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

1. Nothing is ever easy
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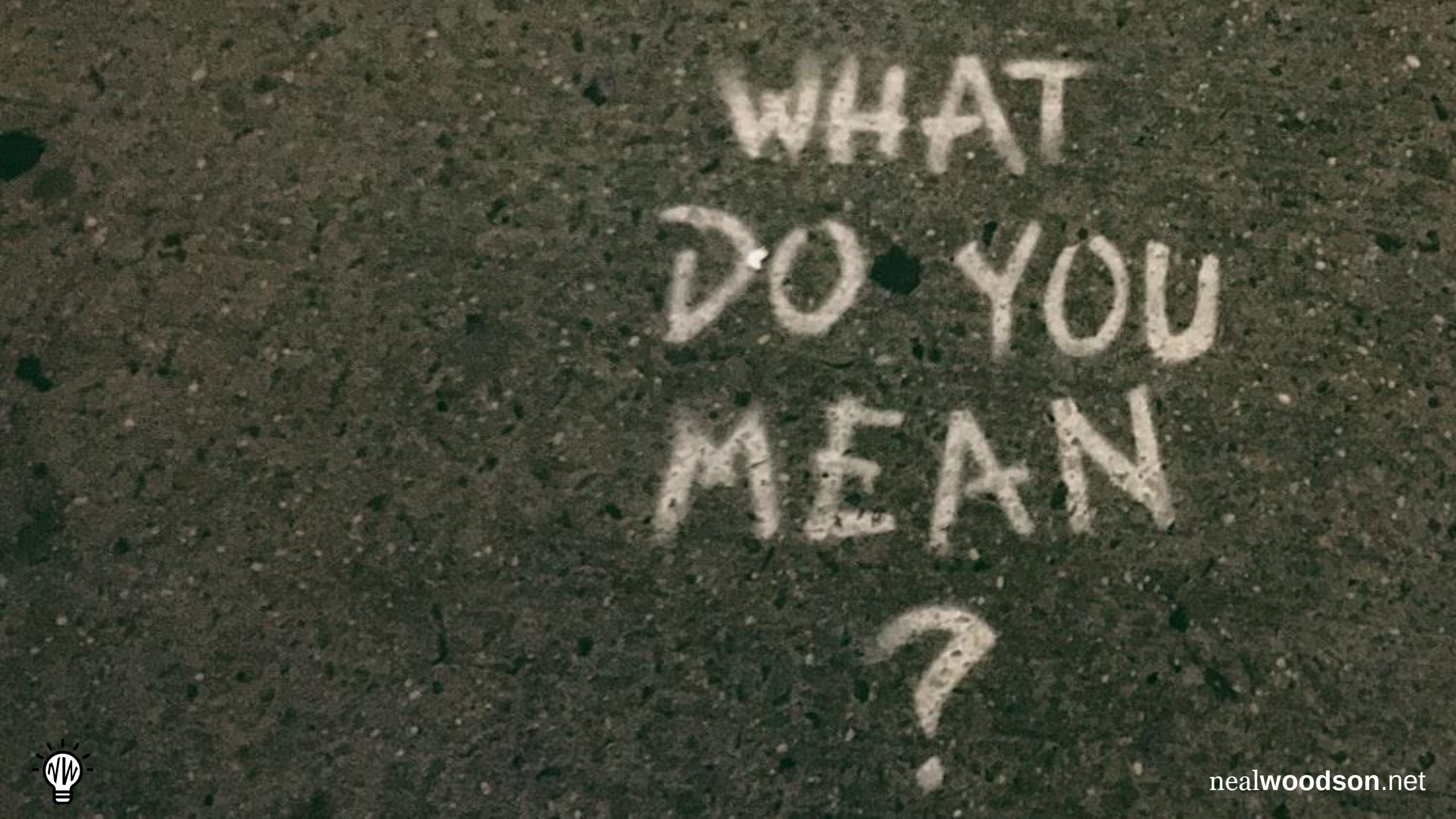
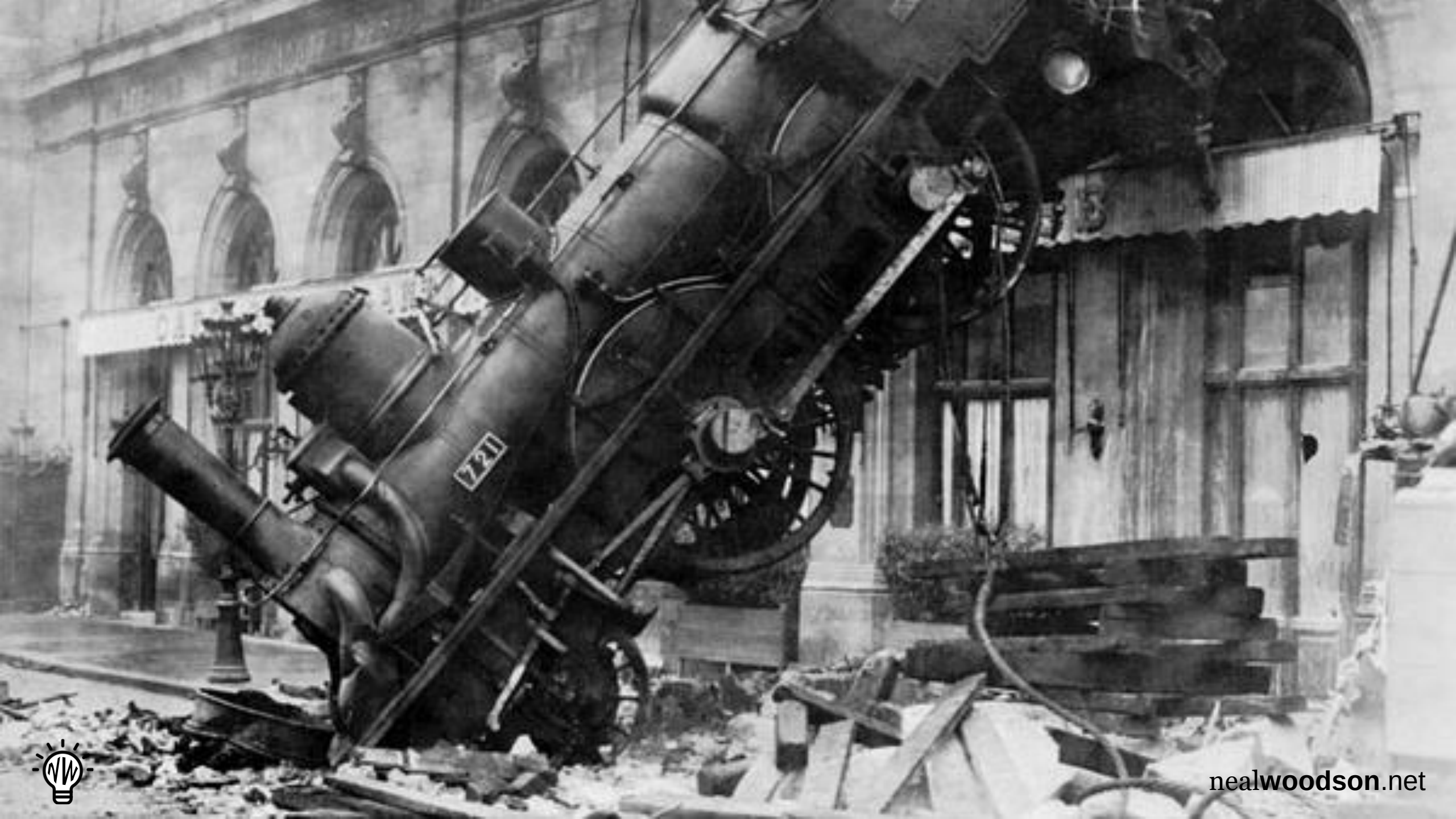
3. It’s our superpower
4. The enemy is us
5. Barriers to change
6. Shifts
7. How to start

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
?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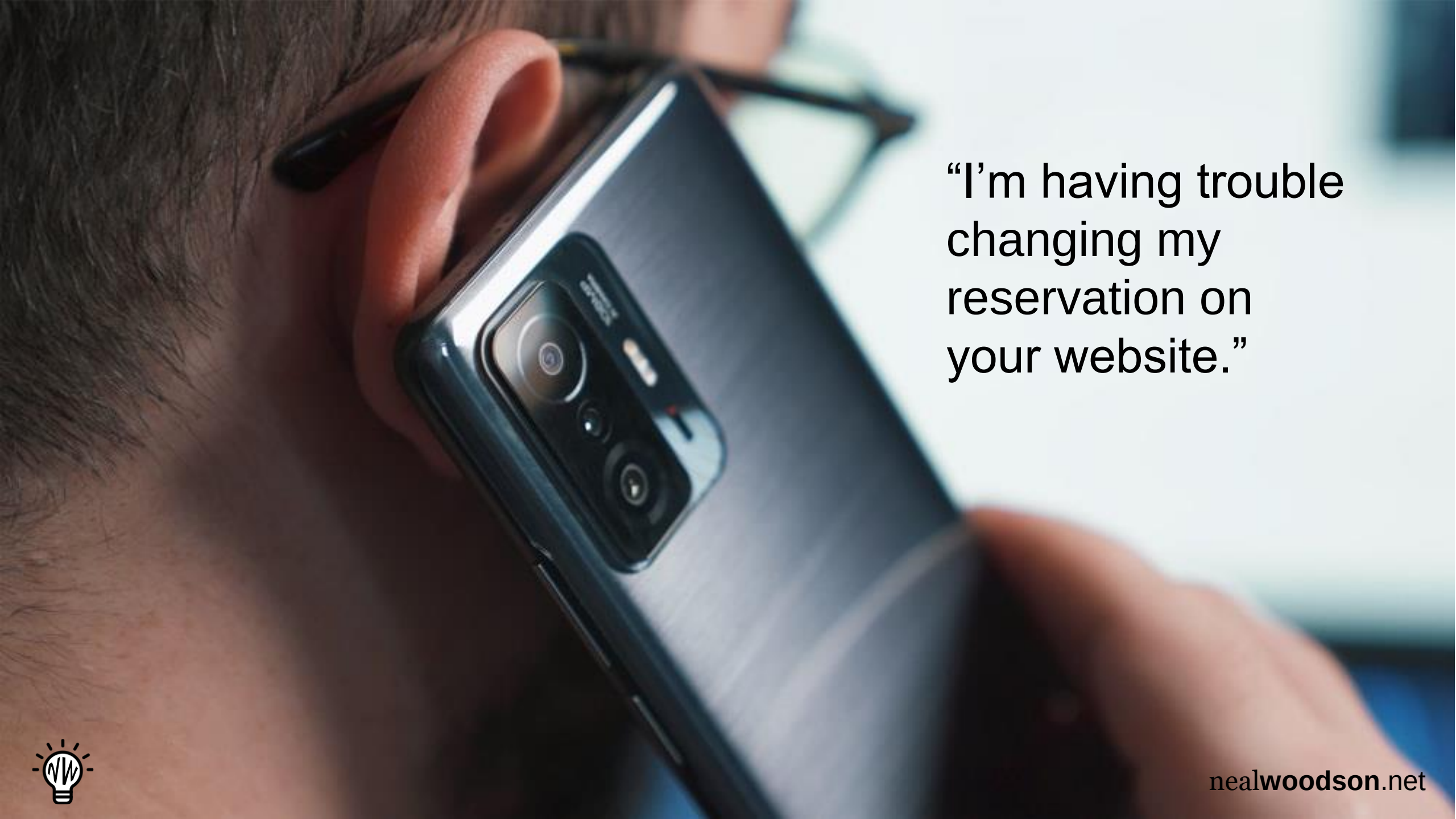
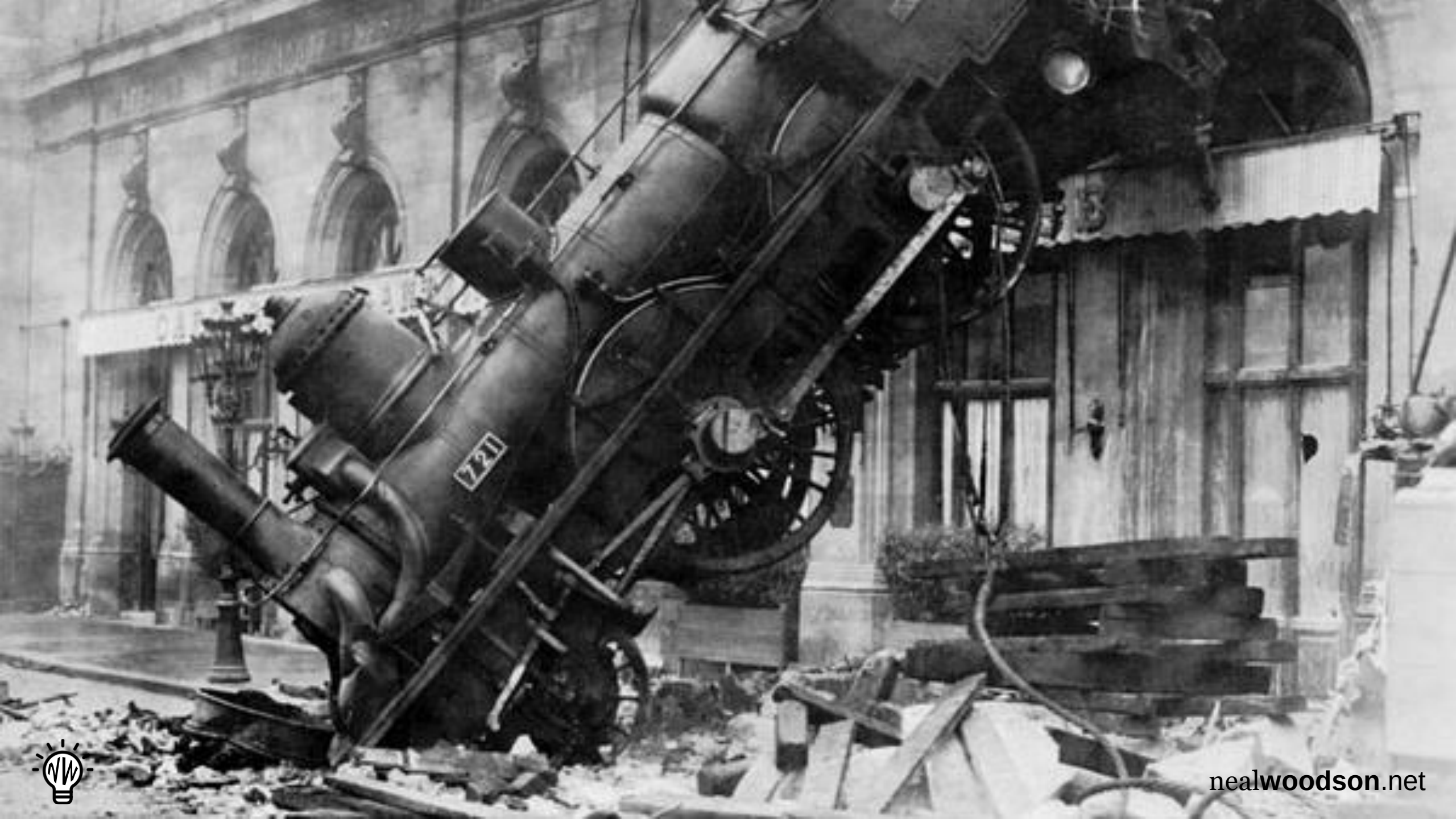

“I’m having trouble changing my reservation on your website.”

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

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

“They don’t let us have pens.”


721

“Nothing is ever easy.”

SERVICE
CRISIS

7:51
Monday, 5 November
Why?

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.

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It’s not at all really.

Service is helping people. That's it.
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Service > Customer Service

Service is helping
in small ways.
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Service is helping in big ways.
601
nealwoodson.net

Service is helping
the sick.
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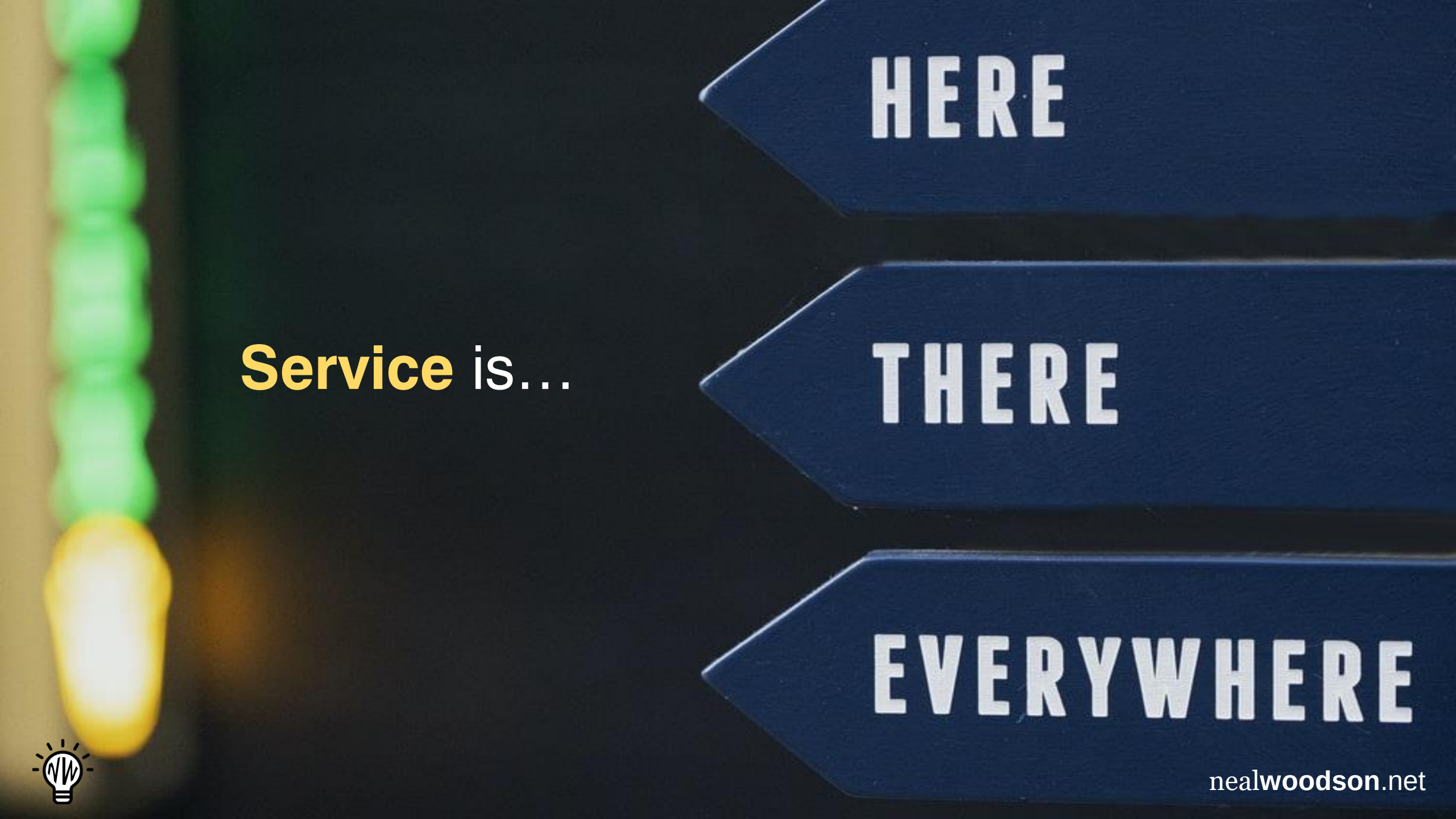
Service is **helping** the marginalized.

Service is helping
family.
NIKE

Service is helping co-workers.

And yes, service is helping customers.

