

PSYCHED ON
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PSYCHED ON SERVICE

BY DAVID M. CORBIN

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DEDICATION

Sometimes I feel like I'm the real life Forrest Gump, not necessarily the brightest bulb on the shelf but certainly the luckiest. Luckily, my family, friends, colleagues and, yes, clients have offered up their enlightenment to me from time to time. I happily acknowledge them below and in the Gratitude section of this book.

Special thanks to my wonderful family, Adriane, Jenna, Ben, Ellie, Henry, Edith, Howie, Carol and the whole clan-Iris, Karl, Lori, Eric, Adam, Michelle, Lainie, Richard, Rob, Nikki, Paul, Eva Brooke, – and I'm blessed with a large and wonderful family, too many to mention.

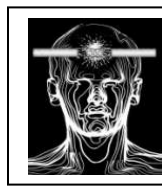
Through the years I have had many business partners. One business partner who has been there for me through it all is my wife Adriane. Your counsel is of greater value that you'll ever know. I thank you and love you very much.



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INTRODUCTION

Too many companies have invested too much darned money in training and development with the only result being a smaller bank account and a cynical workforce. It's as though they thought throwing money at the challenge was going to make it "all better" or better yet, "just go away". I've seen that, haven't you?

The *Unfailing Step-By-Step Guide to Professional Success and Personal Perfection* is not currently available in stores. And it never will be. If you find a copy, throw it away. It's trash and you don't need it.

Why the heck do we need another person's dogmatic opinions on how to manage a business, on how to manage ourselves and lead others? Well, we don't... and this book doesn't profess to do so.

This book is the best tool for any business professional to create a positive service culture because it includes solid tactics, strategies and, perhaps most importantly, sensitivities that we've experienced and witnessed in service excellent companies which means to you, dear reader, increased peace of mind, productivity and many of the other seductive goals of life and business. The reason I write this is



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because you probably want to know what is store for you, right?

It bears pointing out that this book does not intend to prescribe a ready remedy for the challenges of any particular business. The Psyched On Service Mentality is not a rigid platform of ideas, but a flexible program for understanding your business from a different view, a marketing point of view among others. It gives you the tools to understand and diagnose the difficulties that come about in the regular course of business.

I am not a business guru. Sorry. I am a pragmatic entrepreneur who has bootstrapped most of what I've done in business. Many hours perusing books, listening to tapes and attending workshops contributed to my belief that the answers are out there; seek and ye shall find. Hence, much of what I offer here on creating and maintaining a productive service culture is an amalgam of practical possibilities that we've garnered, tried, leveraged, refined and overall "redeemed" in the world of commerce. For example, I can recall vividly attending a full day seminar, which was a total dud... except for one brief five-minute reprise. The speaker offered a simple idea that spawned a world of ideas in my mind, which in turn snowballed and evolved into a method of staff development that has assisted in generating literally millions

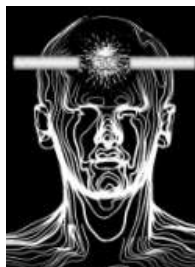


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of dollars thru my career. On top of that, it has helped me to contribute to the development of employees into managers who have added to my businesses and then gone out and created their own successful businesses. I refer to these ideas as practical possibilities because if they are not used, actually put to work, then they simply remain as a possibility. Using them is up to you and I sincerely hope that you do leverage them to great heights of success.

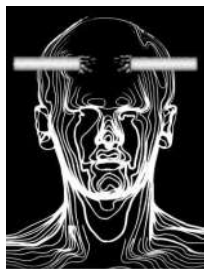
Throughout this book we will utilize an analogy to make some points, an analogy from the field of neurology and physiology; the brain. We all have one. Our success and failures often stem from how well we manage these systems, feed, nurture and utilize our brain.

Synapse: The area of contact from one neuron to another, across which nerve impulses **travel**. The word "synapse" comes from Greek: "syn" meaning "together" and "haptain" meaning "to clasp."



In this book, we refer to the void space as the Disconnect.

Disconnect: the gap between actions, thoughts, processes in which necessary information and/or actions do not connect for fulfillment or to fruition. A great example that



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many of us relate to is the one where we find ourselves in a room wondering what did I come in here for? Clearly there is a Disconnect between the thought process of going into the room and the continued thought process as to why we are there. A simple (and pretty common) example, no?

A **disconnect** is a break between these things. It is the place where good intentions fall through the cracks and are never fulfilled. One might find so many New Year's resolutions there, un-mailed letters, intended actions, unexpressed compliments and sympathies, unachieved goals and then like. These things never made it across the great divide and they fell into the depths of darkness.

It's no great shake if the disconnect occurs between your intent to get milk at the store and your remembering to do so. That happens without much damage or remorse. A simple disconnect, no problem.

However, when that disconnect is between your intent to take your insulin and your remembering to do so, then the ramifications can be enormous.

A **synapse** is a bridge or link from one place to another. In this case it is a link between forgetting and remembering; between knowing and doing;



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between not realizing and realizing;
between unconscious and conscious; and often
between failure and success.

Our business, as our lives, can be looked at as a series of these disconnects and synapses. This book will review some of these gaps and connectors as it relates to personal and professional success. They will be explored and discussed and where applicable, illustrated with specific case examples that we have encountered in the field.

How does an organization get the most out of its personnel? How does the individual professional get the most out of his job? How does one build a winning team of involved, informed, and innovative professionals?

One of the primary tenets of this book is that unless the individual is enrolled into their own personal process of personal and professional development, to the legitimate core concepts associated with these buzzwords, then there is not much of a chance that substantial change will occur.

