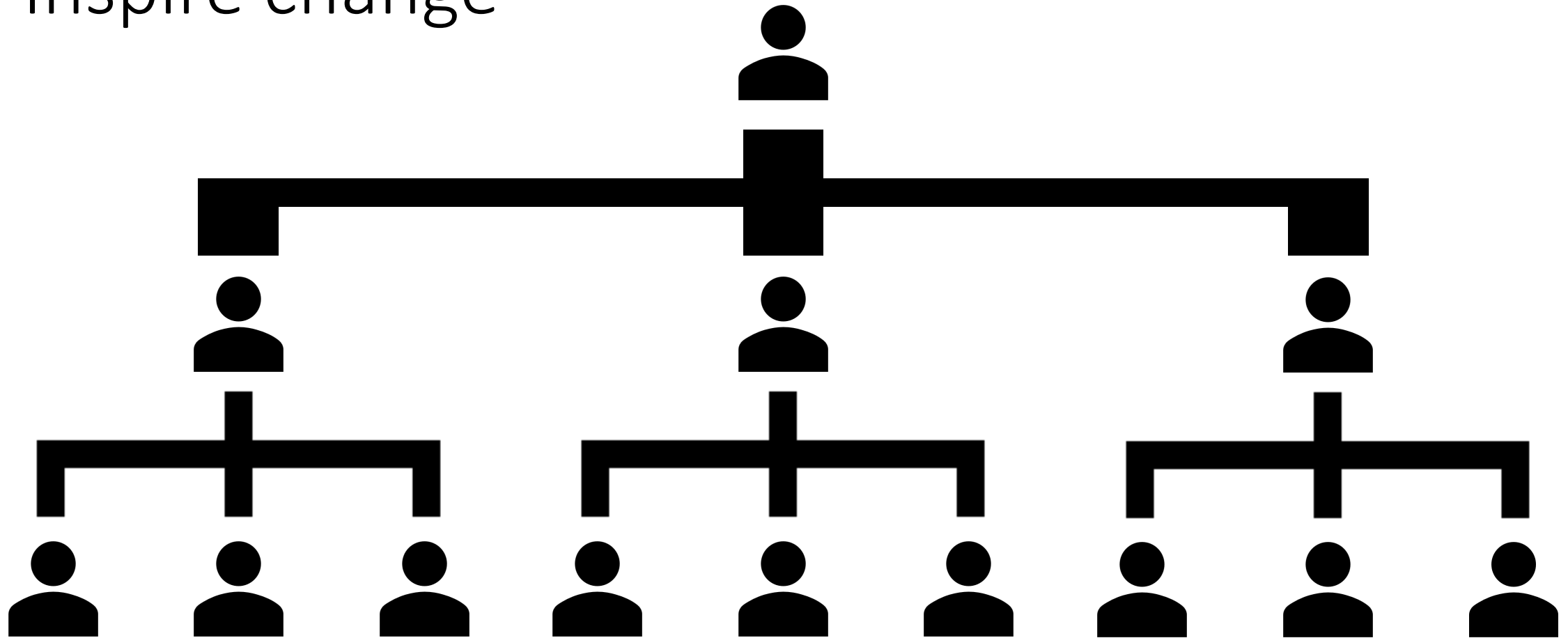
Build a team



Get noticed



Inspire change



We can make the world a
selfishLESS place...





...if we all begin to
Give a \$#!+.