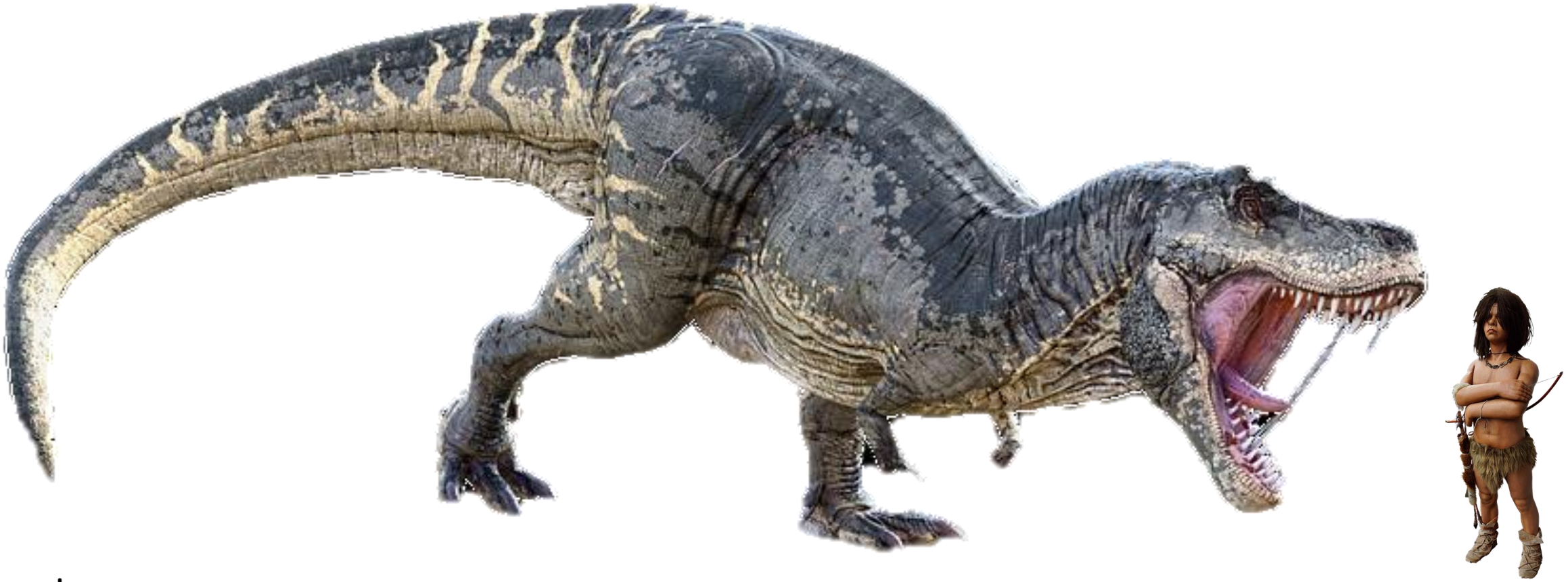


Service is…

And without it, we are doomed.

3.
It’s our superpower

Alone, the odds were not good.



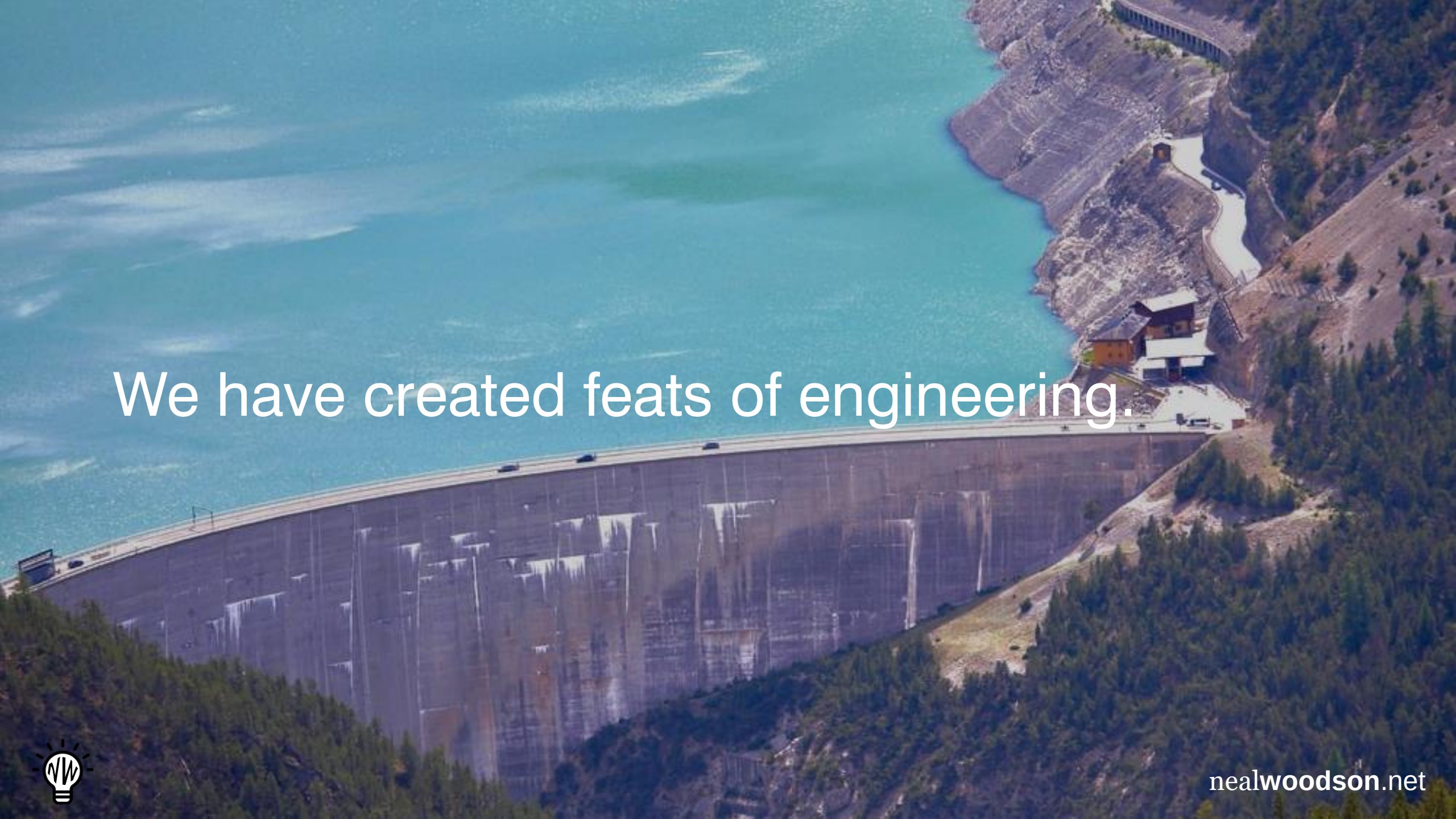
But together…

We were more successful.

We have traveled to the stars.

We have conquered disease.

We have built great cities.

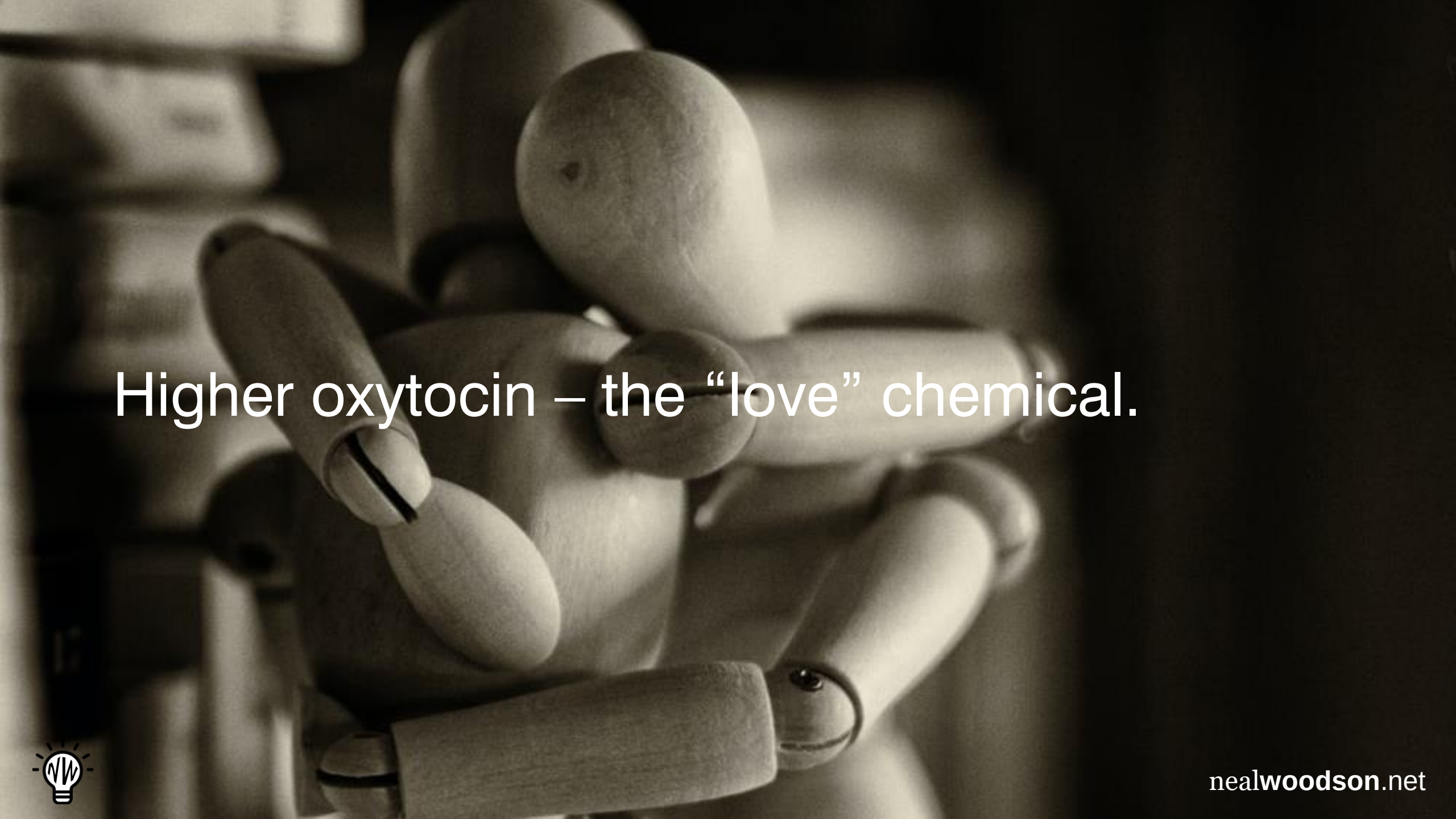

We have created feats of engineering.

Because we have helped each other.

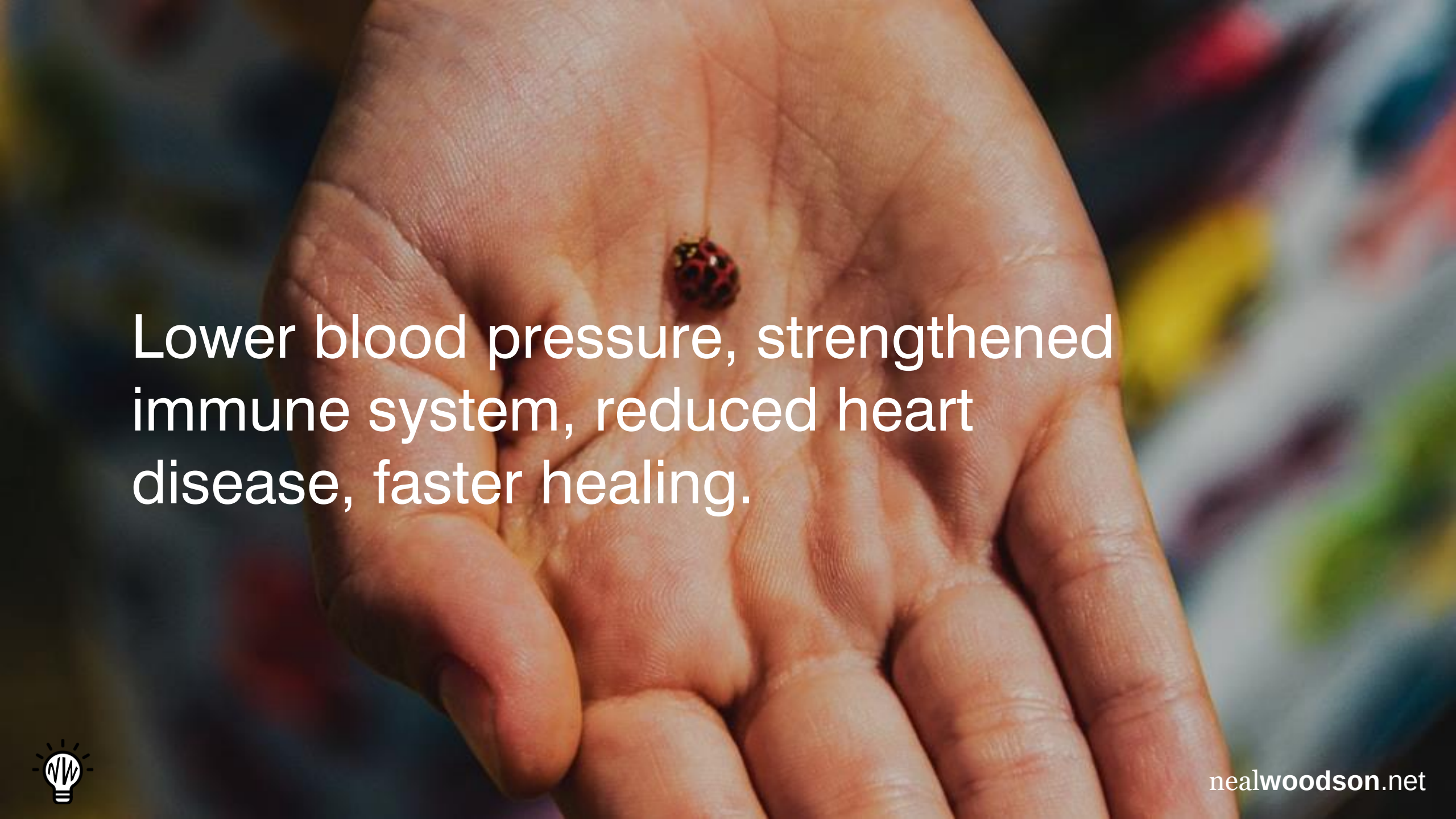
It is our superpower.

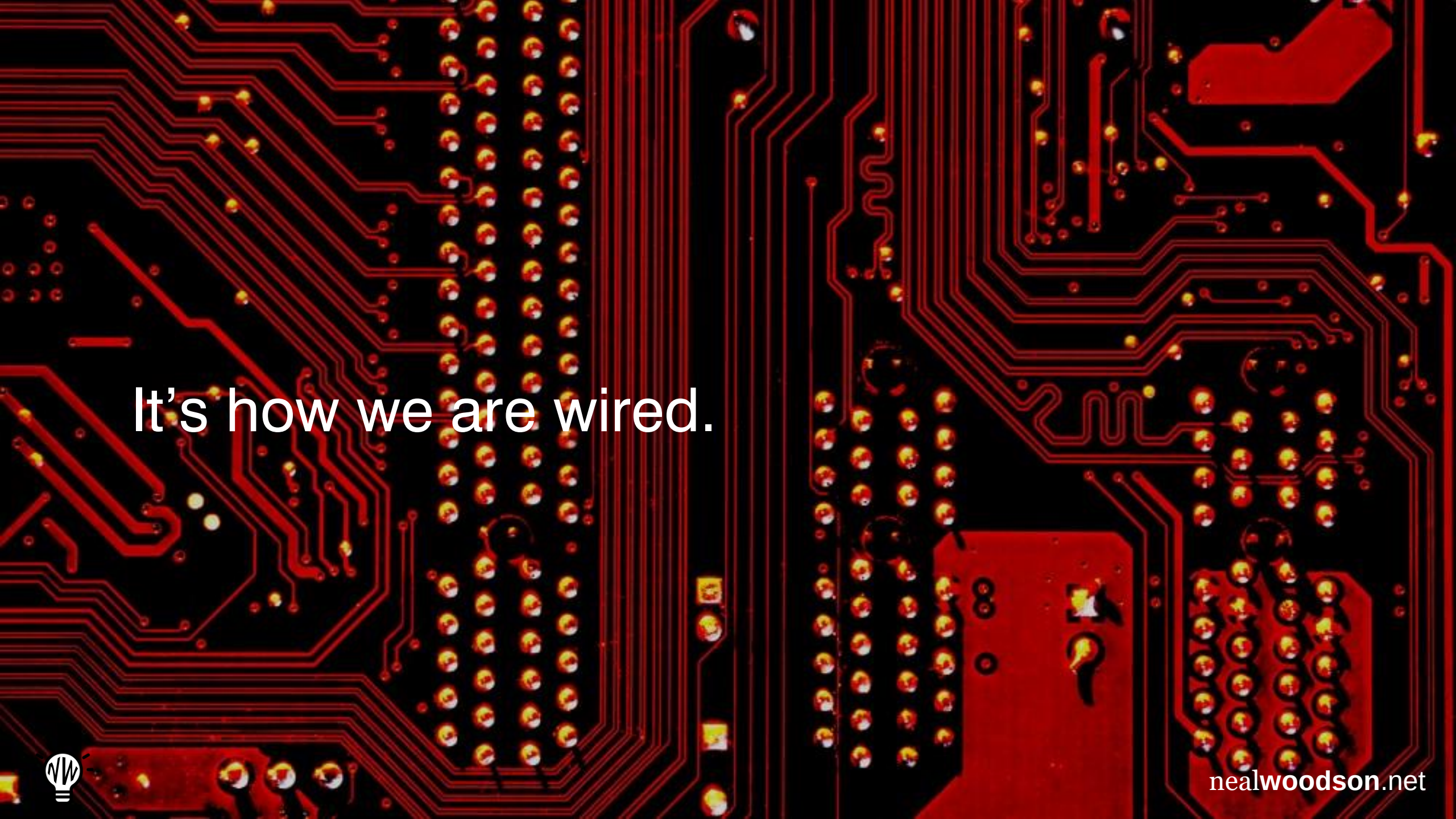
And because we are not the biggest, fastest,
or strongest…

…Mother Nature pushes it.

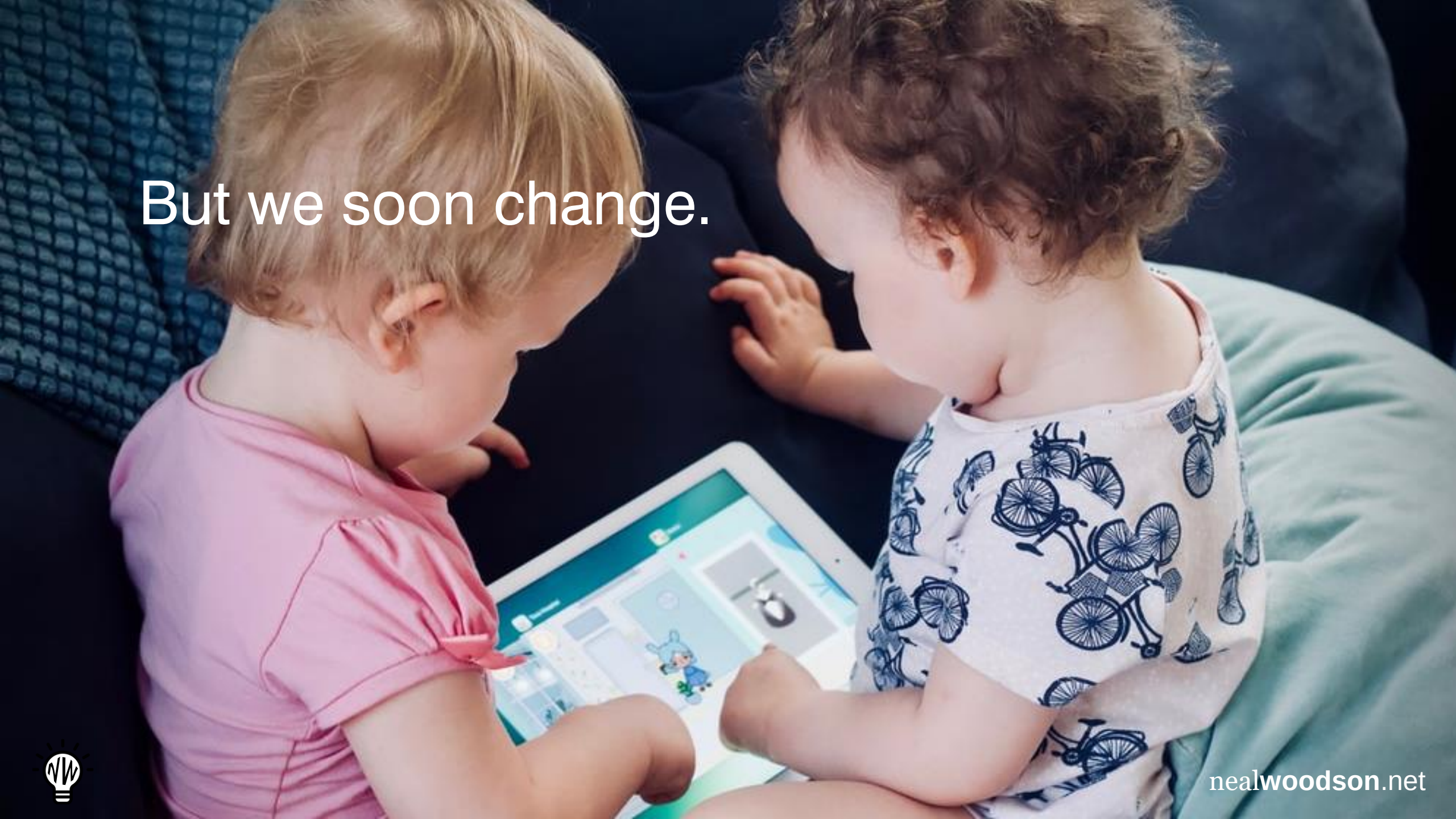

Higher oxytocin – the “love” chemical.