Core Premise: You and everyone who you work with and know is in business whether they know it or not. We are all in business for ourselves – as we sell our skills, talents, knowledge or whatever deliverables to others. Many of us appear to be employees



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of yet another company as we sell our time and talent to them in exchange for a check and sometimes more. Make no mistake about it, though, we are really working for ME, Incorporated, so to speak, and at the time that our customer (going by the name of employer) is dissatisfied with ME Inc.'s deliverables they will find a vendor other than ME Inc. as there are many, many out there trying to get the business.

So, If you are the President of Me, Inc. then it is your responsibility to make certain that your companies output, it's goods and services, is top notch, best of breed. Therefore you are also responsible to oversee that every employee in ME, Inc. (that's you) is totally and completely trained and prepared to deliver an excellent "Psyched on Service" level of professionalism. Hence, make certain that 100% of your employees (that's you, again) is conversant in the principles and strategies in this book.

A former partner of mine, a deservedly famous speaker and author, was once asked why he shared his secrets of success so openly in the presence of his competitors. He noted that their tendency to scurry and write down these words of wisdom was second only to their inability to take solid action on them. Voila!



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He was right and I often wondered why. Why, if the answer were clearly before them, if their competitive edge was within arms length, would they not take immediate action toward their goals? It made no sense. It makes no sense. Yet it is true. Why? It plagued my thinking. Why don't we lose weight, quit bad habits and generally move in the direction of what we want? We do want them, no?

That is what I have been working on for the last twenty plus years as a sub-script to my consulting, speaking, inventing, building of businesses. Why, I would wonder, would companies sponsor employees to attend trainings, lectures, workshops and symposia, have them attend only to have them go back to old ways, ways that preceded their attendance?

INCLUDED IN WHAT FOLLOWS IS A METHODOLOGY THAT IS THE BEST WE'VE FOUND TO ENROLL THE INDIVIDUAL INTO THE PROCESS and then offer some proven strategies for their use and benefit. It has worked for us and our client companies and we have confidence that it will work for you.

The Psyched On Service Mentality lays the groundwork for answering all these questions and many more. It makes the powerful assertion that the most valuable asset (and one



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of the precious few appreciating assets) of any organization is human. To the individual professional, this book makes the case that through personal development and a rededication to the *organization's* success come the rewards of professional fulfillment and increased job security. Among its other uses, this book teaches how to enlist the working professional in your vision of success.

And it works because it comes battle tested and represents the conclusions of over 25 years of consulting experience with organizations as diverse as Bank of America, Motorola, Kaiser Permanente, and the Veterans Administration. The hard-won wisdom, or at least observations, of those 25 years boils down to several easy-to-learn principles. Every business manager knows these principles, maybe as gut intuition, maybe as memories of past mistakes, but she knows them. 25 years of observing the best and worst companies in dozens of industries has left one unmistakable impression: there are reasons some companies are more successful than others. Working with executives and managers at AT&T, Hallmark, Chaparral Steel and others, it became clear that the most productive, the most positive, the most efficient and effective companies all shared



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five common qualities that led them to succeed.

One of Life's Great Contradictions: Whoever said that gaining wisdom is easy would probably lie about something else too!

We are first taught, "Everything comes to those who wait".

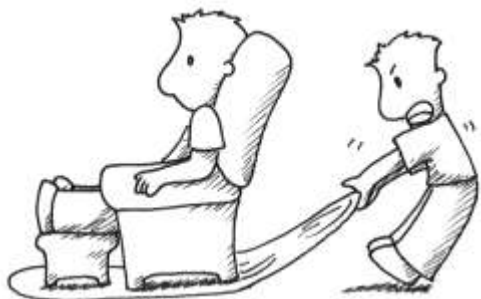
Then we are taught, "The Lord helps those who help themselves."

While not necessarily in that order, these are the messages of wisdom that we are taught early in life. WELL, WHICH IS IT? IT'S GOT TO BE ONE OR THE OTHER AND THEY'RE CONFUSING THE %&# OUT OF US! Well, Grasshopper, perhaps we will find the balance... together.

Read on and maybe this will be one of the "truths" revealed in this book. Or maybe not.

It's harder and harder in today's fast changing world for my Mom down in Florida to tell her friends what her youngest son David does to earn a living. The best descriptor for my business advisory services is that of a consultant. However, part of my responsibilities would best describe me less as a consultant and more as an

insultant.
Sometimes I must,



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in all good conscience, and with love in my heart, tell the honest truth. Someone's got to tell the emperor that he aint wearin' no clothes.

My esteemed friend and author, Rabbi Sheldon Moss, remarks that most of the year he is tasked with "comforting the afflicted". However, at other times of the year he reminds us to contribute to the needy, he then needs to "afflict the comfortable". Those who are comfortable need to be afflicted with the realization that others are not so fortunate... an awareness that is usually associated with such he then needs to afflict the comfortable. Those who are comfortable need to be afflicted with the realization that others are not so fortunate... an awareness that is usually associated with such sobering events as the World Trade Center attack, etc.

Some of my clients are comfortable in the way that they conduct their business, ways that may not be serving them positively in the way that they used to. How in good faith, as a consultant, a trusted advisor, can I not mention this observation... and still feel good about what I do? So, that's when the "insultant" appears. So far, so good... no one's taken a swing at me for it, either physically or politically. It's a



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matter of doing the right thing, taking a stand, and representing the “voice of the business” in an honest, open and caring way. The Consultant must at times be the Insultant. So, if I seem a bit opinionated in this book... it is simply because I AM.

I'm hoping that you'll do more than read this book. The Psyched On Service Mentality is about action. We've seen that when you engage your employees in the Psyched On Service Mentality, when you facilitate their working towards their own success and job security, when you implement a positive work culture that values everyone's opinion, you're going to see results. We're confident of that because we've been there and done that. As this book will show, the employee that feels involved, that feels part of the team, will stay involved and will be far happier and more productive.

Read, re-read and most importantly use the exercises to actually take action, try them on for size, and cash them in. They don't work if you don't. We hope that you use the process that you spread it around your sphere of influence of friends and associates and that you benefit from it as we and our clients have. The Psyched On Service Mentality is about actualizing your company's potential as well



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as your own. Get excited about doing business, get psyched! The Psyched On Service Mentality begins with the business manager, leader, rapport leader yet its principles work for everybody. Get everyone involved! Let's get started!

All the best,



David Corbin
The Performance Technology Group
San Diego, California

P.S. I invite you to share any questions, examples of “Psyched” applications or comments to Psyched@DavidCorbin.Com



Chapter 1

Getting Started

Psyched On Service Mentality? Actualizing my *potential*? *Synapses*? What is this, some new kind of Neo Neurological Yoga for business managers? Time to get naked and jump into a hot tub?

No, this book is about business, building people to achieve business results and nothing else. The five Synapses from which this book takes its title represent five principles without which no business can hope to thrive. This book, rooted in the Psyched On Service Mentality, is an elaboration on these principles.

One of the primary tenets of this book is that unless the individual is enrolled into their own personal process of personal and professional development, to the legitimate core concepts associated with these buzzwords, then there is not much of a chance that substantial change will occur.

So what *are* these five Synapses? They are:

- 1) **Synapse One:** From brain to action to uphold the credibility and reputation of the company;



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- 2) **Synapse Two:** From brain to action to make the most of all available marketing opportunities;
- 3) **Synapse Three:** From brain to action to provide the customer with a positive emotional experience;
- 4) **Synapse Four:** From brain to action to apply the art of damage control;
- 5) **Synapse Five:** From brain to action to apply the science of interpersonal communication.

These are the Synapses to legendary service, to successful business, to actualized business folk and possibly to a summer home in Tahiti. Furthermore, they are the concrete embodiment of the *Psyched On Service Mentality*. While these Synapses are themselves a practical program for success in business, they are also an example of the *Psyched On Service Mentality* in action

While the *Psyched On Service Mentality* can show you the five Synapses to success in business, it's important to remember there are also five really good ways to get wet. For every right way of doing something, there's a way to do it wrong.

What we can do is examine some of the common mistakes that plague businesses in all sectors of the economy. For the individual business manager, it should be as fruitful to



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examine these mistakes, as it is to review the common strengths of successful businesses. You can't do it right until you stop doing it wrong. 25 years of conducting and consulting in business has led me to a short list of the five mistakes common to businesses in every industry. The remainder of this book will be devoted largely to identifying the Disconnects, troubleshooting these mistakes and building the Synapses to connect the needs with the solutions.

They are:

- 1) **Disconnect One:** Gap between employee's *knowledge* and *action* to perform their role in the business' marketing plan.
- 2) **Disconnect Two:** Gap between opportunity and performance in most internal marketing with customers.
- 3) **Disconnect Three:** Gap between perceived and true value of its product or service relative to its marketing plan.
- 4) **Disconnect Four:** The business has no strategy to recover from mistakes, mishaps, and errors. Big Disconnect.
- 5) **Disconnect Five:** Front-line employees are not taught the communication skills they need to be effective. Skills needed Disconnected from skills available.



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Throughout the rest of this book, I will detail these five internal marketing mistakes and propose five solutions; the so-called Disconnects and Synapses to legendary service. These five examples, along with in the field experiences and applications will demonstrate the power of the Psyched On Service Mentality. The following chapters will show that in sharpening a business' focus on marketing principles and in building team participation among employees, that any organization necessarily becomes more efficient, more profitable, and more fulfilling for its individual members.

It is my intent for you, reading this book, is that the Psyched On Service Mentality will facilitate both an examination of your own thinking in addition to the way your fellow employees think about business; in general and in your business specifically. If we want to enroll our employees in the Psyched On Service Mentality, it's time to answer an important question: WHAT'S IN IT FOR THEM?



WHAT MOTIVATES YOUR PEOPLE

Know Thy Employee

A Few Words from the Experts, THEM!

It's been said that we cannot motivate anyone, that we can only create an environment in which they may motivate themselves. Great observation but where's the beef? What is it that motivates them in the first place? Perhaps with this in mind we can then get down to the part of creating that environment thing.

A study by the United States Chamber of Commerce compared the thoughts of employees and the thoughts of their supervisors on performance motivation. 40,000 employees were asked to rank a list of ten motivators (given below) in order of the importance to them. 5,000 supervisors were asked to rank the same list in the order they thought *their employees* would rank them.



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THE TEN MOTIVATORS	Employee	Supervisor
1) Full appreciation of the work done.	3	7
2) Feeling "in" on things.	4	8
3) Sympathetic help on personal problems.	9	10
4) Job security.	2	1
5) Good wages.	1	2
6) Work that keeps you interested.	6	6
7) Promotion and growth in the company.	5	3
8) Personal loyalty to workers.	8	5
9) Good working conditions.	7	4
10) Tactful discipline.	10	9

In each case, the first number given is the rank given by employees and the second number is the rank given by their supervisors. Four motivators in particular bear commentary.



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While they were pretty much in synch on the first two motivators, good wages and job security, there is a surprising disparity between the next two motivators as ranked by employees and their supervisors. Perhaps the most striking finding of the study is the apparent disconnect in awareness of supervisors on just how important feelings of involvement and feelings of being appreciated are to their employees' motivation. Imagine how much more productive these workers would be if those needs were met. Unsatisfied needs are a true energy drain and the solution here costs literally nothing. An acknowledgement, an update is a small price to pay in that fix.