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.

Selfish is not our fundamental nature.
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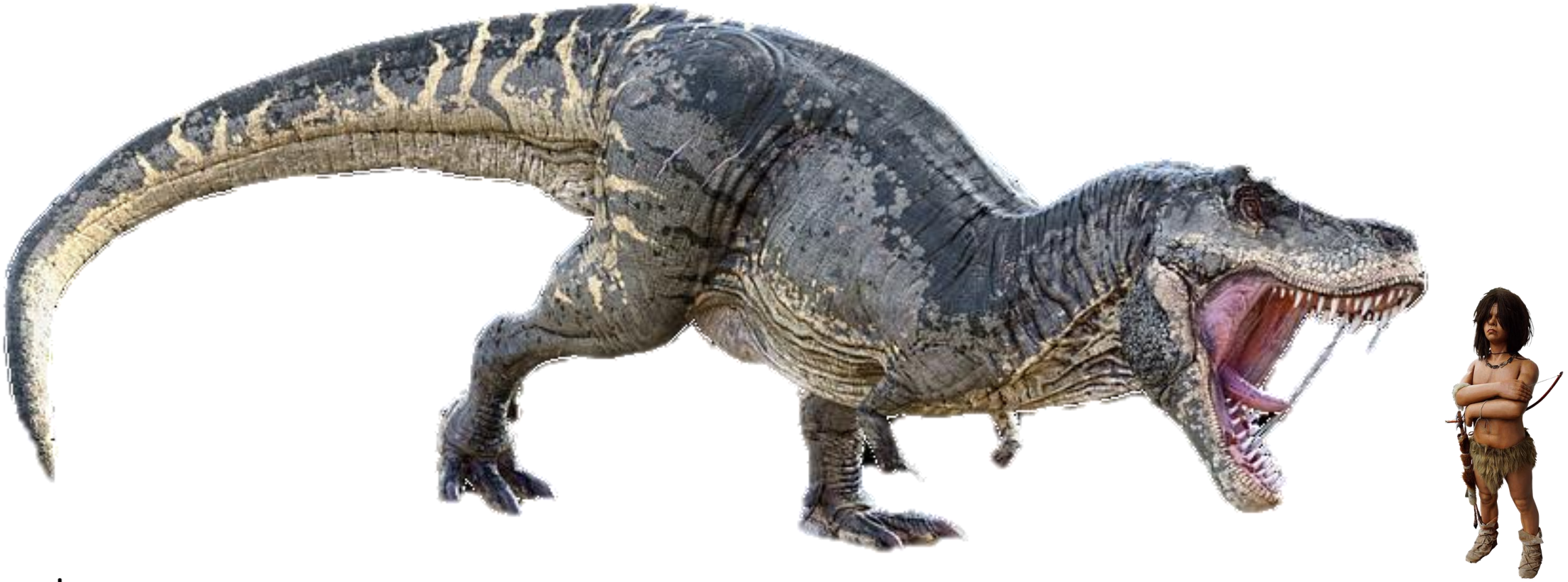
If it were...

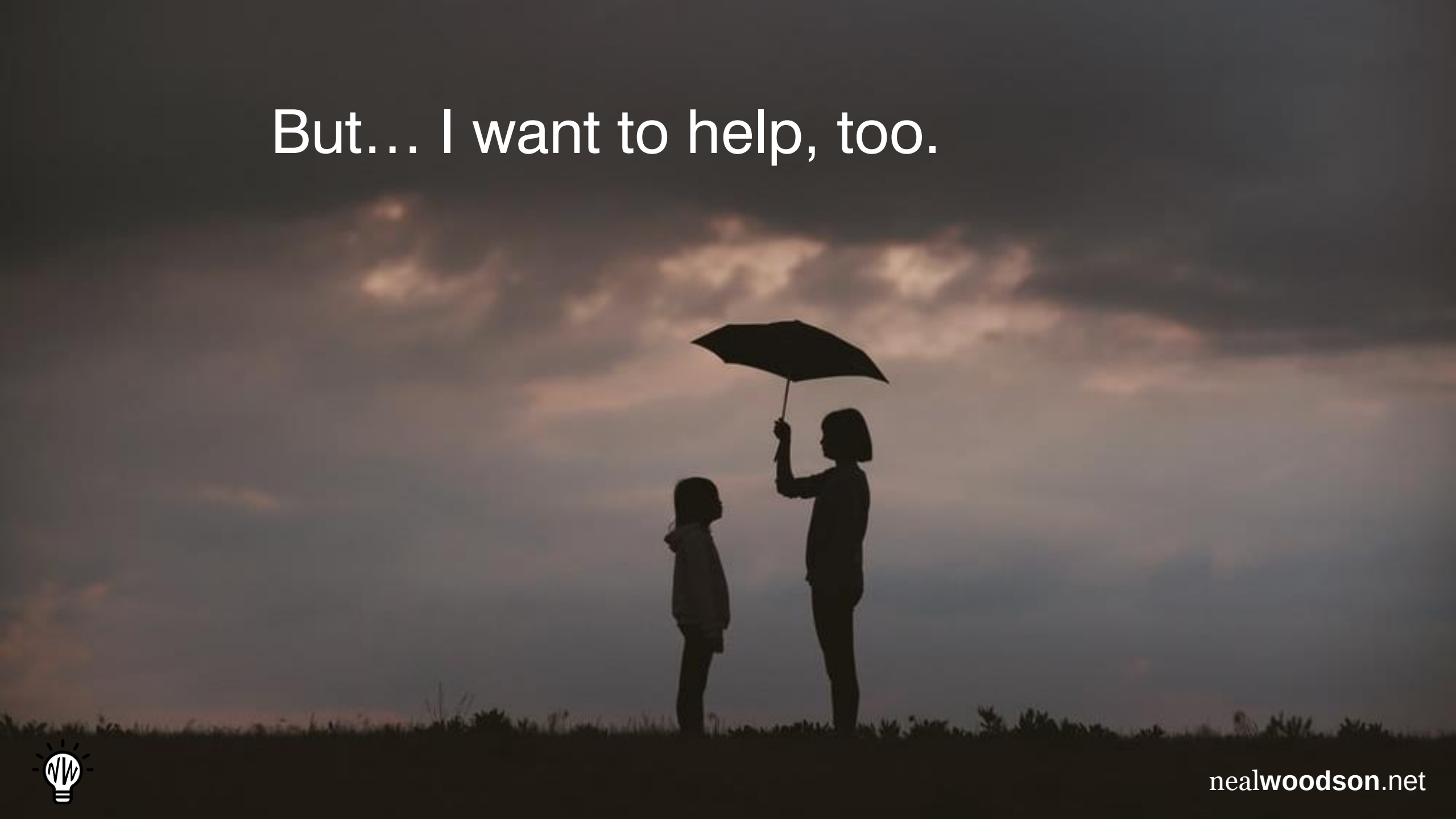
We wouldn’t be here.



4.
The enemy is us

I must survive …and thrive.
WIN

But… I want to help, too.



Mother Nature says….

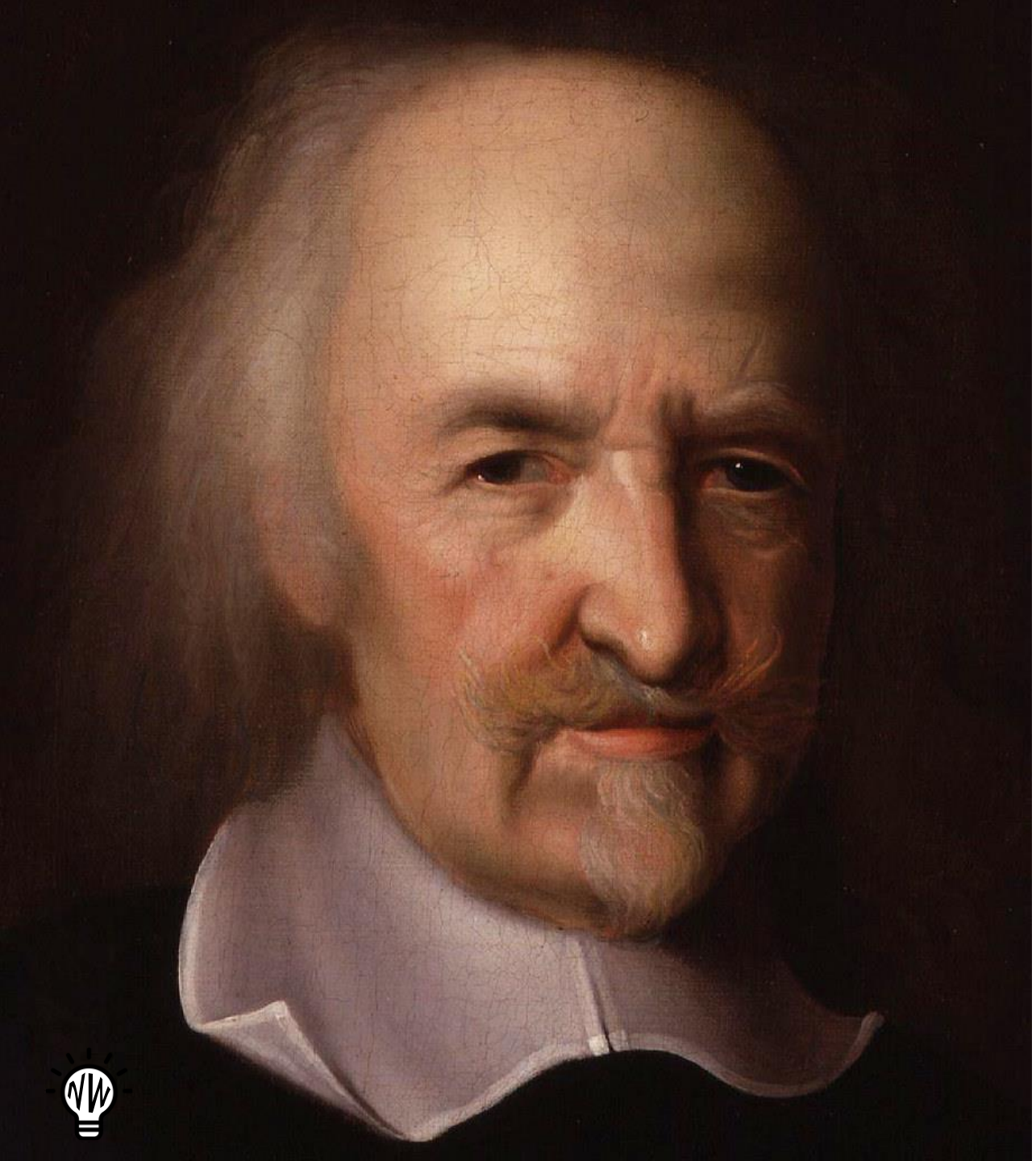
HELP!

The Mother Nature difference

What's happened?

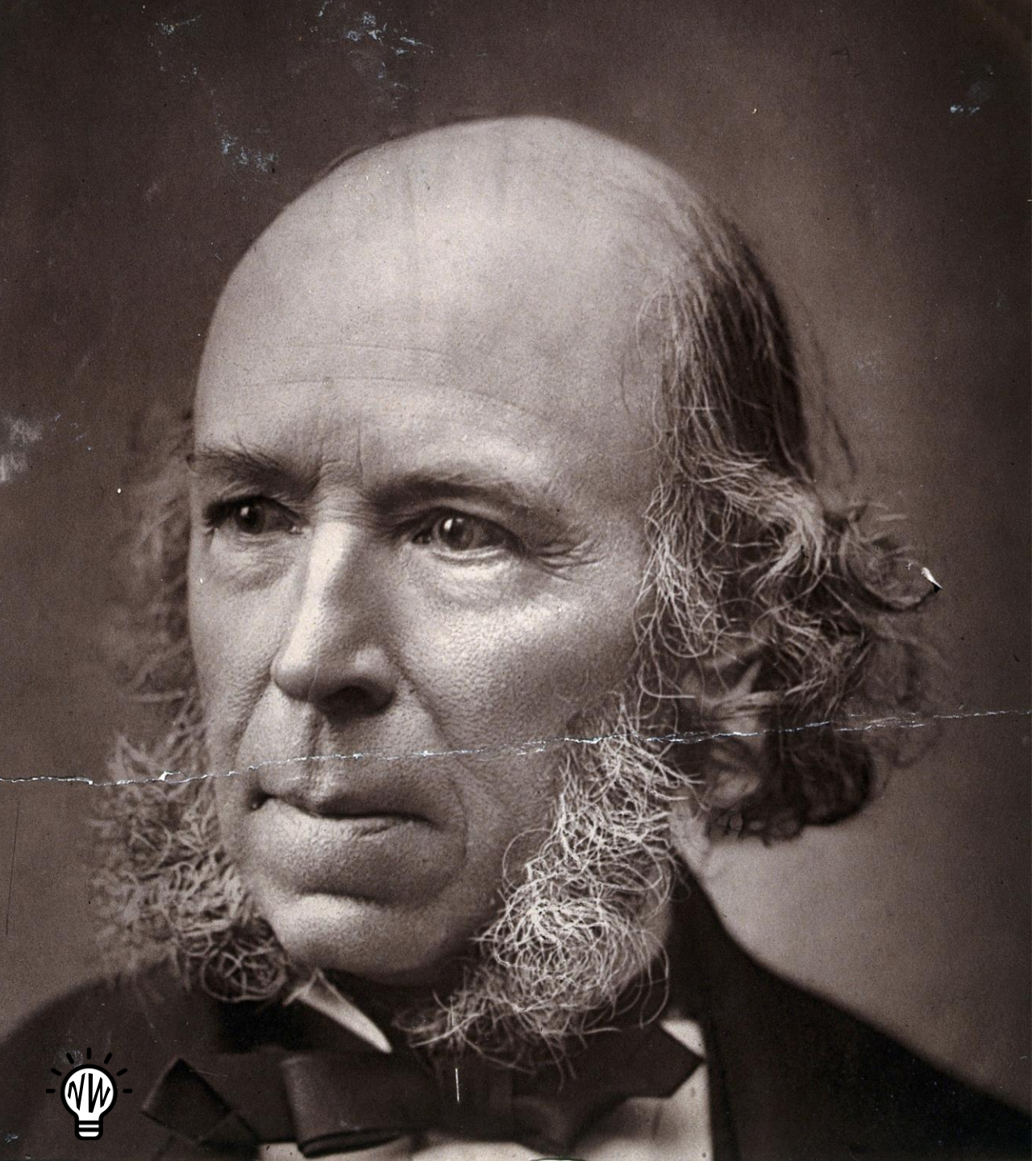
A history

of selfish thinking



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

–Thomas Hobbes 1588-1679

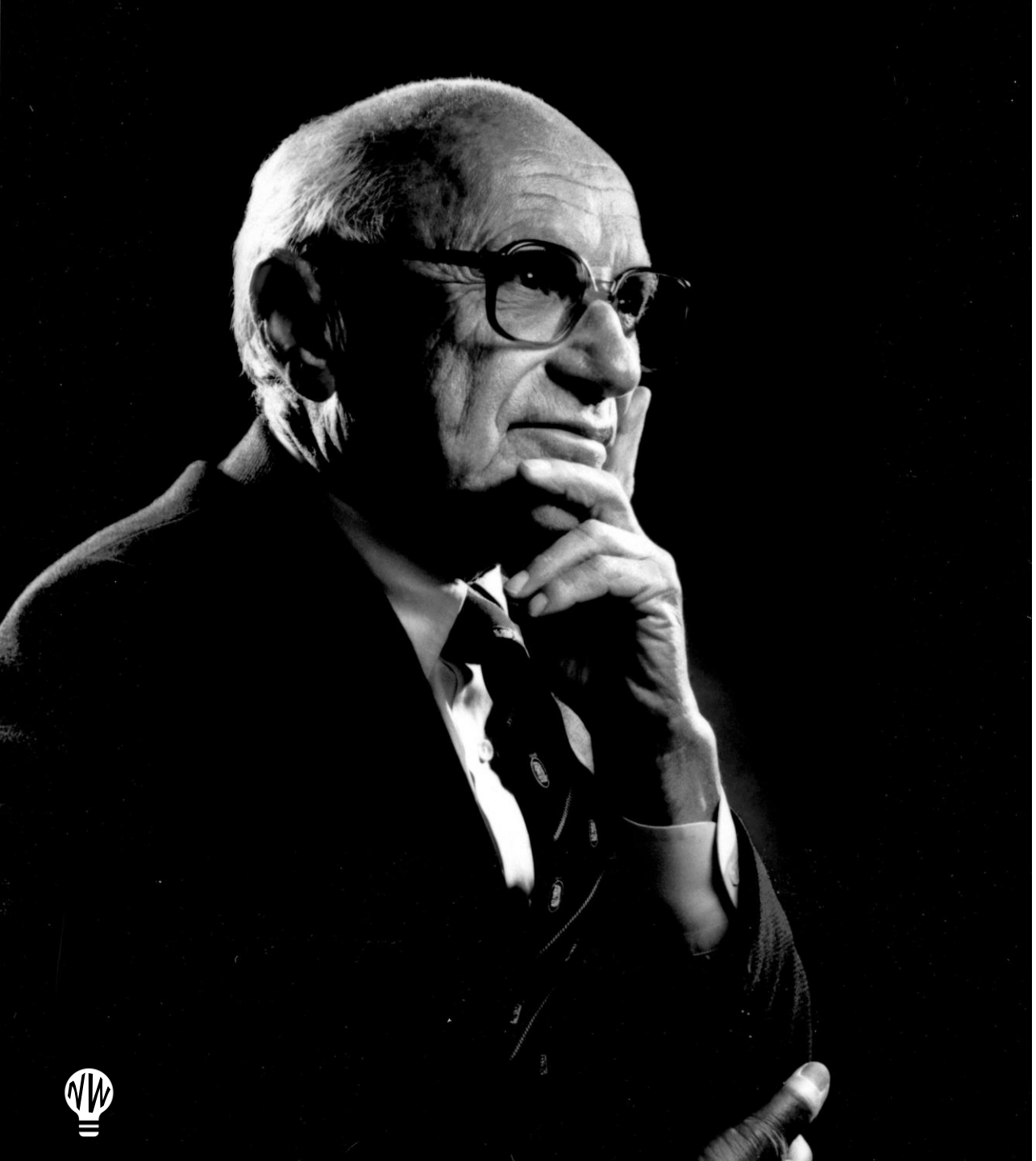


“Society exists for the benefit of its members, not the members for the benefit of society.”

-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



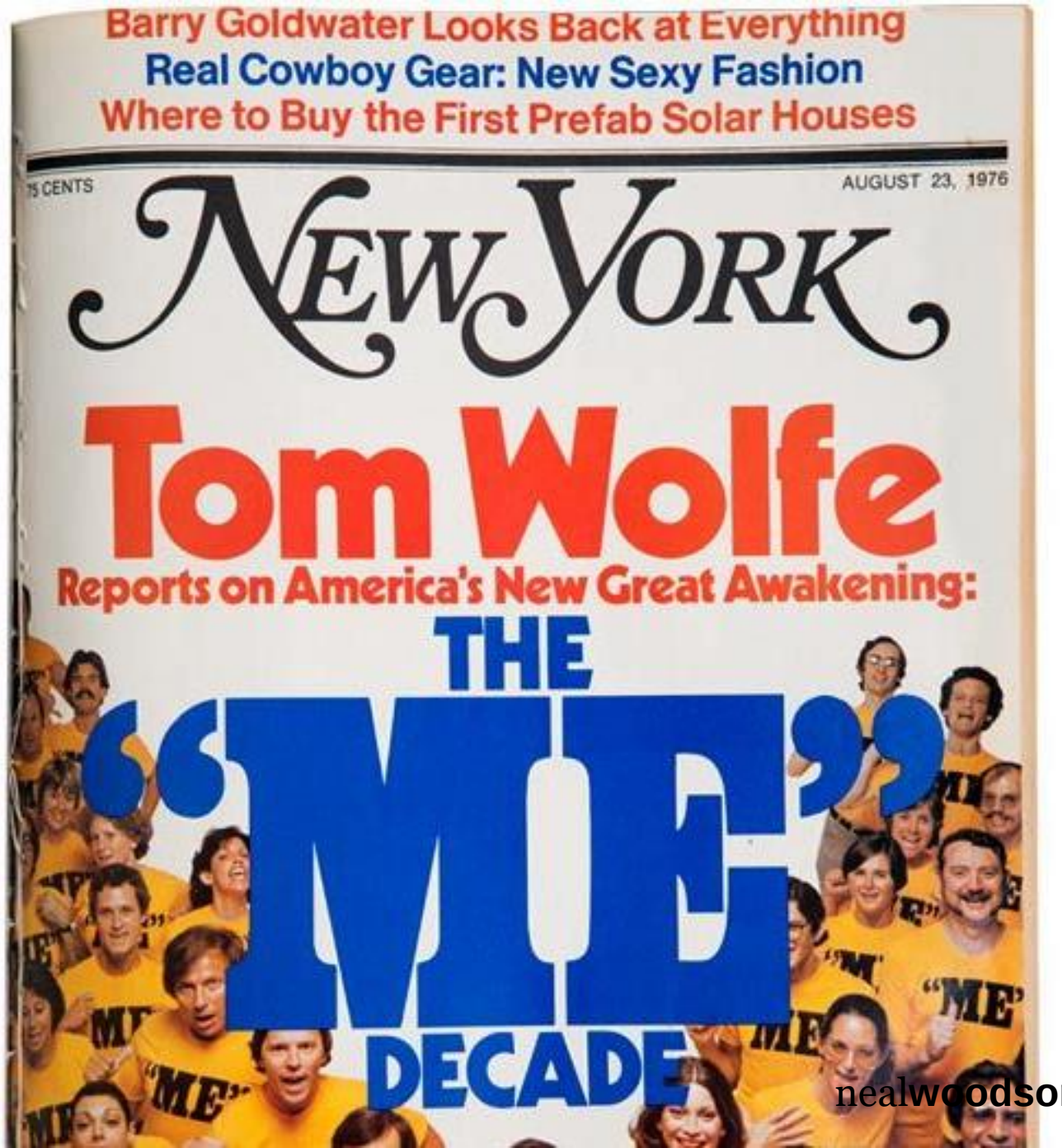
“The social responsibility of business is to increase its profits.”

-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


Barry Goldwater Looks Back at Everything
Real Cowboy Gear: New Sexy Fashion
Where to Buy the First Prefab Solar Houses
75 CENTS
AUGUST 23, 1976
NEW YORK
Tom Wolfe
Reports on America's New Great Awakening:
THE "ME" DECADE

1980s

1990s Everybody gets a trophy

2000s

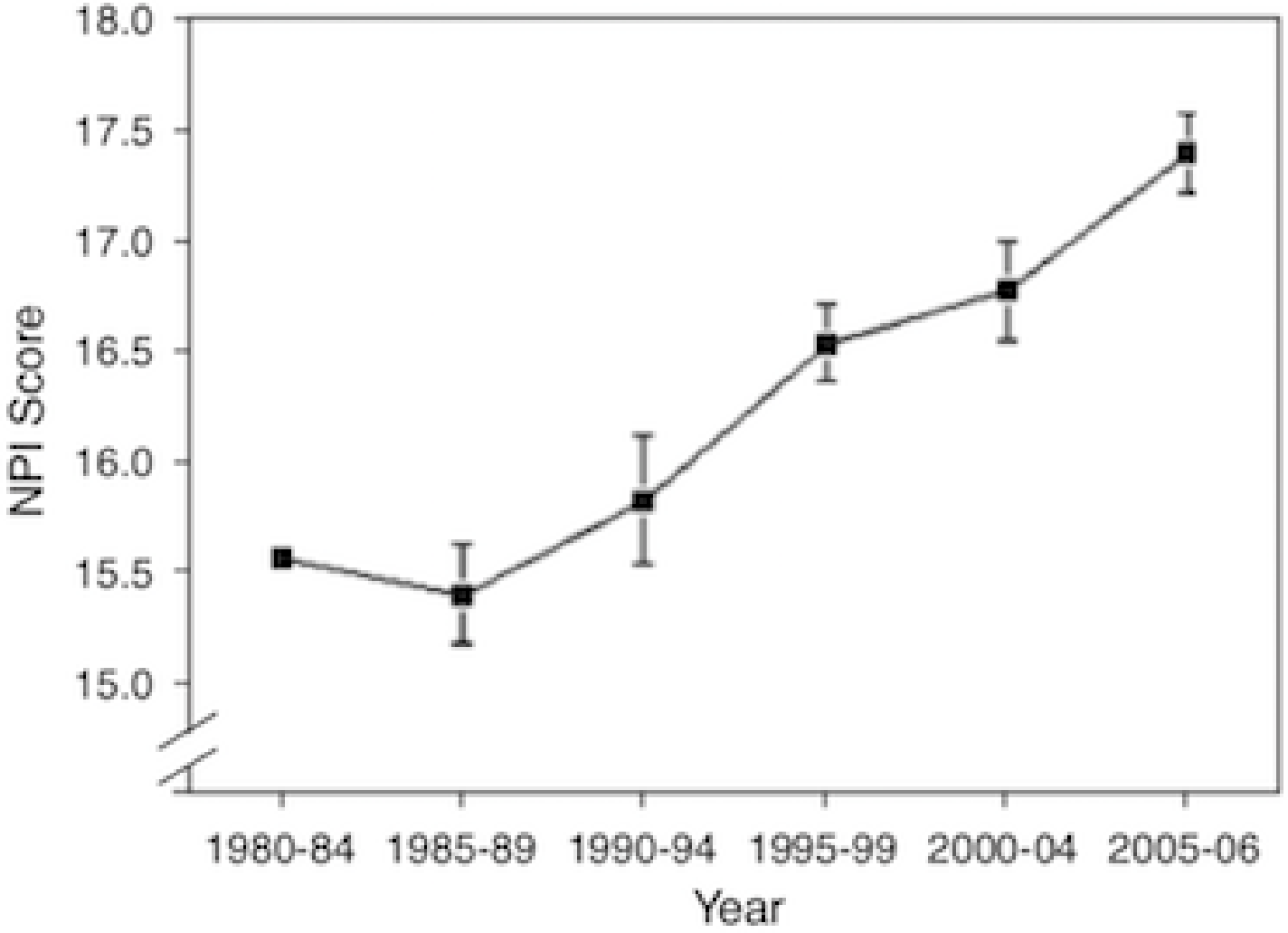


Figure 2

College students' Narcissistic Personality Inventory scores by time period. Capped vertical bars denote ± 1 *SE*.

Look at me
2010s
SAMSUNG

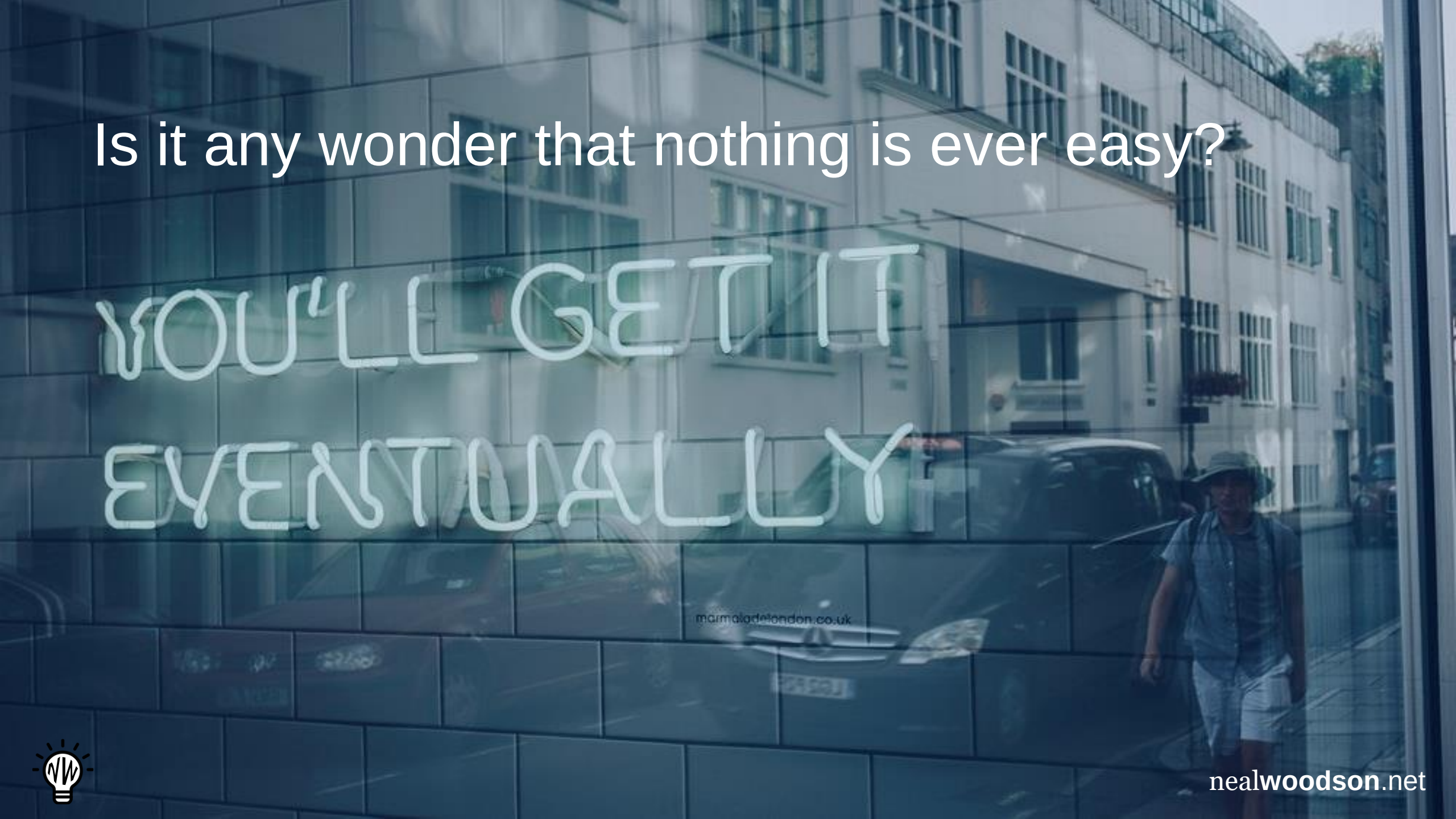
Win!!!
You're the best
Profit over people
Look at me
THE SELFISHNESS PERFECT STORM
If you're not cheating, you're not trying
If you want it, you can have it
Love yourself
Get yours

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?



“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

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We must move from the selfishness of
Industrial-Age wealth creation…
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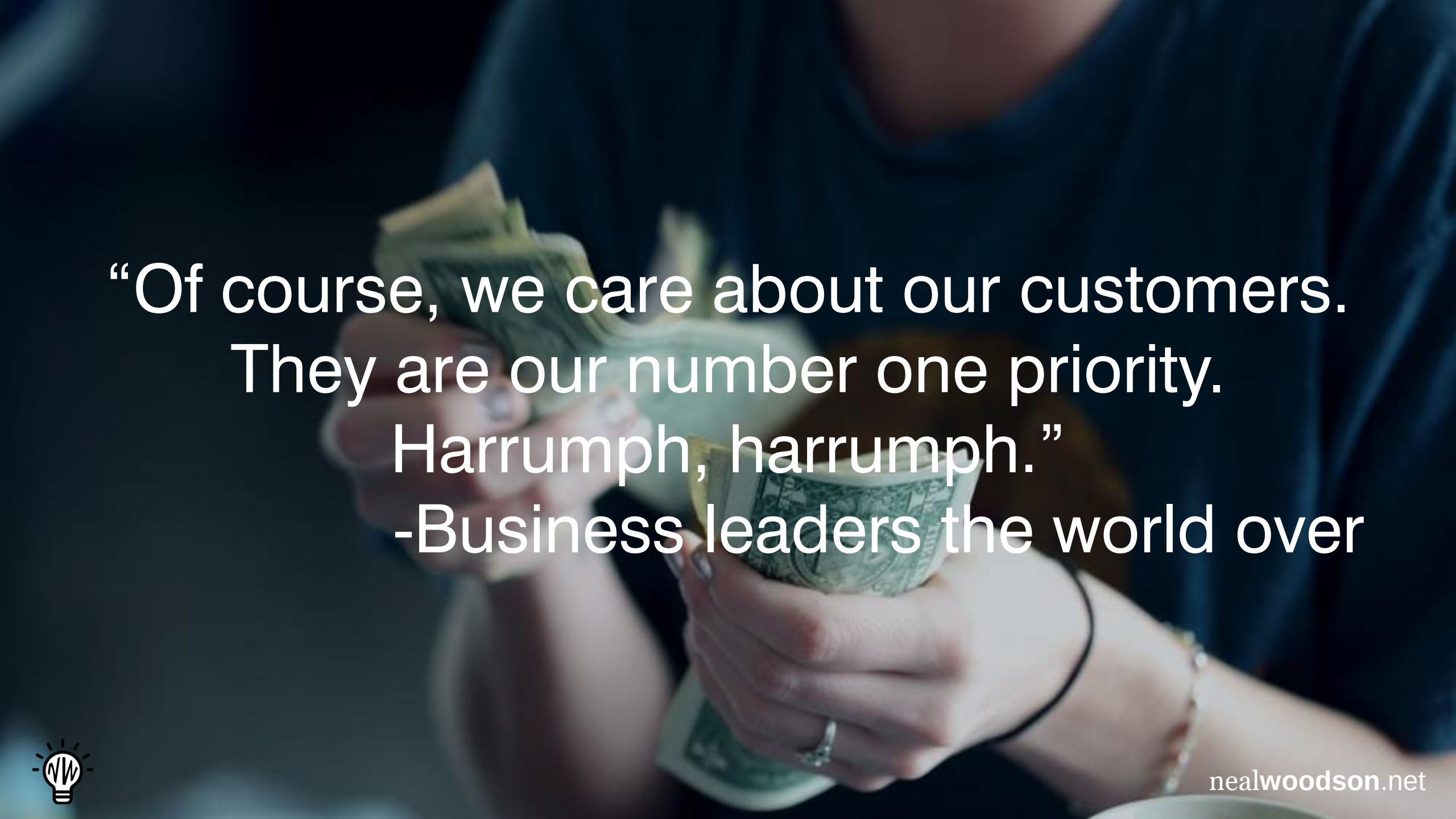
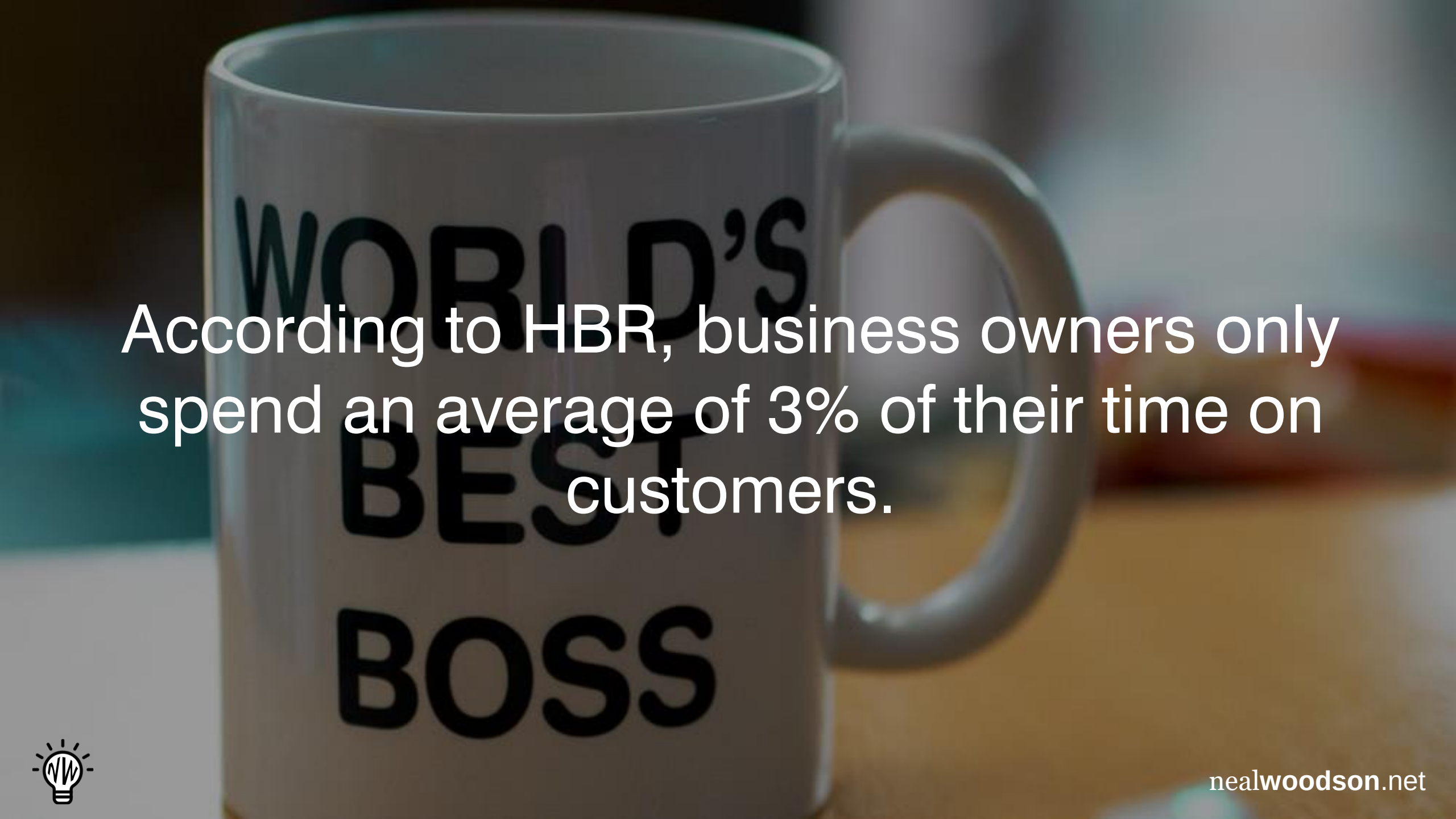
… to the selfish-less Experience-Age approach of value creation.