There are too many books out there to help those who are in need of specific strategies to do these two important managerial job functions. While most of them are common sense, it doesn't hurt to get some other manager's common sense ideas from such books as Dr. Bob Nelson's book, 1001 Ways to Reward Employees, and 1001 Ways to Energize Employees.

So you want to be a success, eh?

Perhaps the greatest definition of success that I've come across is as follows:



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Success is not having to work with buttheads, knuckleheads & dirtbags. This is a concept that I and a former partner and I came up with many years ago while vacationing in Maui. The next day I thought that it might have been the wine that caused us to think it was so brilliant. But you know some 15 years later that definition still holds up. Success is not having to work with buttheads. Going further with that success might be defined as the opportunity and honor of working with other professionals; the opportunity of working with good people. That's as good a definition as I've found. So how successful are YOU right now? Do you want to be? What are you willing to do? What are you willing to NOT do? Who are you willing to associate with and who are you willing to disassociate with? Are you on of those people who are a pleasure to work with, one who fits that definition of success? Hmmmmmm

In subsequent chapters, we will explore ways of identifying & becoming these people.



ADAPTABILITY

How not to get left behind, or kicked there

Without hard work, you can't succeed. That's been the unwritten motto of American professionals since 1776. You know that. Your father told you that. Or your mother did. It's one of those things that everybody knows. And, you know what? It's absolutely true.

What most people don't know is this: success is not only about working hard. It's about working smart. And working smart is about adaptability.

Today's professional, now more than ever faces a competitive marketplace. And the competition is not to expend the maximum amount of effort, but to get the best and the most cost-effective results.

You could ride a horse to work. You could communicate with clients by telegram. You could ignore the technology revolutionizing every industry. But unless your boss is Gene Autry or you're living in the nineteenth century,



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you're going to get left behind, living in a log cabin right next to the freeway.

There's a technological dimension to success in every industry that's increasingly hard to ignore. Being adaptable means viewing the changing technology not as a threat to your way of doing business, but as an opportunity to expand the services you provide and to find and delight new customers. Clearly, change manifests in other areas than technical methods, systems, and brands.

Take optometry as an example. Think about the Lasik laser surgery procedure. The advent of the laser as a medical instrument is just one reminder. If you keep your nose to the grindstone, you might look up one day and discover no one's using grindstones anymore.

The technology of every industry is changing fast. And adapting to change is an essential core function of your job, no matter what it is.

Further, the core competence of every business is adaptability. That goes for any business in any industry, from computers to optometry to fast food. When was the last time you went to McDonald's and there wasn't something new on the menu?

It never was your way of doing business. It's their way of doing business. Adaptability means being ready to give customers what they want. The Lasik procedure is not popular because optometrists like it. The Lasik



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procedure is popular because clients do. A company incapable of responding to its customers' needs, whims, and wants is dead. It's that simple.

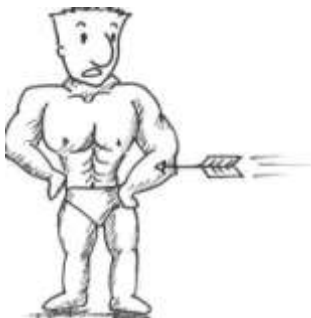
Knowing that is the first key to success. And any professional prepared to adapt, to meet the needs of the consumer is at a major advantage in his job and in the job market.

We've been DUPED.

We were taught in school "Survival of the _____". * (Fittest)

We were duped, big time. Remember that the Tyrannosaurus Rex was pretty fit if you look at the drawings. They didn't exactly survive. There was a time that Admiral Television was fit and so was Kaypro Computer. They aren't around. There are scores of companies, teams, organizations and nations that at one time were quite fit... and they're not around anymore.

Seems today, with the rate and pace of change, the we ought to teach a wholesale modification to read, "Survival of the _____". *



Fittest



Most Flexible



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** (Most Flexible, Most Adaptable).*

For example:

The National Wooden Blankety Blank Association (name changed in part to protect the identity) exists to further the agenda of its constituent members. These are the folks that manufacture and distribute blankety blanks, that which goods and products are shipped in and on (oops, I slipped). I addressed their convention early in my career and in doing so needed to have a bunch of research to feel confident to speak in front of these fine folks. The biggest challenge they had was that there was a tremendous shortage of wood back then (not that its in abundance today!). There was an alternative material offered, which was and artificial material and therefore other wood. This alternative material was largely rejected because, as they said, “ We are the National Wooden Blankety Blank Association and had been for years. You can’t be suggesting we go to an alternative material. We’ve distributed wooden pallets for years. It’s all about wood! It always has been and always will be!” Good argument except for one thing.... there aint no wood. Unfortunately for some of them, it was too late to make the shift from wood to an alternative



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manmade material. The resistance to change sent them back too far. Our suggestion to them, to embrace the possibility of a new material, or to at least consider it, was quite simple. (and they said that it really worked) Simply put, we advised that they change positions and argue in favor of the new material. Think of all of the reasons why to make the changes and argue for them vehemently. This helps to keep an open mind and prevent that dreaded disease Psychosclerosis.... aka hardening of the attitudes!



Lighten up for greater results

Humor is the greatest productivity enhancer that I've ever found and used. We can get down right dead serious during the day and that aint called that by accident. The more serious we are without humorous reprise, detours to lighter, happier thoughts, the closer we become to 'buying the farm'. In fact, my friend Peter McLaughlin, in his book, Catchfire, gives perhaps the best treatise on the importance of laughter and mirth in the



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workplace and how it impacts productivity and effectiveness. I was so glad to read that book. It gave me an excuse to have fun in the workplace and to do so in the name of productivity enhancement. Because it is my nature to be playful, this was a great find. Also, I recall reading that **there is an inverse correlation between tension and retention**. If that is true, and I believe it is because it comes from the work of Bob Pike in his epic book, Creative Training Techniques, then it gives me the excuse to have fun in my trainings and keynotes. After all, it is my job to make certain that the messages are retained and that only happens when tension is reduced often thru laughter and fun. Hence, my license to shtick!

Harry Paul, co-author of FISH! A Remarkable Way To Boost Morale, and I have collaborated for many years on different ways that organizations create and maintain high performing cultures. His must read book, FISH! is a great way to expose and enlist co-workers in the process of workplace productivity thru proactive levity. Our conclusion on the topic is really quite simple; an environment of fun and a general sense of en”joy”ment at the workplace yields greater dividends. Employees who understand their role in the mission, who are working toward



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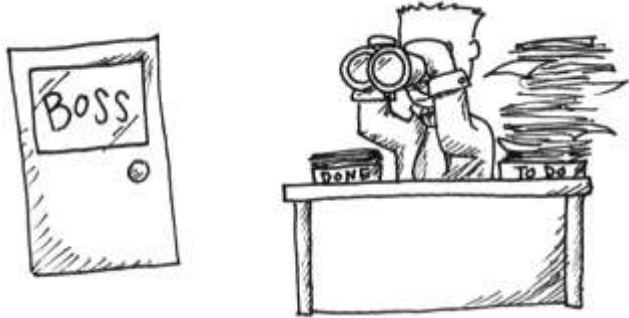
personal and professional growth and who have the associated positive self esteem will be more and more productive when unencumbered with the unnecessary fears and stress of the super serious environment. I am hoping that those of us who appreciate this can communicate it to those who believe that the workplace is no place for fun, that fun is the middle name of dysfunction and should be avoided or only allowed temporarily.



JOB SECURITY

How to get it, when it's not available in stores.

People want job security. Dogs and cats could care less about the subject, but if you're a human being, chances are you've given the matter some thought, whether you're working in the mailroom or in the big corner office.



One of the tall tales of American professional life is that job security is synonymous with the American Way. Many of us grew up with a Norman Rockwell painting in our heads: a man gets hired out of school; he goes to work for General Electric, works for about fifty years, gets a gold watch and a handshake, and promptly moves to Florida.

There are two problems with that picture. One, they have bugs in Florida the size of Cadillacs. Two, if job security like that ever existed, it has gone forever. In today's job market, fifty years ago is ancient history.



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Business today operates at a speed few people could have predicted twenty or even ten years ago, leaving you just enough time to curse the fax machine before cutting short your frozen dinner. Your job can now follow you home.

Beyond the new technology, business practices are changing just as fast. We live in an age of downsizing and globalization. If you want a good job, start a temp agency.

And if you think the changes are over, you're kidding yourself. Today's computers are abacuses compared to what's coming. And considering the shift in global commerce, it might be a good time to brush up on your Chinese.

You've read the bumper stickers. Shift happens... especially today, all-day, faster and faster. I can recall vividly that as a psych counselor at SUNY Buffalo, way back in 1977, that there was a stress epidemic of grand proportion. Much of the stress seemed to stem from the pace and rate of change. Heck, that was way, way before even the first Personal Computers were readily available. They thought change was rampant then? Compare job functions, job responsibilities and new skills and behaviors required, mergers, acquisitions, downsizing, rightsizing. In this context, I love



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to ask audiences if there is such a thing as job security.

Their answer: a resounding NO.

I then ask them if job security is something that people want and strive for? Their answer: ABSOLUTELY. And they are 100% correct. There's the rub. People want to reduce the stress of job insecurity and fundamentally believe that there is no such thing.

My offer to them and to you is to gift you the time tested and immutable principles that lead to job security and the resultant self-esteem, liberty and confidence that come with it. After all, who's more interested in your job security than you? No one. The good news is: you can do it.

Sounds simple, but how?

The Two Pillars of Job Security

1. The first rule is to choose an industry and team that are moving forward. You want a forward-moving company in a forward-moving industry. The vinyl records industry is not the place for you. Bagels trump donuts. And if your company sells typewriters, the unemployment office is right down the hall from Social Security.

There's no way around it. Competition in today's marketplace is tough. As a working



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professional, your choice of organization is critical. It matters where you work. Your job description is not a laundry list of things to do. Your job is to help your company succeed. A company on the move in an evolving industry is in the right place and the only place you'll find job security. That's half of the equation and, by the way, the easier half.

2. Here is the other half. A thriving company needs thriving people. Job security comes from being the right person for the job. The trick is *becoming that person*. It is as simple as analyzing your core job functions carefully. What is it that you do that contributes to your productivity, your accomplishment of job functions, and your success? Get really naked with yourself (c'mon, I mean stripped of ego and false illusion, not skivvies) and take an honest inventory of your skills and abilities as they relate to becoming the excellent employee for you and your firm. Then, in all honesty, rate yourself on a scale from 1-10, with 10 being mastery and 0 being "duh". From "Duh" to "Cha ching". Simple, right? Easy, no! Then, with this honest audit, make certain plans to close the disconnects. If you are a 6 on managing multiple tasks and commit to being an 8 within 4 months, then plan your work and work your plan. That's called PGA and it has nothing to do with golf.



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It's **Performance GAP Analysis**; analyze the current reality, commit to a heightened performance level and plot a course of action to close the gap from 6 to 8 in 4 months. Then get on with it. As you take action you are taking action toward job security.