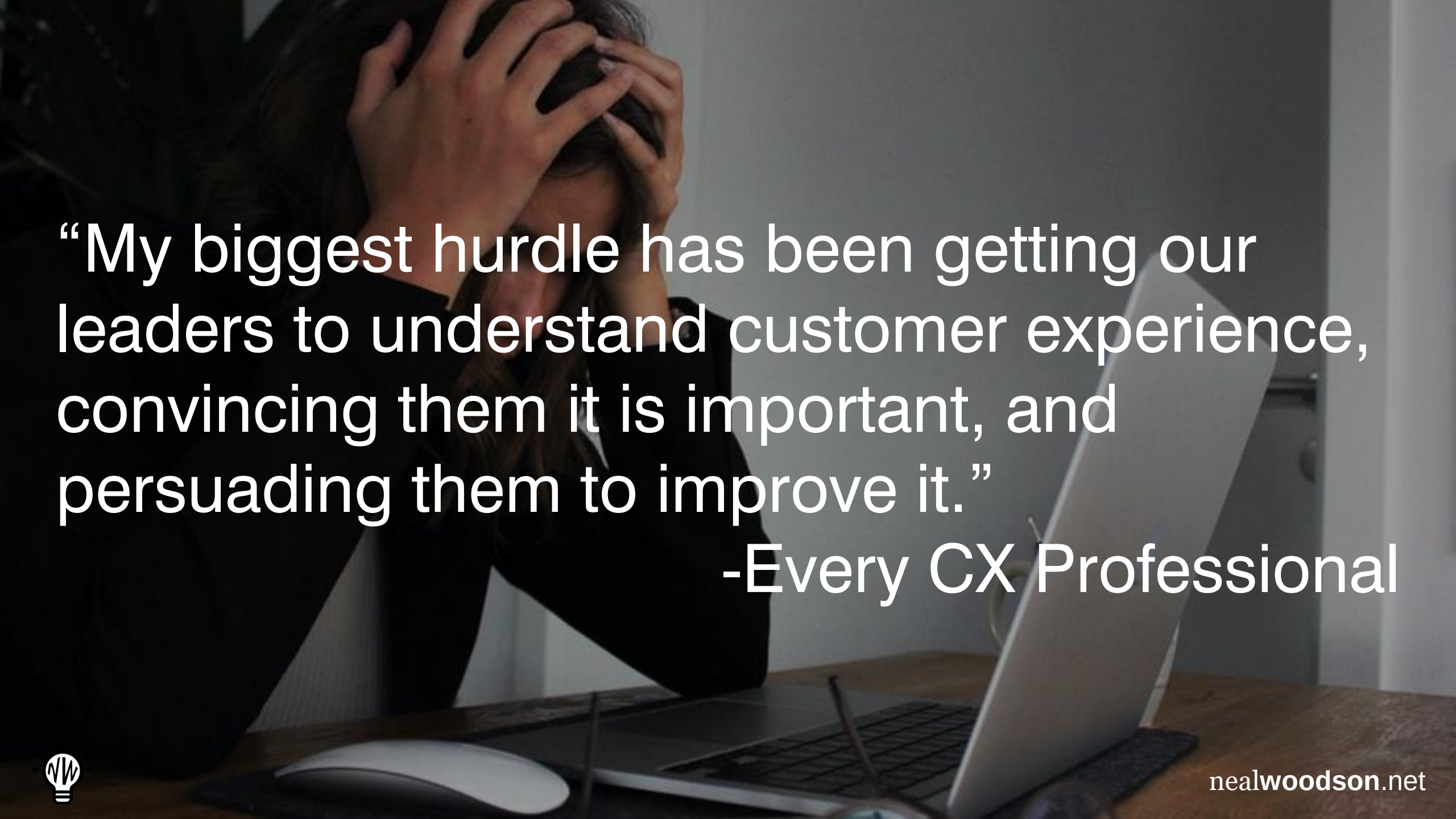
5.
Barriers to change

#1
Misguided Priorities


“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

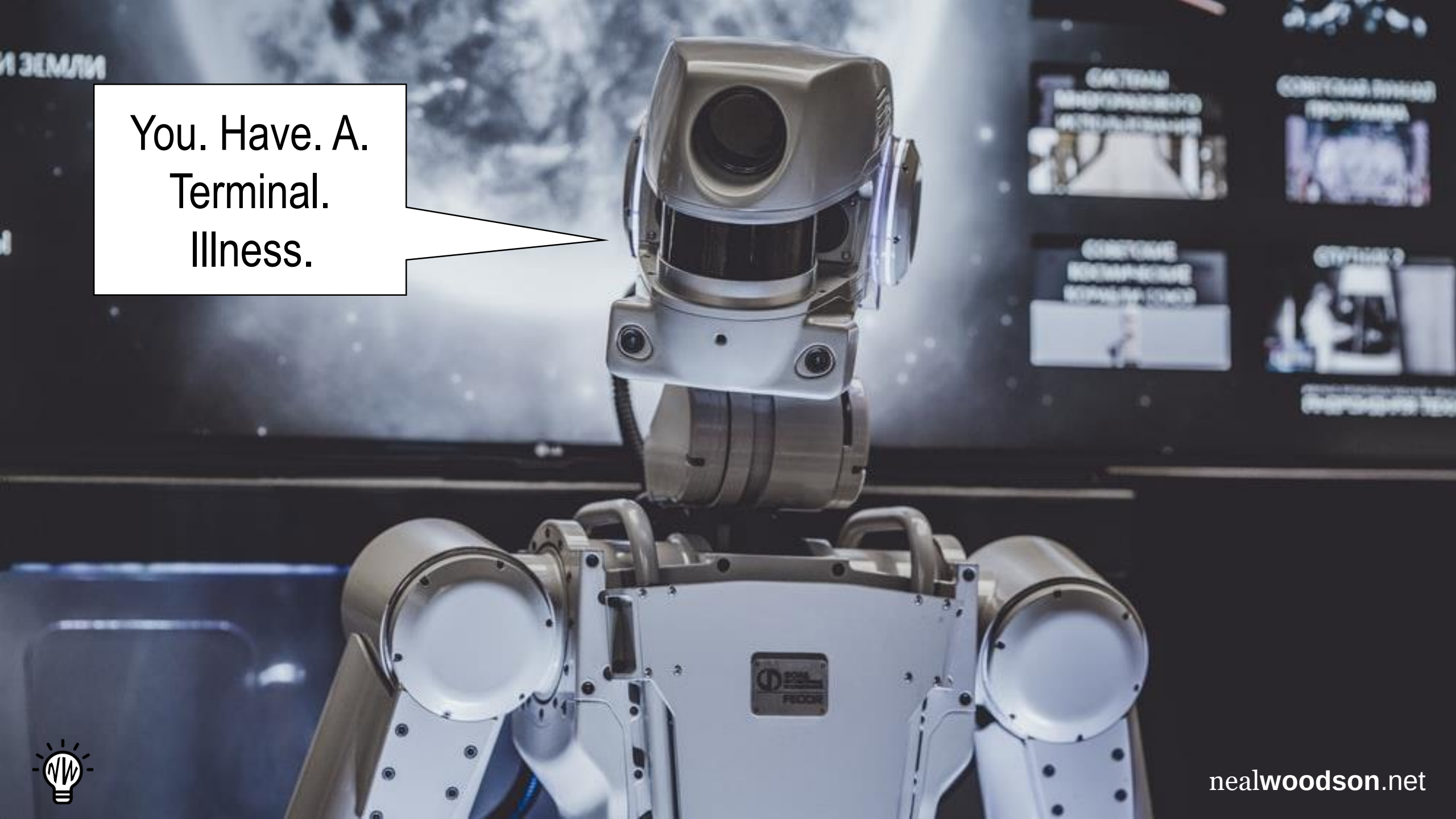
#2
Silo Cultures

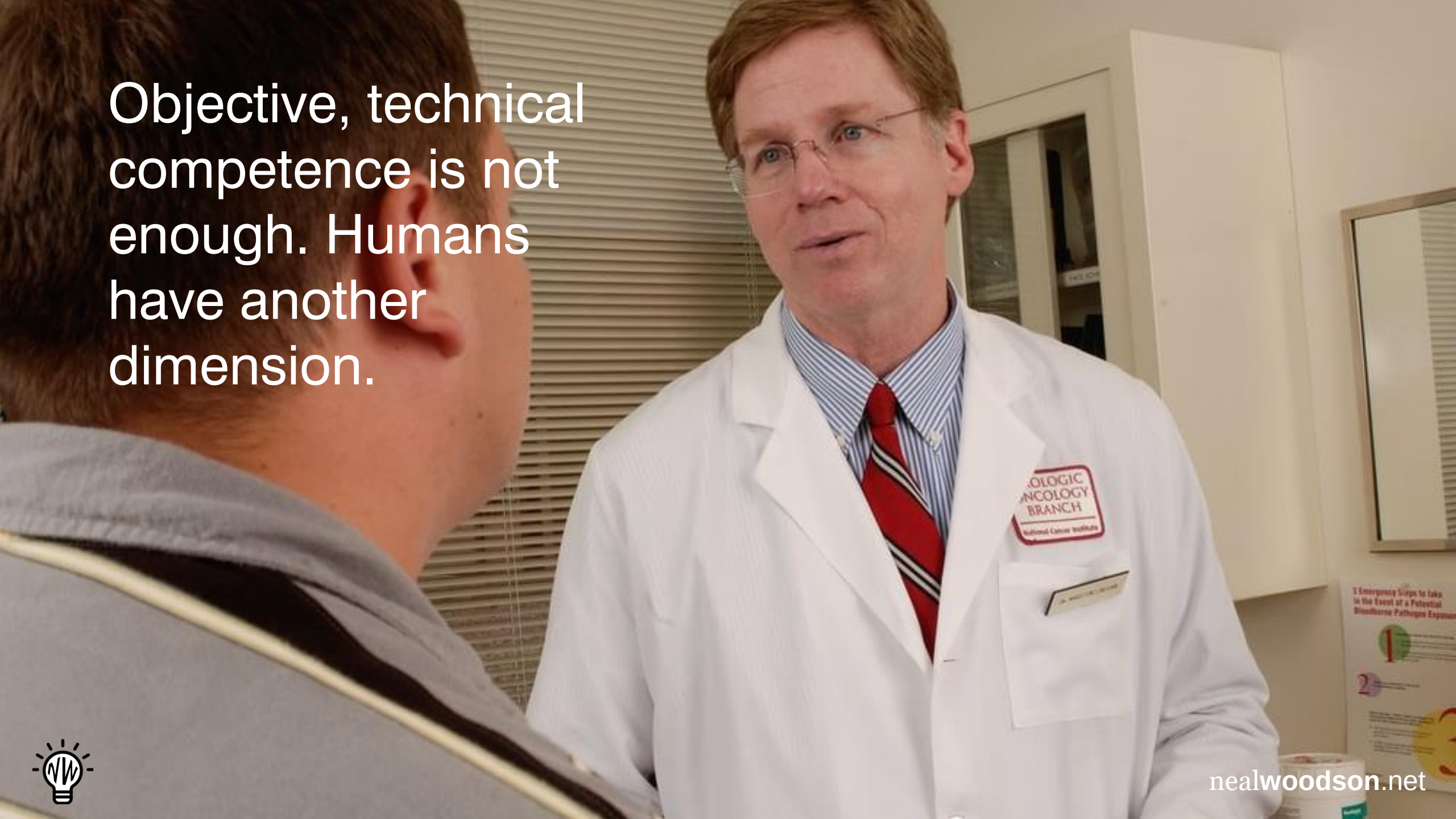
That’s not my job.

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.
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Two dimensions

HARD
OBJECTIVE
TECHNICAL
ABILITY
COMPETENCE
MEASURABLE

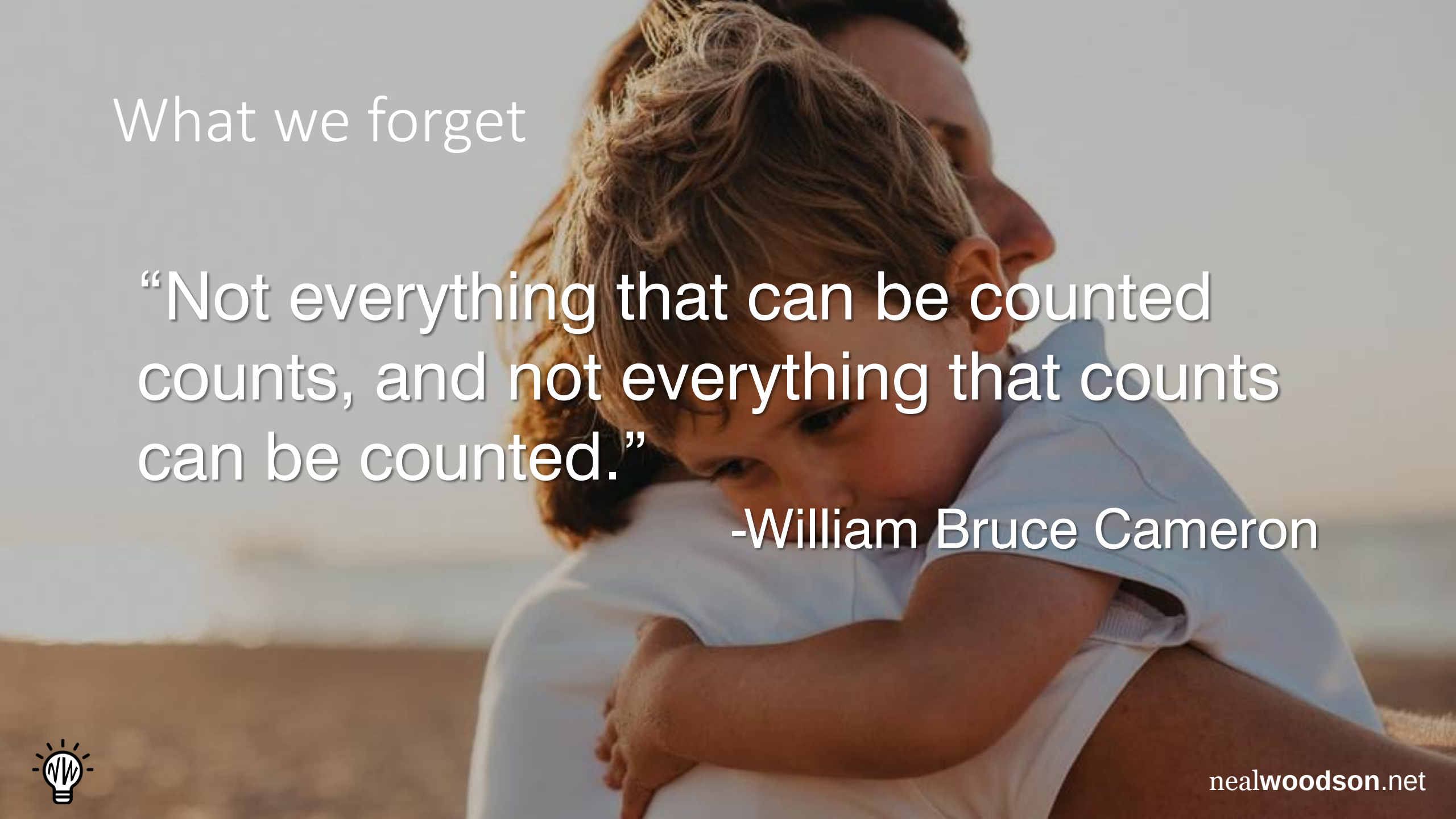
SOFT
SUBJECTIVE
RELATIONAL
ATTITUDE
WARMTH
EMOTIONAL

What we focus on

"What gets measured, gets done."

-Unknown

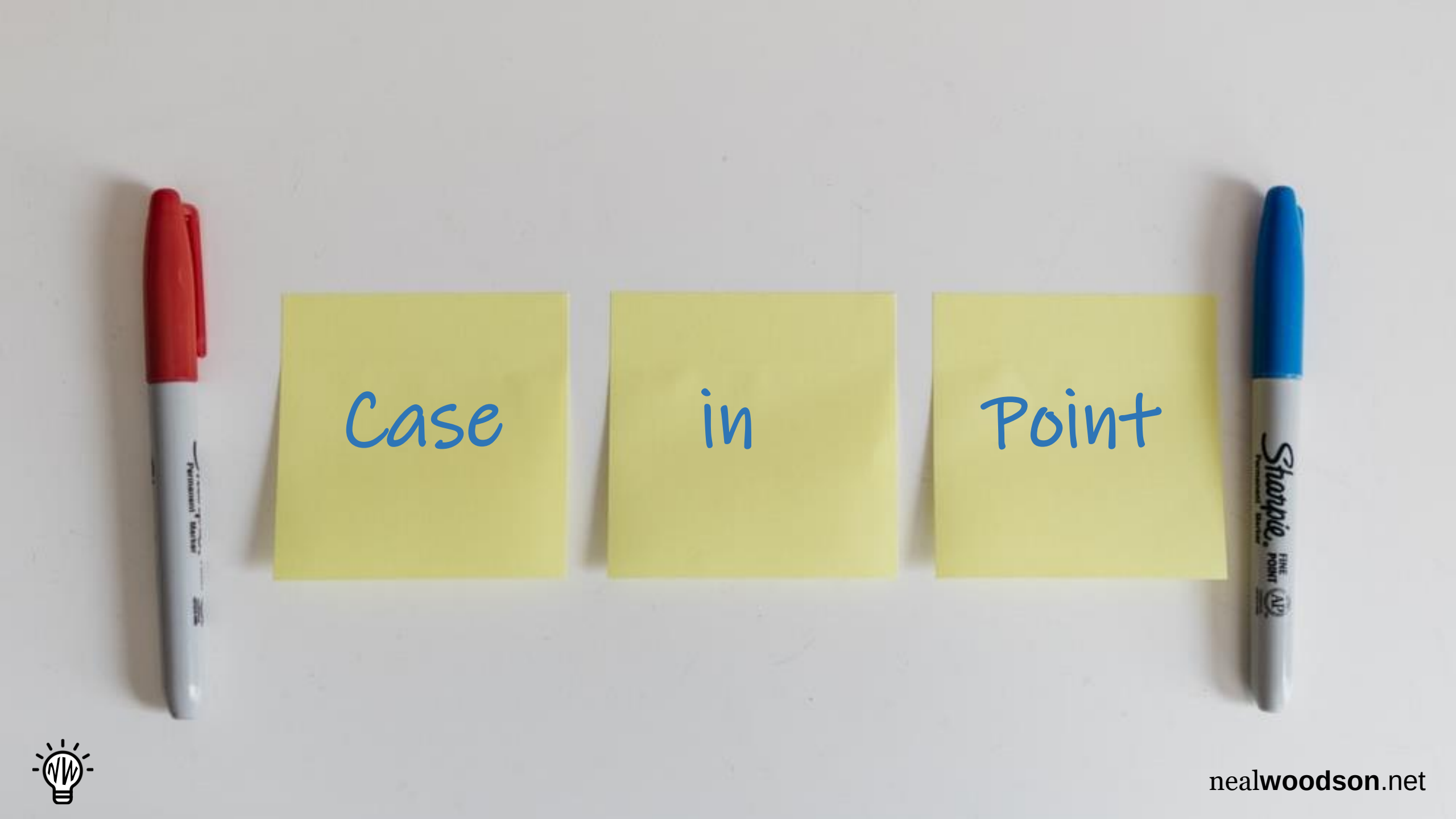
What we forget

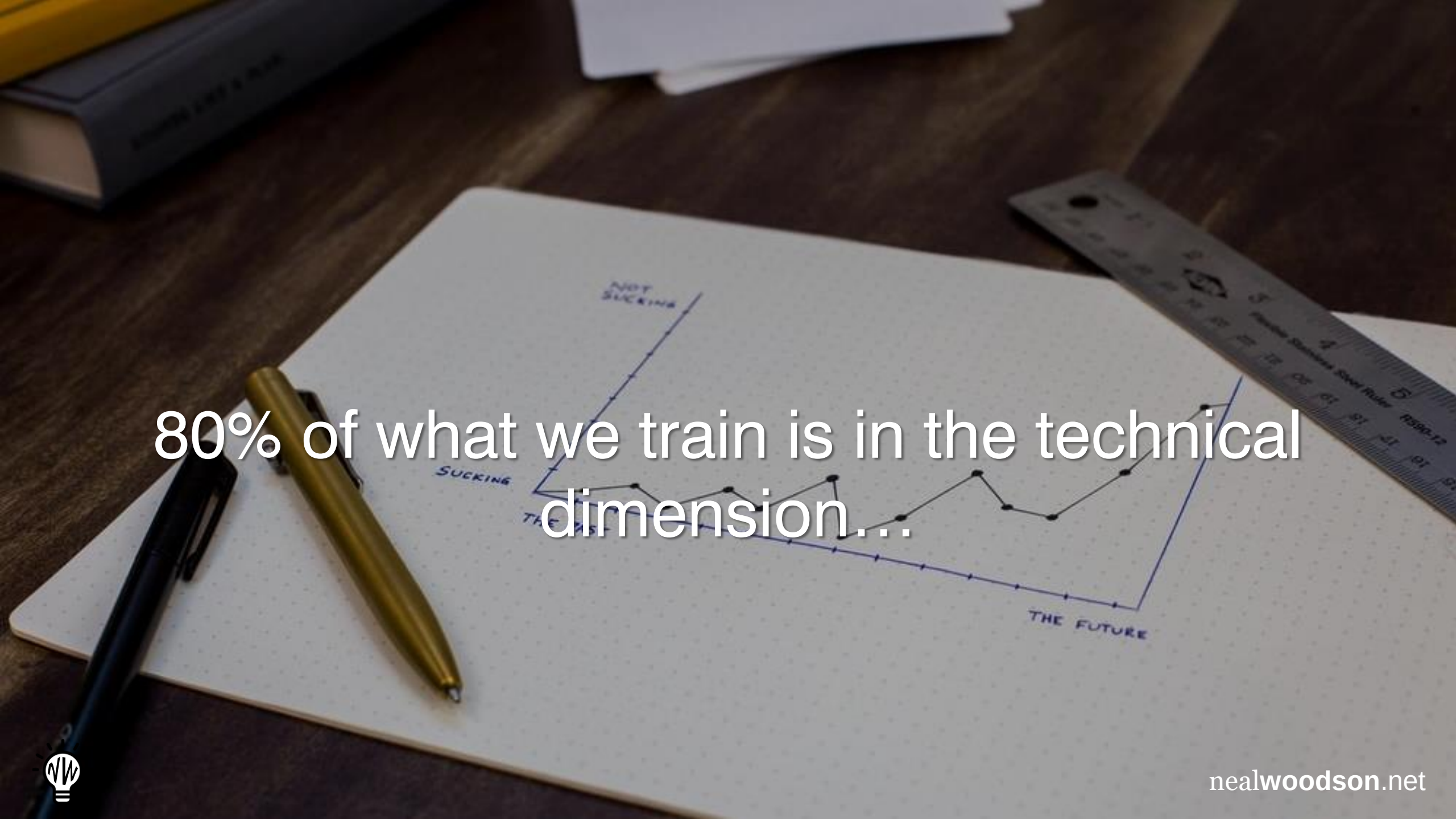


"Not everything that can be counted counts, and not everything that counts can be counted."

-William Bruce Cameron

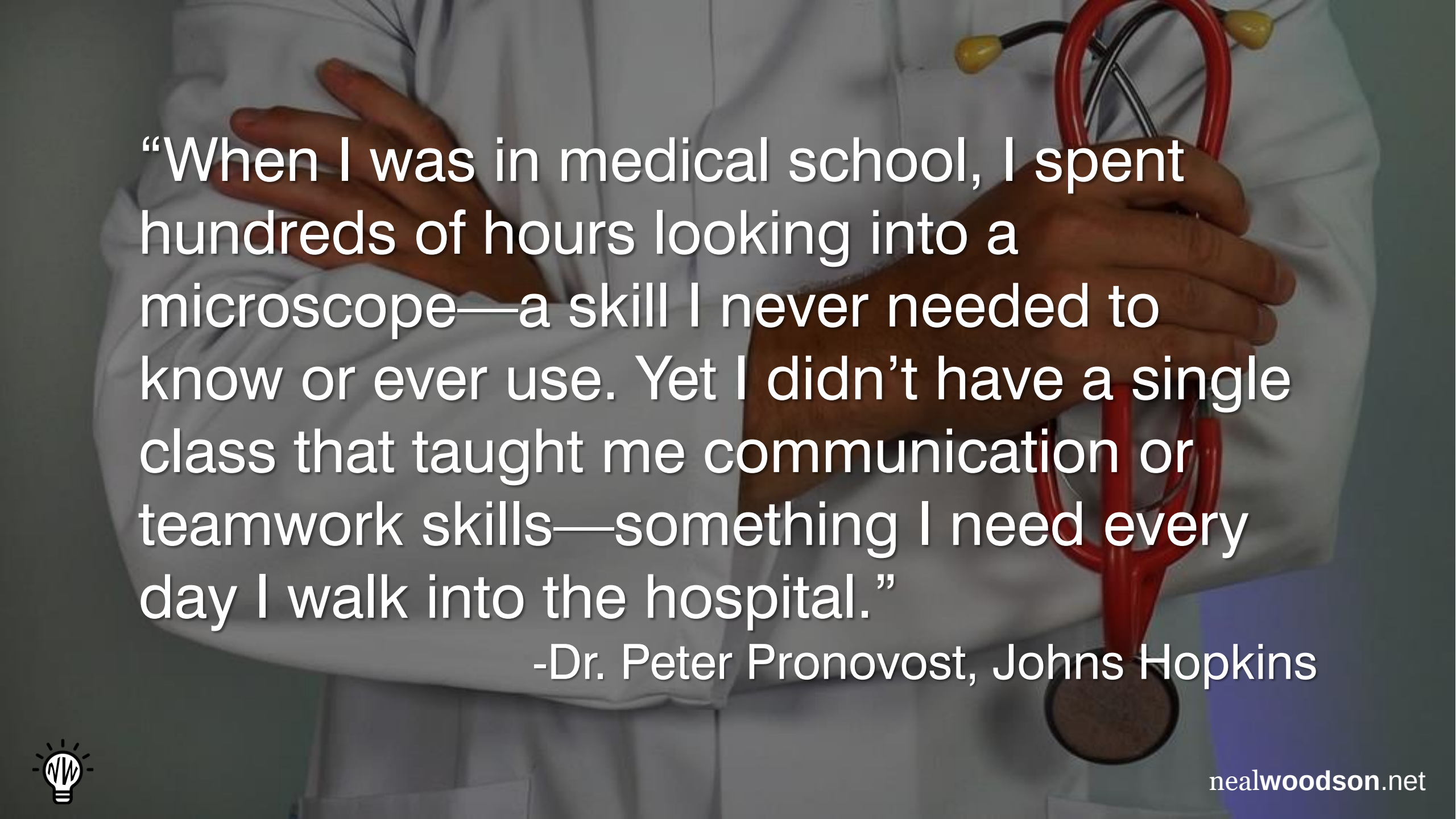
To our detriment, we over-focus on one dimension.


Case
in
Point
Sharpie



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

…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
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6.
Shifts

What do customers want?

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

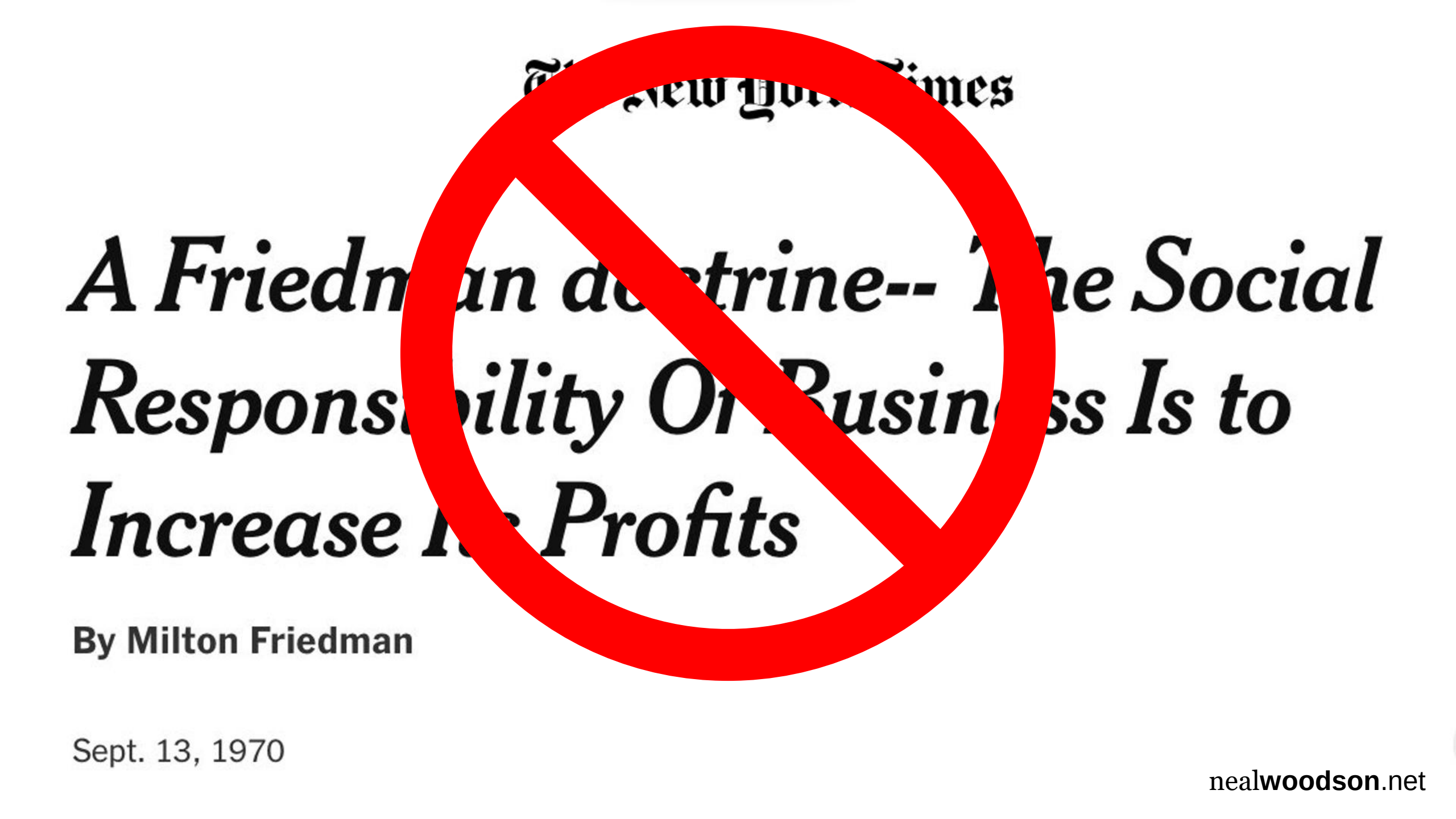
What do companies need to do?

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



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

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

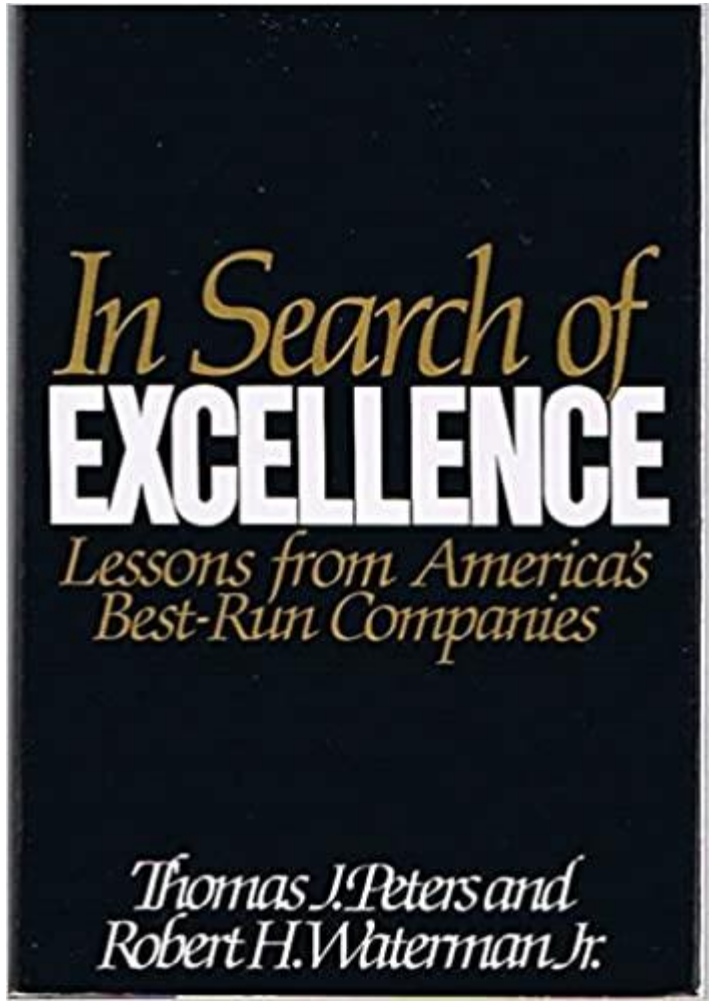
“The sole purpose of business is service.”
-Leo Burnett

“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**.
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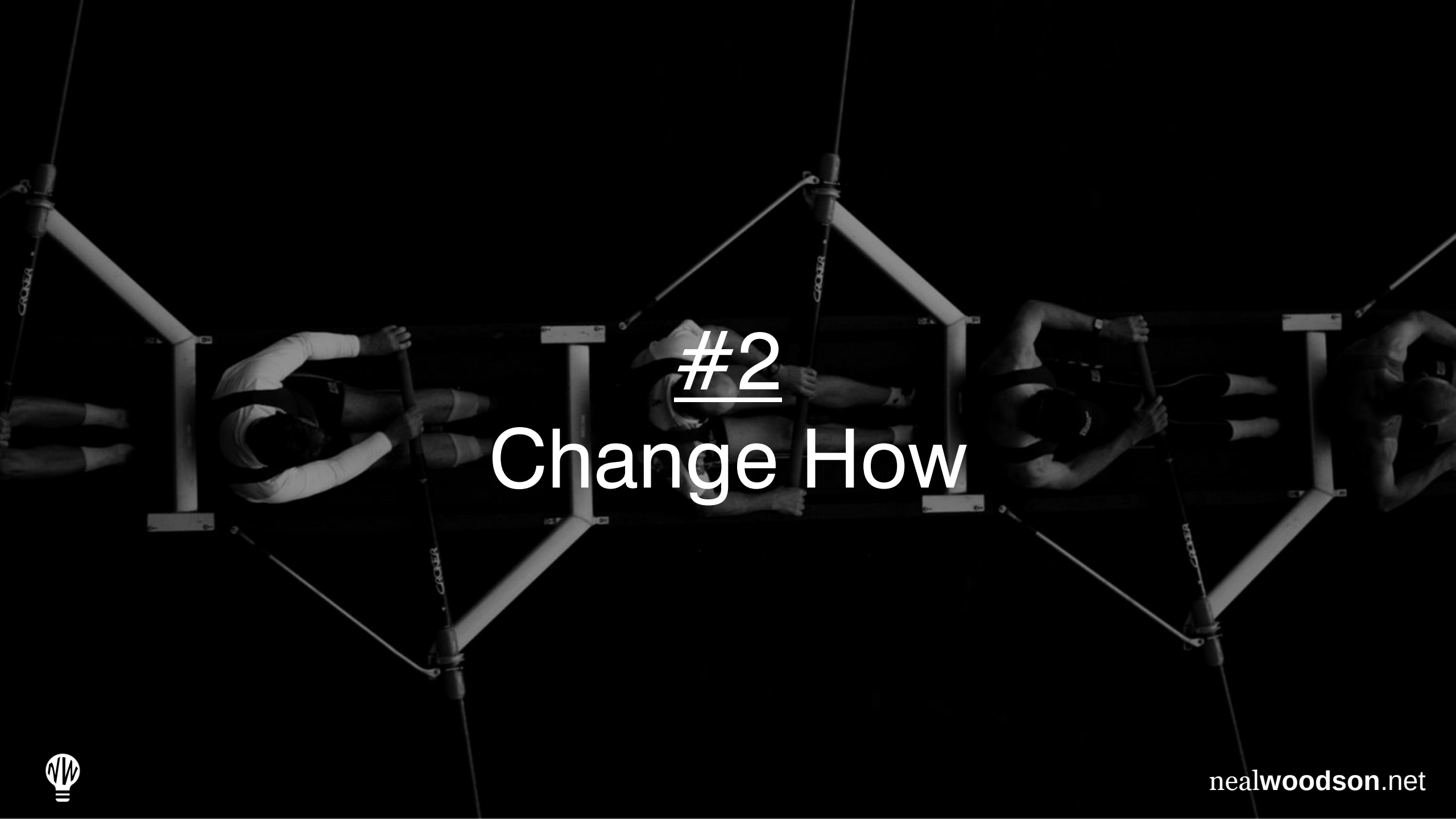


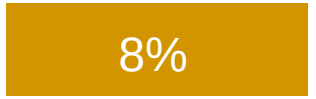
#2
Change How

Leaders

FANTASY

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

REALITY



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
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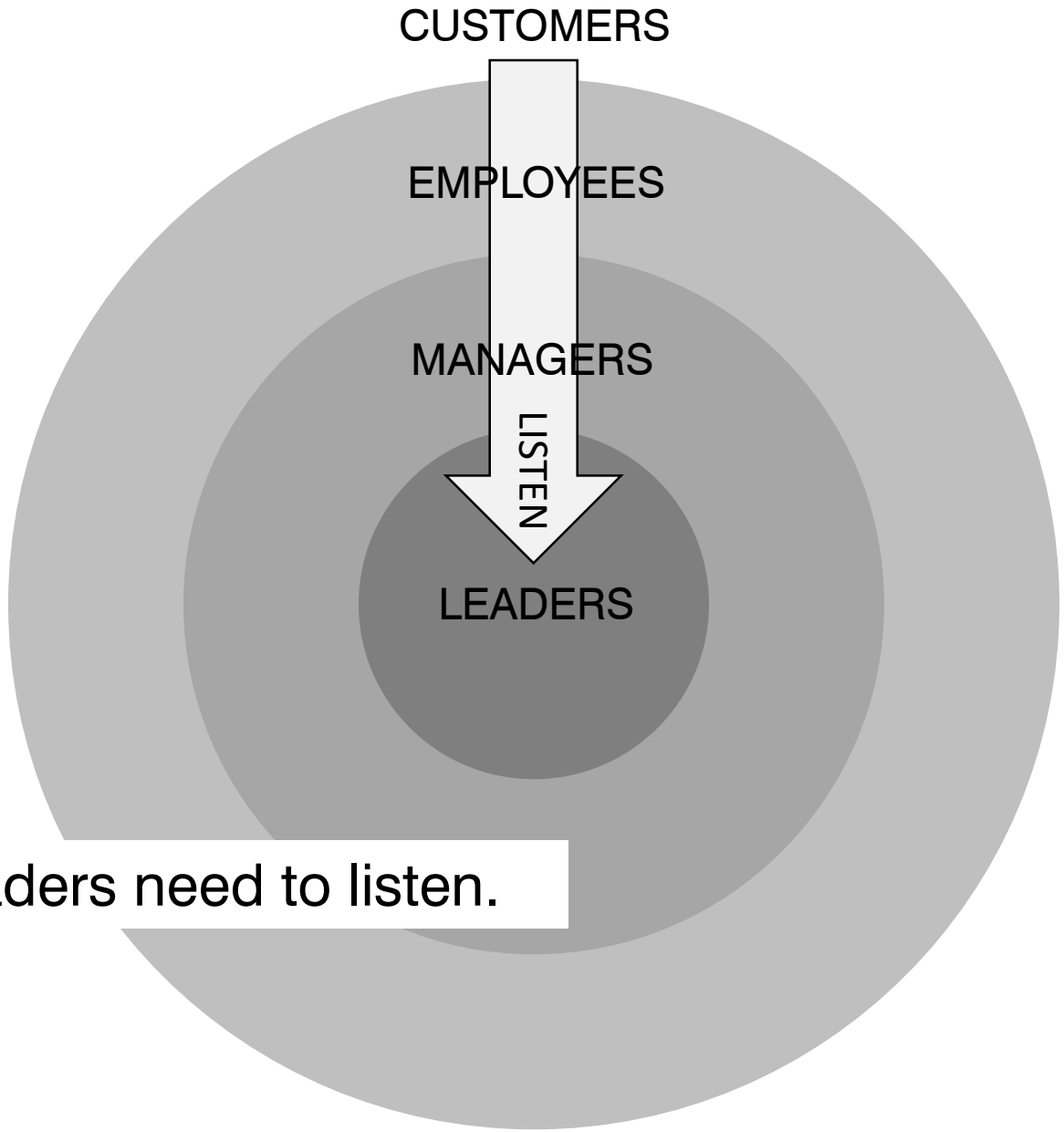
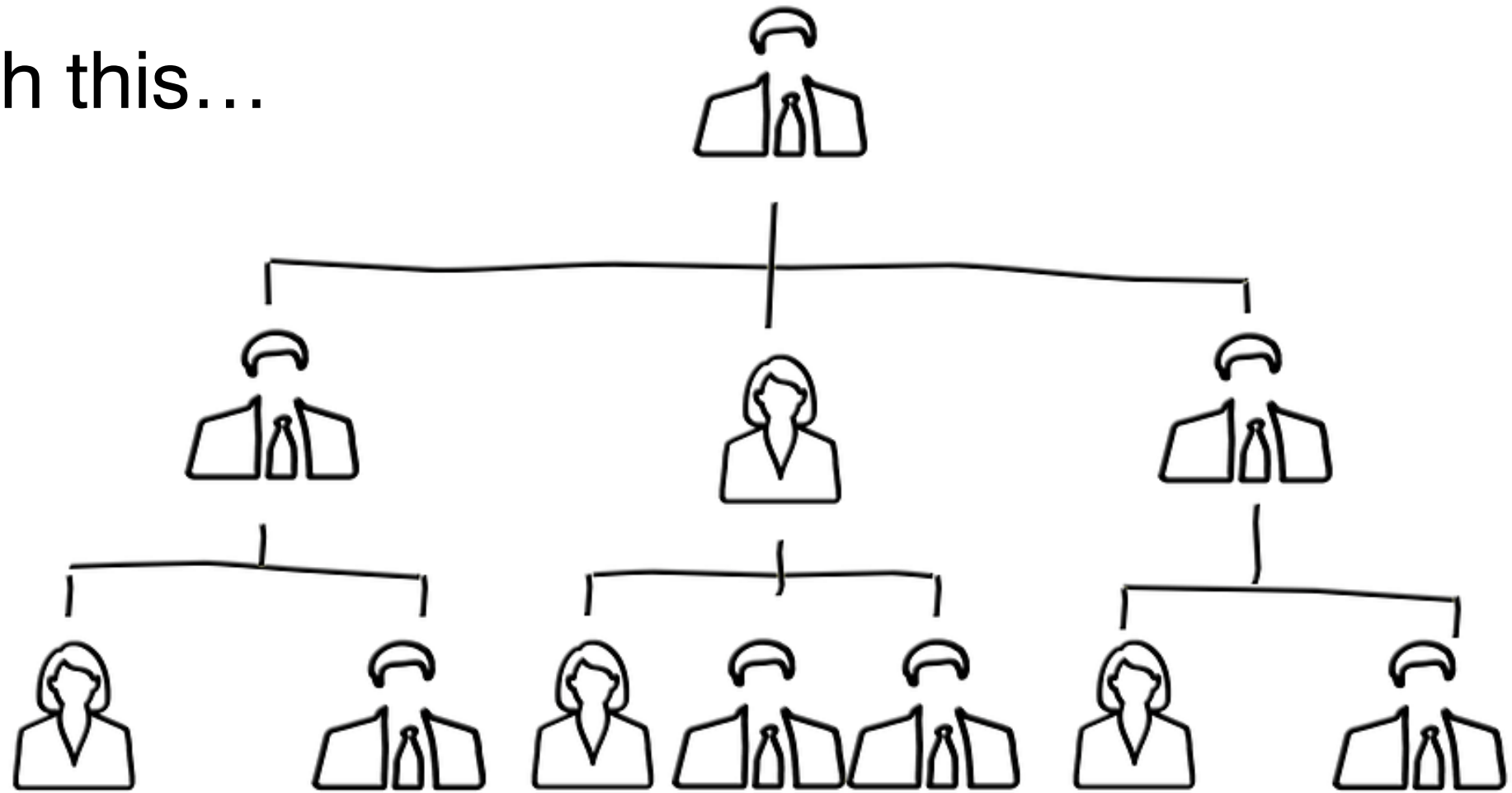