How do you think it feels to take this action? You already know how it feels. It's awesome. It invokes what is referred to as the Law of Control.

Law of Control – we feel good about ourselves to the extent that we are in control of our time, our lives. Our self-esteem is in proportion to our feeling in control of our lives.

The opposite is true as well. We feel out of sorts, our self-esteem takes a major hit when we feel out of control.

Anyone who works off of lists can tell you how good it feels to check off something that you've accomplished. I mean it's a rush, isn't it?

How many of us do this: we accomplish something that is not yet on the list, we put it on the list after it is accomplished just so we can get the rush of positive energy when we check it off? Yes?

From the point of view of the business manager, our new understanding of job



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security gives you a powerful incentive for enrolling employees in the Psyched On Service Mentality. And there's no correlation between "smarts", intelligence and job security...

in·tel·li·gence

Pronunciation: in-'te-l&-j&n(t)s

Function: *noun*

Etymology: Middle English, from Middle French, from Latin *intelligentia*, from *intelligent-*, *intelligens* intelligent

Date: 14th century

1 a (1) : the ability to learn or understand or to deal with new or trying situations : **REASON**; *also* : the skilled use of reason (2) : the ability to apply knowledge to manipulate one's environment or to think abstractly as measured by objective criteria (as tests) **b** *Christian Science* : the basic eternal quality of divine Mind **c** : mental acuteness

A former business partner and mentor of mine, speaker/ author Brian Tracy, reminded me that academic credentials aren't necessarily the litmus test of intelligence. He's one of the brightest people I have ever known... and at the time we were together, he himself wasn't, in the words of Zig Ziglar, "encumbered with a



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*lot of college degrees". He was spot right as he described **intelligence** not as a way of thinking but rather as a way of behaving. He suggested that if one sets goals and acts in a manner consistent with the achievement of those goals that that is a true sign of intelligence. Thus, everything done in support of those goals is smart and everything done that moves you away from those goals is stupid. Sound too simple? At first, it sounded that way to me, but after thinking about it made sense. Now, some 10+years later, it still holds up as true. Sometimes I catch myself doing some downright stupid things. Happily, I catch myself fairly often. If I don't though I can always count on my wife to catch me, she's a pro at it.*



TRY IT ON YOURSELF.

The concept of Performance GAP Analysis is nothing new or earth shattering. It is, however, a most powerful tool to monitor your current reality, set goals, and close the disconnect between the two. It's not magic. We do it every day intuitively. For example, your kid has a fever of 101.6°F. Your obvious goal is 98.6°F. Your Performance GAP Analysis shows a differential of 3°F and your actions are in the complete direction of closing the gap. One can pretty much do the same methodology on each job function that we perform, each parental task...and on and on.

What are two areas in your life that you want to evaluate and “close the gap” using Performance GAP Analysis?



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Action Planner

Professional Goal:

Stated in the present tense: i.e. I read 3 books per month in my professional field.

My personal evaluation of my present situation, on a scale of 1 (incompetence) – 10 (mastery) is _____.

My desired competency, on a scale of 1 (incompetence) – 10 (mastery) by 30 days is _____.

The Performance GAP is _____.

My plan to close the gap involves:

1. _____
2. _____
3. _____



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4. _____

Personal Goal

Stated in the present tense: i.e. I read 3 books per month in my professional field.

My personal evaluation of my present situation, on a scale of 1 (incompetence) - 10 (mastery) is _____.

My desired competency, on a scale of 1 (incompetence) - 10 (mastery) by 30 days is _____.

The Performance GAP is _____.

My plan to close the gap involves:

1. _____
2. _____



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3. _____

4. _____

Family Goal

Stated in the present tense: i.e. I read 3 books per month in my professional field.

My personal evaluation of my present situation, on a scale of 1 (incompetence) – 10 (mastery) is _____.

My desired competency, on a scale of 1 (incompetence) – 10 (mastery) by 30 days is _____.

The Performance GAP is _____.

My plan to close the GAP involves:

1. _____



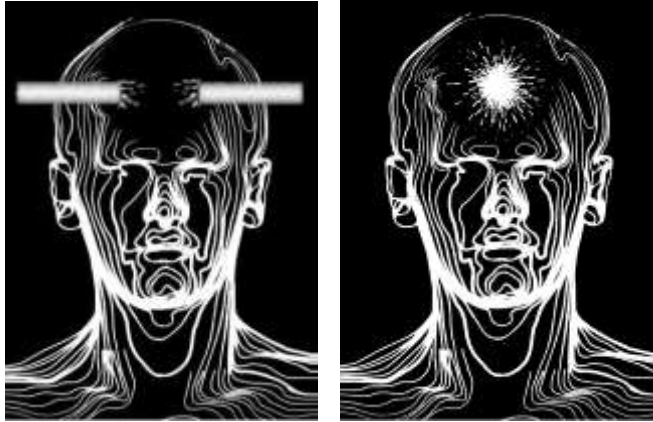
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2. _____
3. _____
4. _____

If you want more goal setting exercises, I highly recommend you secure Gary Blair's book, What Are Your Goals? It is a fantastic, self paced program to assist you thru your goals on all levels. Rather than preach the importance of setting goals, Gary assists you with psychologically stimulating questions in a workbook format that many of my clients have found useful – for themselves and their team. It worked for me.



Chapter 2



DISCONNECTS & SYNAPSES

DISCONNECT ONE:

Employees are not educated about their role in the business' marketing plan.

SYNAPSE ONE:

Upholding the credibility and reputation of the company by employee actions.

DISCONNECT TWO

Business ignores or mismanages marketing opportunities with customers.

SYNAPSE TWO:

Making the most of all available marketing opportunities.



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DISCONNECT THREE:

Business overestimates the value of its product or service in its marketing plan.

SYNAPSE THREE:

Providing the customer with a positive emotional experience.

DISCONNECT FOUR:

Business has no strategy to recover from mistakes, mishaps, and errors.

SYNAPSE FOUR:

Learning the art of damage control.

DISCONNECT FIVE:

Front-line employees are not taught the communication skills they need to be effective.

SYNAPSE FIVE:

Applying the science of interpersonal communication.



DISCONNECT ONE:



Employees are not educated about their role in the business' marketing plan.

Don't break your chickens before they hatch. Every company in the Forbes, Fortune, Inc., and Fast Company 500 have a marketing department. That's no surprise to anyone. But, besides recruiting a horde of college-age assassins to get you to switch long-distance plans, what does the marketing department do?

They go to trade shows. They acquire client lists. They take surveys and research the demographics for company products. They prepare charts, show them at meetings, and imply the world will end if somebody doesn't increase the advertising budget.

But before anything else, the marketing department has one job: create a good



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impression. It's up to the marketing department to present the company to consumers in the best possible light. Would you rather go to a Health Center or a Disease Clinic? When they think of you and your dependability, do you invoke your desired response? Do you know how you are regarded, how they respond to you? Controlling the impressions of the consumer is a vital part of business.

Every company, regardless of the product it sells or the service it provides, is a brand. Our associations for that brand are more powerful than they may first appear. Even some of the best-known and seemingly indestructible brand names can self-destruct. There will be no more Oldsmobiles, because the brand failed to transition to a younger demographic. Is there anything wrong with an Oldsmobile? Not necessarily. But the brand is broken. The car sounds old, not classic. And in the auto industry old is obsolete.

The influence of marketing is ubiquitous in every industry. Much more than at any other time in history, we are living in the Age of Marketing, aka the age of **impression management**. For this reason, it is stupefying to realize that for all the billions of dollars that go into marketing, all the slick ads and research studies, many companies continue to get it wrong. They do not educate their



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employees about **their** role in the business' marketing plan... the all-important role of managing impressions with each and every interaction they have with the world.

The marketing department, such as we traditionally know it, ultimately has limited control over the customers' impression of the company. The moment of truth comes when the customer meets the front-line employee: when she asks the doctor's receptionist for help with the insurance forms, when she requests new silverware from the waiter, when she complains to the restaurant manager about the waiter's lousy service, when she asks for some help carrying her groceries, or when she asks the sales clerk for a Kleenex. How gracefully and generously the response comes makes a huge difference in the customer's attitude towards not just the employee in question but towards the entire company. A bad impression is hard to erase.

I submit to you that every bank branch, every dentist's office, and every plant nursery has a marketing department. So does every taco stand in Southern California. It is every employee's job to make the right impression, as they are the most important member of the marketing team every day all day.

The next chapter will deal with how to make that happen.



SYNAPSE ONE



Upholding the credibility and reputation of the company.

Congratulations, you've got a new job in marketing.

As business managers, how do we educate our employees about their role in our company's marketing plan? The first step is obvious, but it takes guts. It takes leadership. It takes strength and determination. It takes certain unmentionable parts of the anatomy; and, in business, they're not just for the boys.

Everything starts at the top. The business manager has got to enroll each and every member of team in a new program of excellence, to let them know they are now members of the marketing department with a brand new title: Associate Marketer.



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Let them know: "Every hour you're at work, every interaction with every customer, every patient, every client, every vendor, you are on display."



They are on stage all day. Heck, there's a company just north of our San Diego office that generates billions of dollars and pleases millions of customers every year... and it is based on the identity of a rodent. Got it yet – It's Disneyland. They knew earlier than most that their employees, every last one of them, are on stage and being observed. Walt knew that each employee was basically a cast member – and that's what he called them then and that's what they are called today. Letting your people know that they are being observed on a regular basis by their customers, their families, and basically, everyone need not be a paranoia inducing observation. It can and, I argue, must be a consciousness building experience.

Look, it may not be part of your job to inspire excellence, but it could be. Inspire them by



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“afflicting them” as we discussed earlier. You don't have to hop up on the conference table for a locker-room speech. On the other hand, if you do, give me a call. I'd love to see it.

But we're not after theater. We're after open lines of communication. And the first thing to communicate is this: the company is creating new standards of conduct. As Associate Marketers, it is now part of every employee's job to uphold the credibility and reputation of the company. In addition, remember,

keeping this at the front of their mind is a darned selfish thing for every employee to master. Why, because it gives them the assurance that they are closing the gap on the essential job function of customer service which in turn adds to their job security. A Successfully Selfish Servant. Sounds good.

Have this tattooed across the receptionist's forehead: To uphold the credibility and reputation of the company. Stencil it on the company car. It is now the motto of the marketing department and every one of us is in the marketing department every minute of every day.

Make it clear that when we vent our frustrations on the customer, when we act unprofessionally, when we argue with our coworkers, when we talk down another department, we aren't just damaging the customer's perception of us, but the credibility



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and reputation of the entire company. The customer doesn't think that you stink; they think that the whole place reeks.

Only by holding ourselves to the highest possible standards can we avoid the trap of mediocrity. In addition, mediocrity is **contagious**. Let's be clear here. This is not an

invitation to be a dictator. This is not a denunciation of fun. Far from it. By all means, be friendly. Be all means, have a sense of humor. We are not looking for robots. We are looking for professionals. We are talking about providing the customer with a positive emotional



experience. That's the distinguishing characteristic between organizations that thrive and those that exist. Every time we succeed in doing that, we're advertising ourselves. We are making an investment in the company's credibility and reputation.