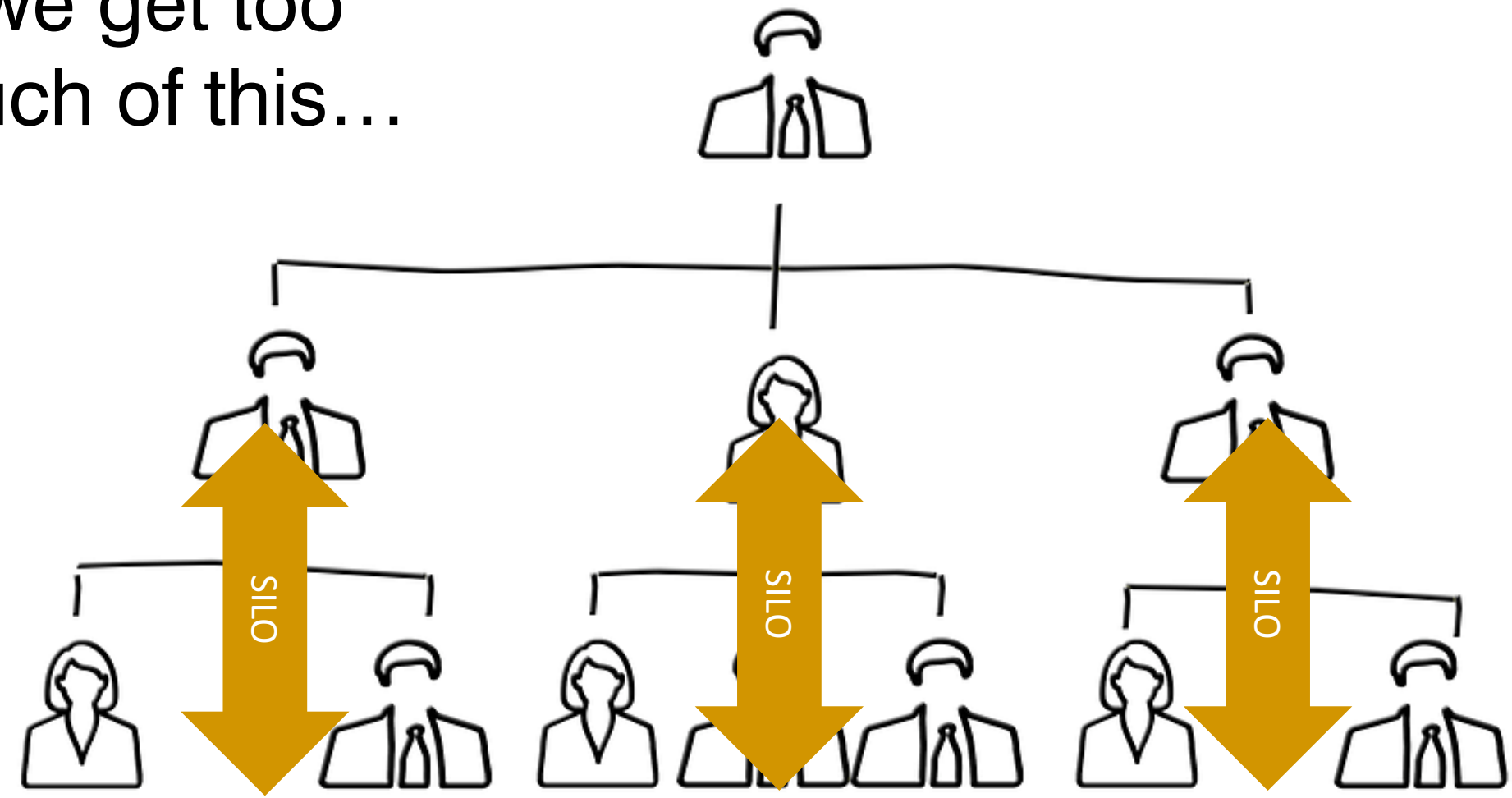
Experience-Age leaders need to listen.

Team
Members

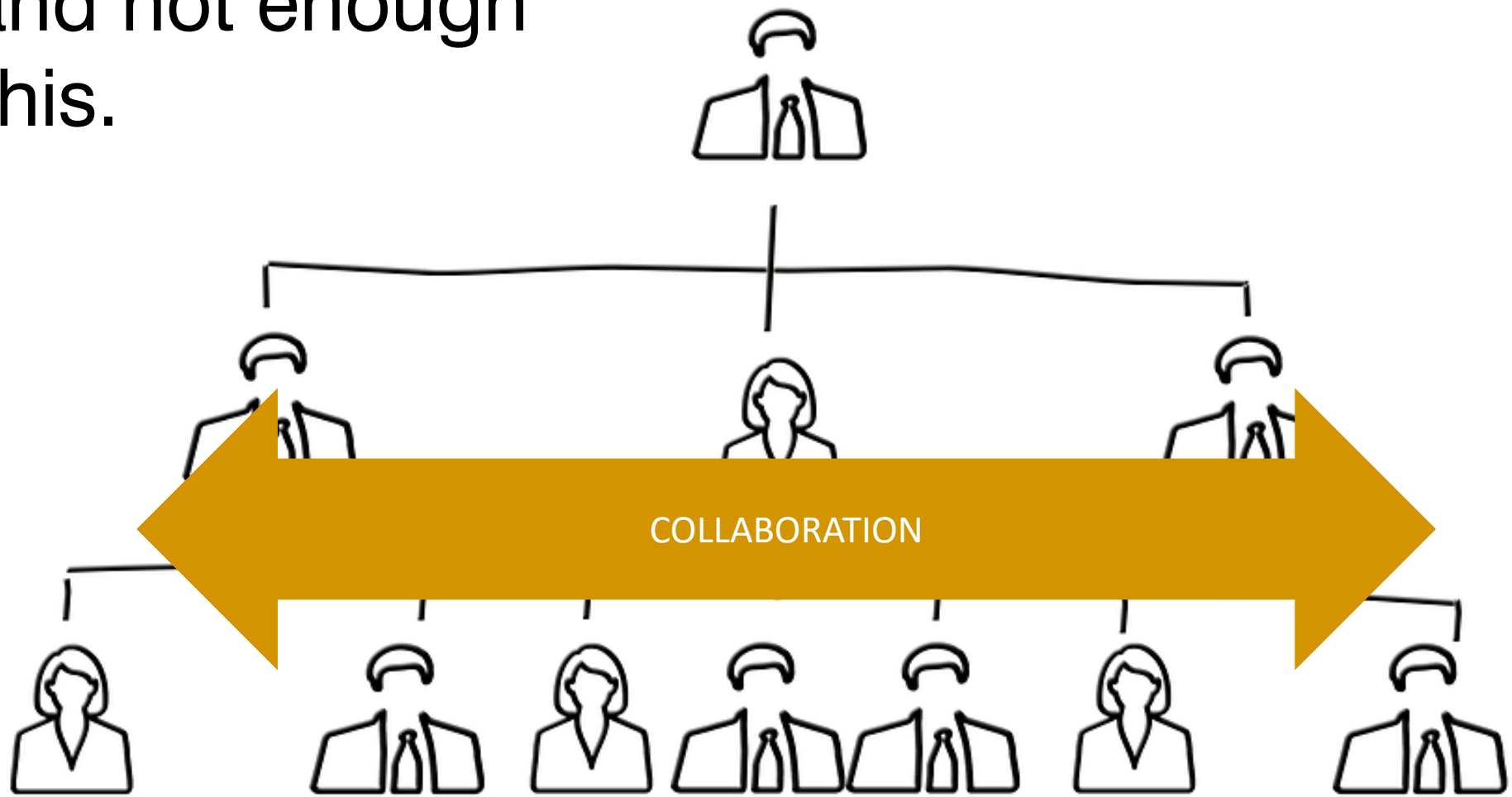
With this…



…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

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

Service focus internally = service focus externally

#3
Transform What

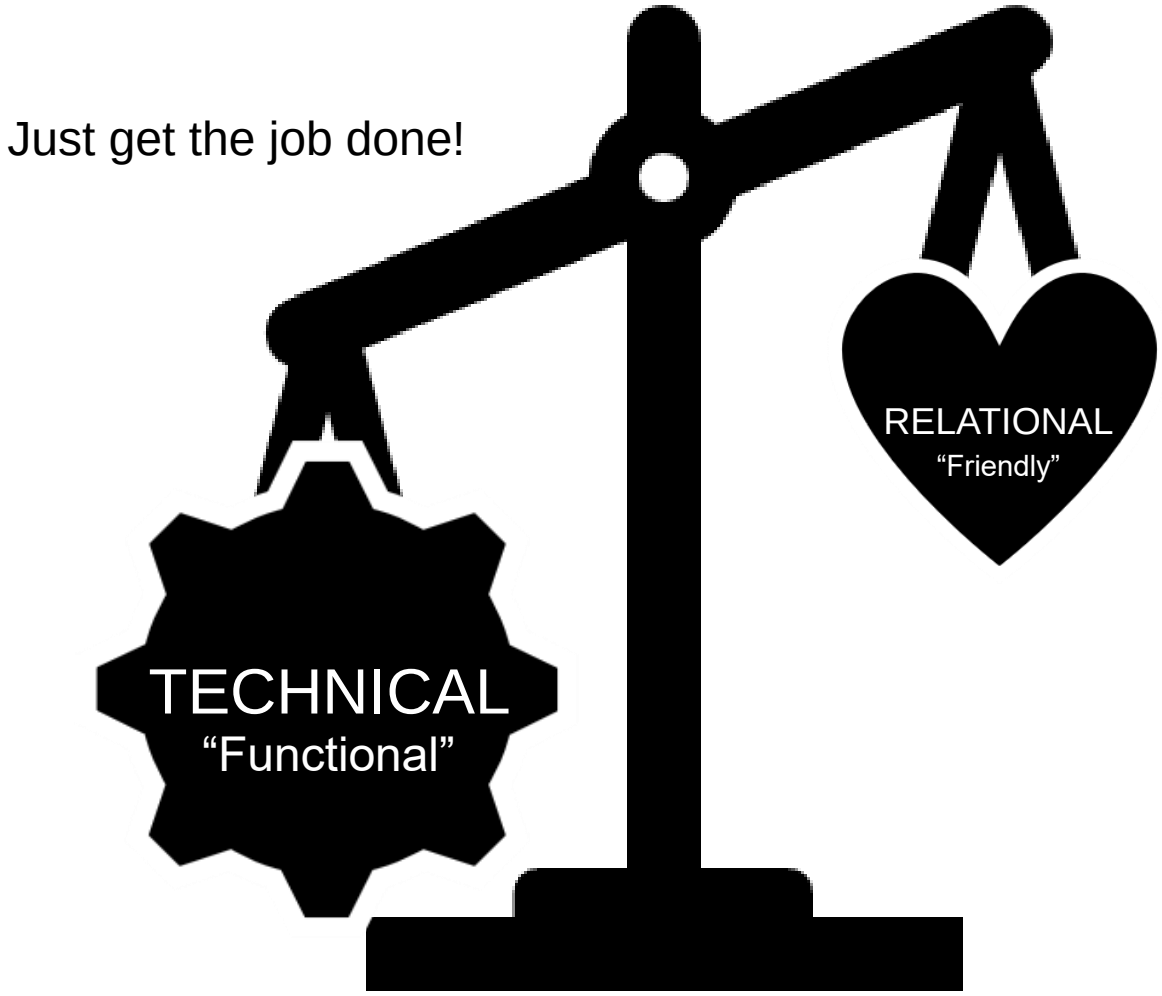
Remember what customers want?

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

It’s about the two dimensions

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

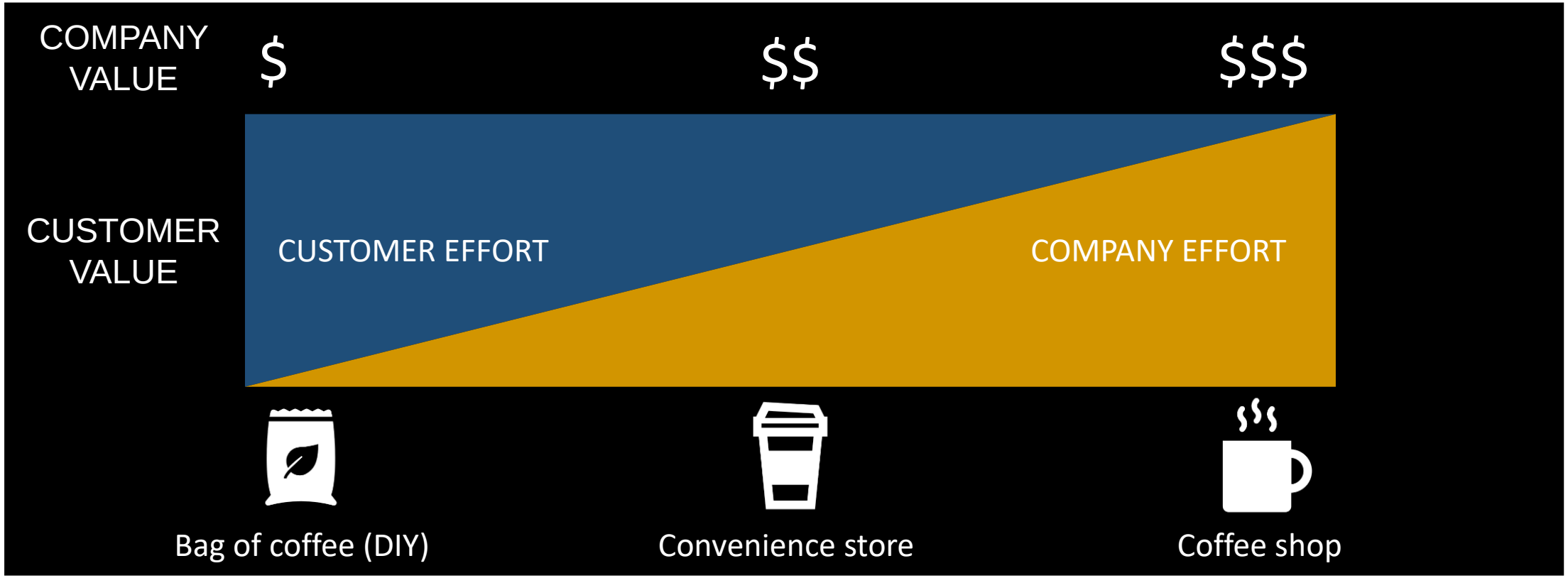
But we have over-indexed on the technical…



…and that's not the difference maker.

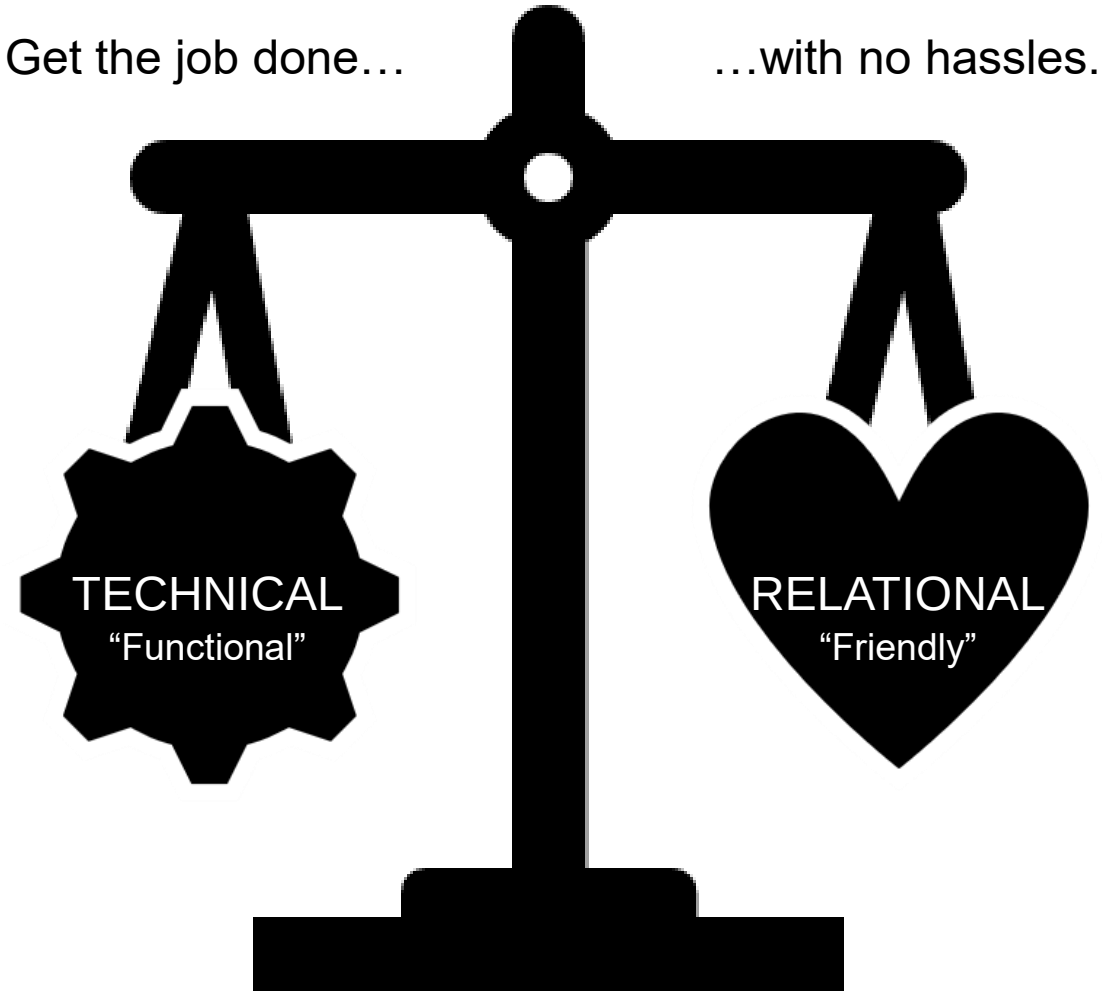
- Imagine you are a wounded soldier
- A medic bandages your wounds and runs to safety
- Now imagine it differently. A medic bandages your wounds and stays to keep you safe
- What makes the difference?
- Not the bandaging (technical competence)
- It's the care (relational competence)

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



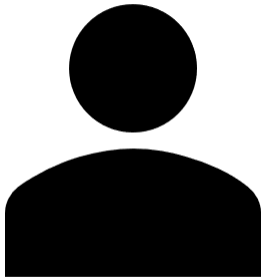
Reducing effort (relational) is what adds value …for everyone.

We Need Balance…

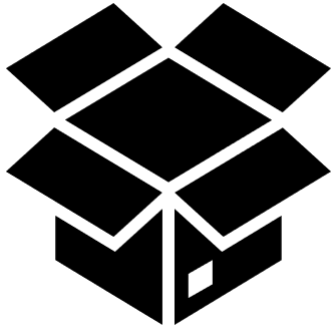


…in Every Delivery System

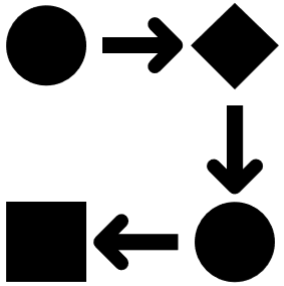
All need to be functional AND friendly.



PEOPLE



PRODUCTS



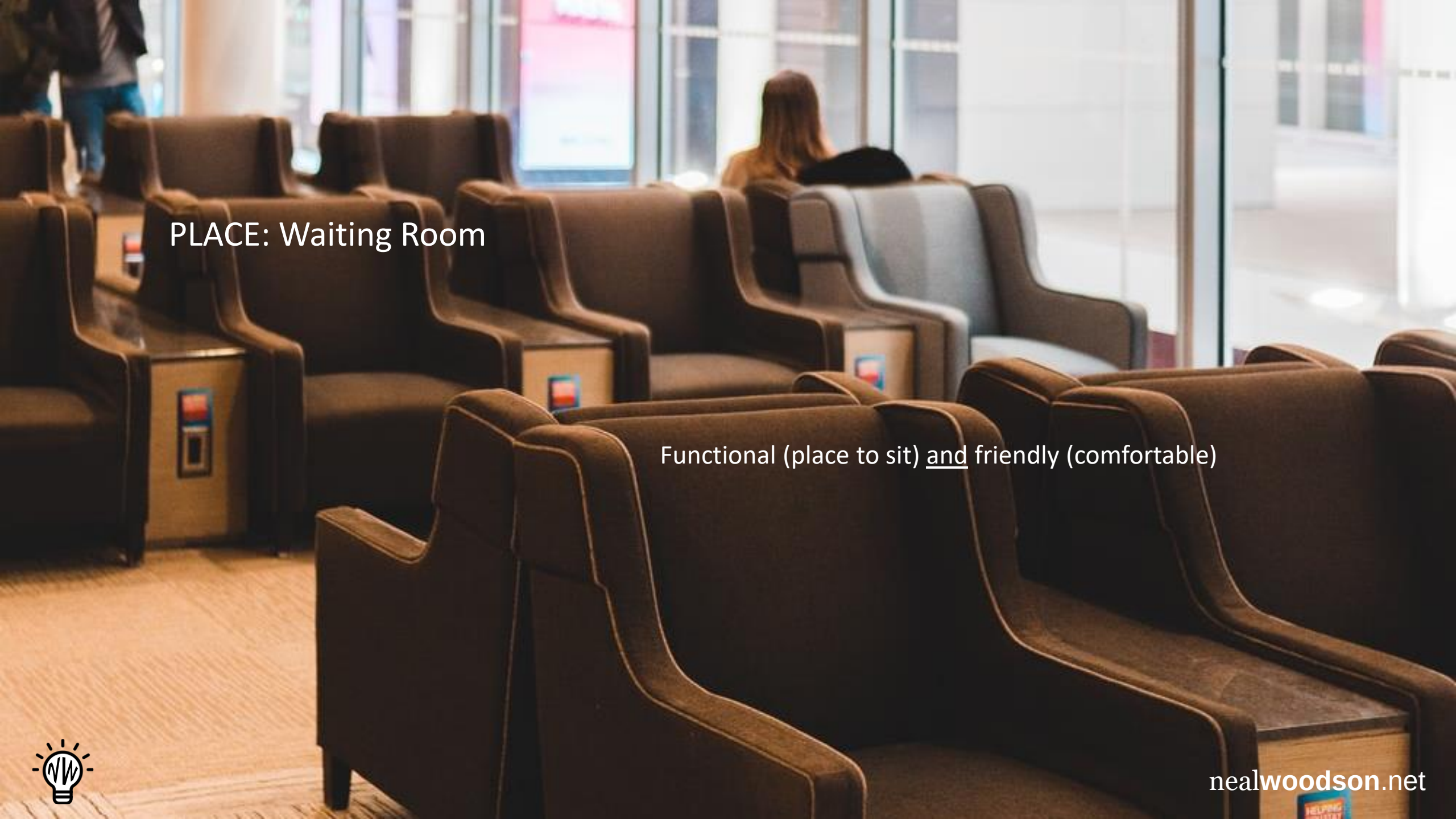
PROCESSES

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

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

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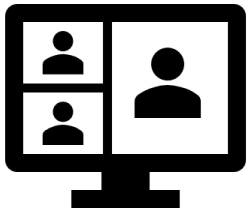
…about the quality of
the work
AND
the well-being of people.

Make service a habit

Smile

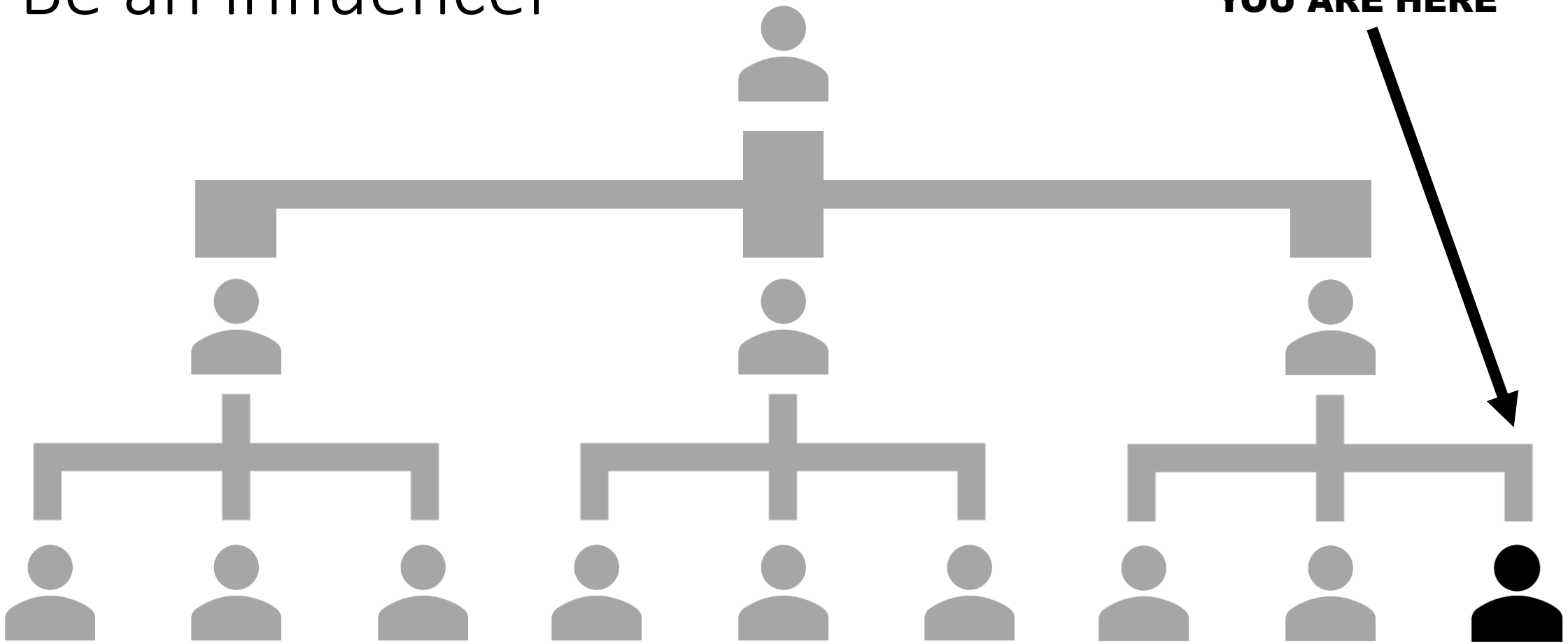
Be positive

Be helpful at home

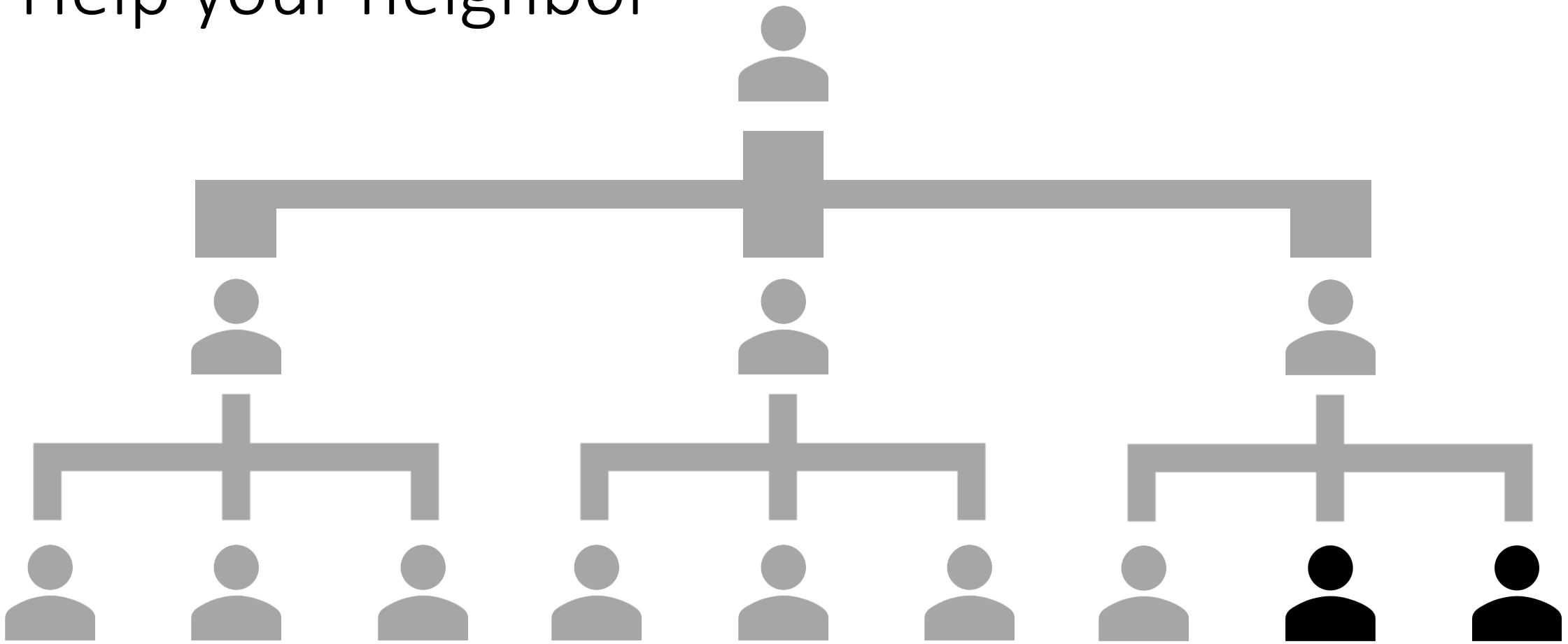


Be helpful at work

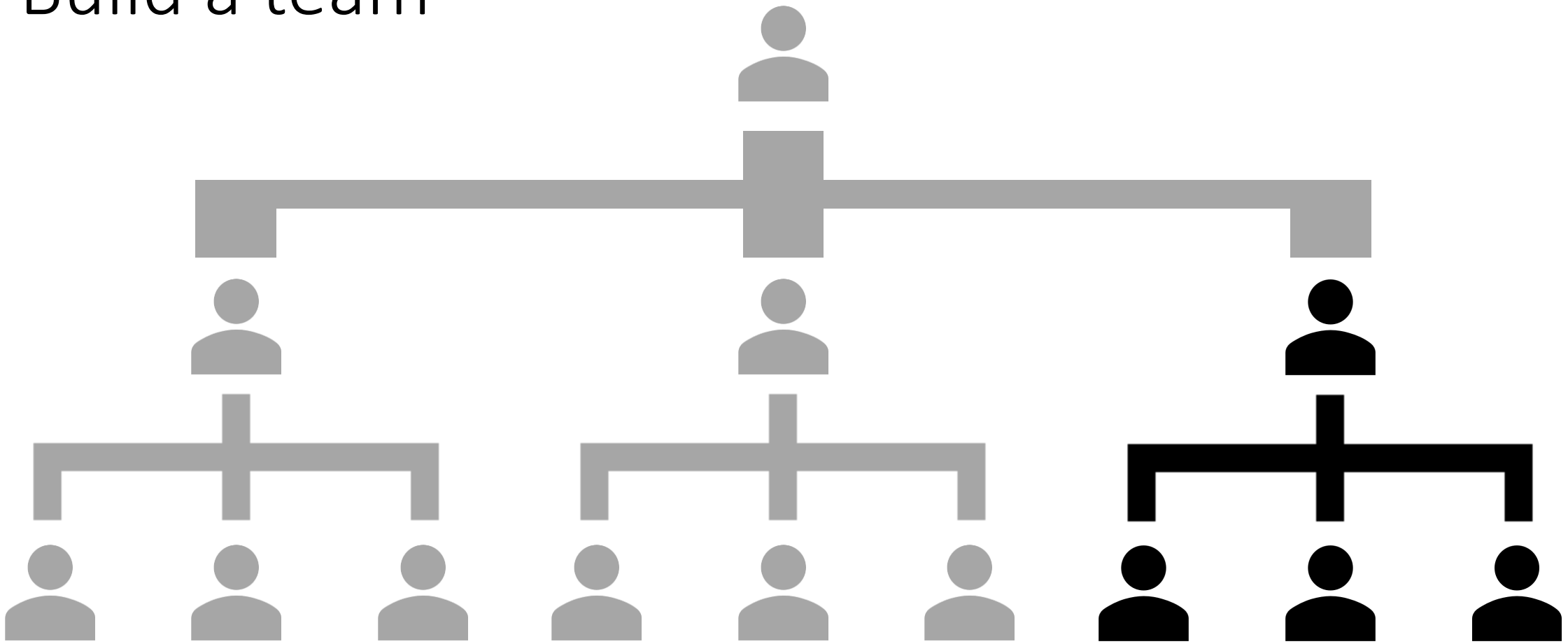
Be an influencer



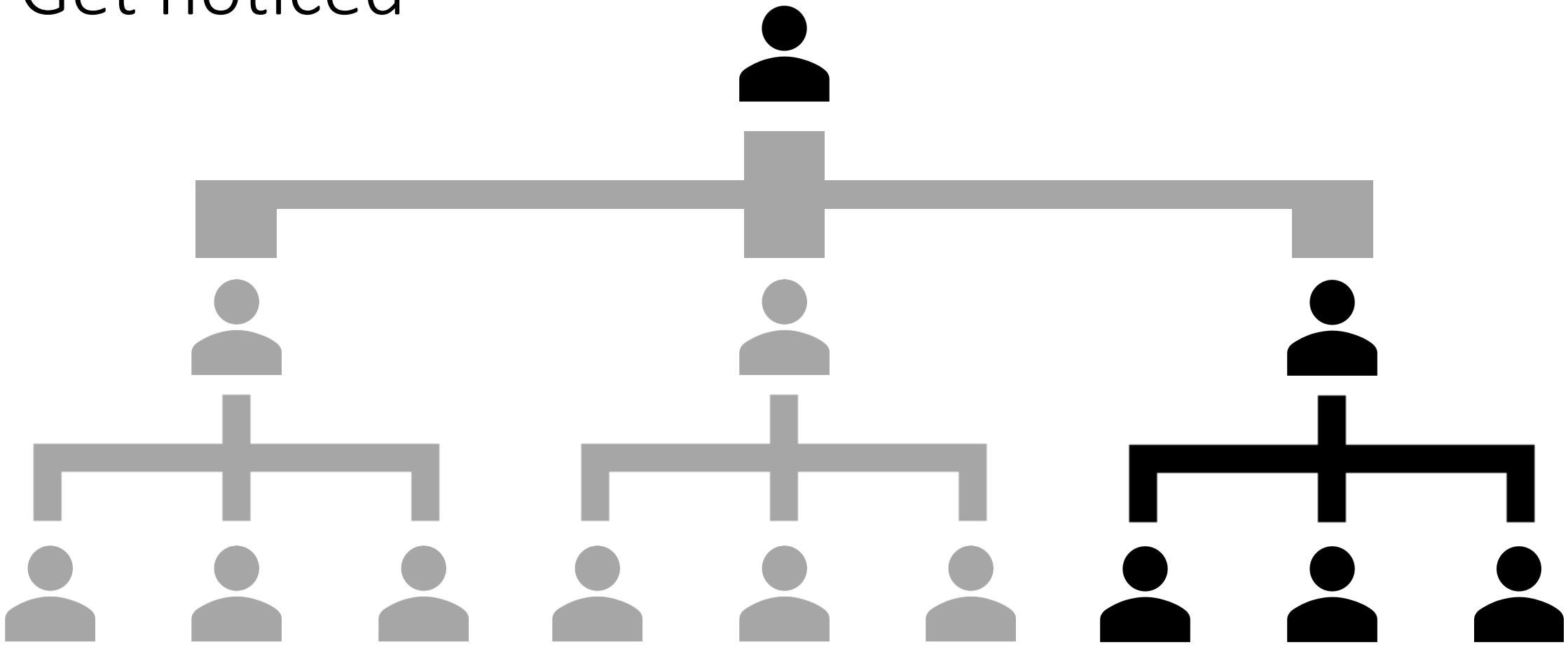
Help your neighbor



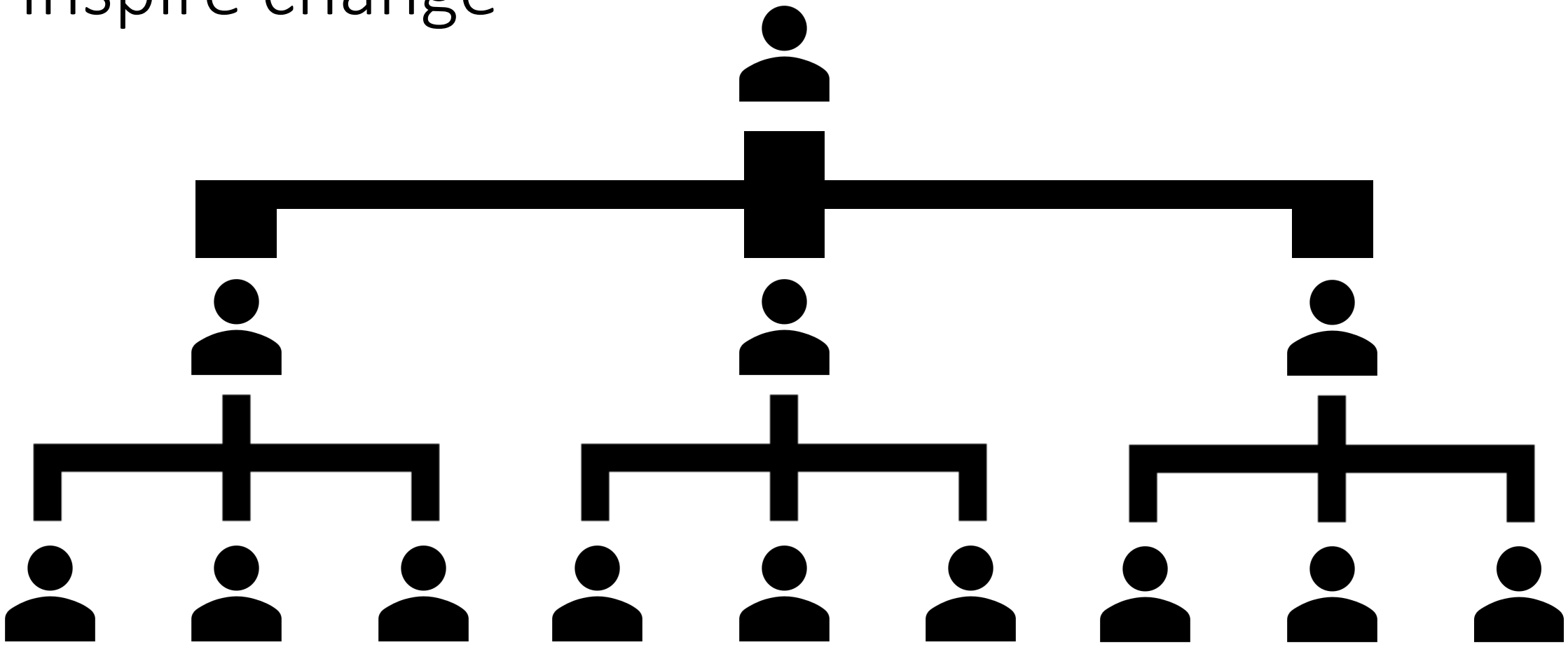
Build a team



Get noticed



Inspire change



We can make the world a selfishLESS place…

…if we all begin to Give a $#!+.

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