If mediocrity is contagious, then excellence is infectious. If you make an effort to enlist your employees' help, if you create an atmosphere



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of team pride, if you make it a conscious goal to uphold the credibility and reputation of the company, I think you'll find a few steps in the right direction will get you almost all the way home. Without that essential synapse, you're sunk.



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Where Ma Bell blew it.

I had the opportunity of working with some of the executives of a telecommunications company, which will remain anonymous for the purpose of this point. Their initials are AT&T. That should cloak them well.

Anyway, they had a brand identity that was associated with warm, fuzzy feelings. Many of us can remember how “Ma Bell” advertised their soft motherly relationship on television just about every day. Their ads included a son calling home from college only to hear his mom say “you never call.” And his response was “but Momma, I am calling.” Touching the heart of us all, in a manner that we can relate to... it was a very successful button that they pressed in us to perpetuate the “Ma” in “Ma Bell.”

Competitors would call us and try to seduce us away from our motherly relationship with “Ma.” Our collective response to their overtures was a resounding, NO THANKS. “Ma” had taught us well.

Then, after these aggressive competitors tried a different approach- undercutting price – or so they claimed, what did “Ma” say? She pointed her finger with animosity



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and said, reeled out in a tone that we hadn't ever heard "Ma" speak in, "MAKE THEM PUT IT IN WRITING."

"'Ma', you don't talk that way. What's going on? That's not our 'Ma'." And they broke the bond that bond that they worked so hard to establish. They changed the fundamental basis of our relationship. AND BROKE THE BOND.



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The God Only Knows Factor

We came across an interesting study that offers a fascinating explanation of customer bonding and client relationships.

In this study, they asked thousands of customers why they bought from whom they bought.

The group was divided into three categories:

Group 1. Features and Benefits- they selected and stayed with their vendor because of the features and benefits such as two pair of eyeglasses for \$99.

Group 2. Relationship – these people claim that they purchased from whom they purchased based upon feeling a relationship they perceived with the vendor.

Group 3. This group, the LARGEST group, stated in response to the question, why do you buy from whom you buy? answer, “God Only Knows!” They had no idea why they chose that vendor and why they stay with that vendor.

The next question posed of these people was, “Would you switch?”

Herein lies the great lesson.

Group 1. Features and Benefits- said, “absolutely, we’d switch.”



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Group 2. Relationship – these people also said that they would switch if presented with the right circumstances.”

Group 3. God Only Knows group, the LARGEST group, when asked if they’d switch stated, “NO WAY!”

Something, some mysterious voodoo mojo, occurred between these folk and their vendor that bonded them like superglue. We call that the God Only Knows factor (GOK factor).

For example, the Ma Bell GOK factor was that emotional connection that we had with “Ma”. Too bad that they broke that bond with the “Make them put it in writing” campaign.

To the best of our ability of understanding it we, at David Corbin’s Performance Technology Group, believe our GOK factor to be our demonstrable concern for the success of our clients; that we observe and opine on all contributing aspects of their business success and have the conviction to share even if it is not so politically correct to do so.

What is **your** GOK factor? What could it be? Why do people stay with your company and your deliverables?



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When you find out **your** GOK factor, guard it, nurture it, train on it and value it as an essential asset of your company.

CONTINUOUS PERSONAL IMPROVEMENT

How to be indispensable in a temporary job market

Good job! You made it to the first synapse. I want you to ask yourself a question: Who's the right person for your job? You are.

And let's keep it that way. Job security depends on continuous self-evaluation and Continuous Personal Improvement. I love the title of Intel CEO Andy Grove's book, Only The Paranoid Survive. He argues in favor of what we've been discussing here, that we are obtusely introspective and continuously consider our position in the marketplace, in the world. How do we fare against the expectations of the job, the marketplace, and the world?

A previous chapter remarked on the necessity of becoming the right person for the job. Now it's time to be specific. How do you become the right person for your job?

Start simply. Take some time and inspect what you are expected to do. What's expected of



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you at work each day? Ask yourself, "What do my employers and co-workers expect of me? What do my partners expect of me? What do my clients, patients or customers depend on me to do?"

Be very specific.

We're after the actual day-to-day duties of your job. If you were an X-Ray Technician, you might list the following:

- 1) develop X-Rays
- 2) maintain machinery
- 3) notify doctors when X-Rays are ready
- 4) keep records
- 5) ...

It's not enough to be good in most things and lousy in one. It doesn't seem to all fit together... as above.

And so on. You could probably list at least a dozen if you tried. Make your own list.

Be thorough. There's more to every profession than any outsider would think. Contrary to popular opinion, bankers don't know a hell of a lot about swinging a wrecking ball. Even marketing types don't know everything. It's up to you, with consultation of others if necessary, to decide exactly what it's your job to do. Now you've got a list of maybe ten



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expected everyday duties. We could call these your job's "core functions."

Take the first item on your list. Think of one concrete way you could improve your job performance in this area.

- 1) read wrecking ball manual

Take a minute and go down your list one item at a time.

- 2) don't wreck foreman's Porsche again

Some areas will be stronger than others. But hopefully you've discovered some ways your job performance could be improved.

If not, we've got a problem. There is always room for improvement, even for the most successful companies and the brightest, most competent people. You never have it perfect and you shouldn't want to. Because the best way of doing business and the best way to do your job is always changing.

Lessons from WOODSTOCK

You probably don't remember reading in my dedication of this book the reference to Max Yasgur. He was the owner of the land on which the original Woodstock Festival was held in August 1969. Well kind reader, this author was there at the age of



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16 years old. (If my kid asked to attend such an event I'd give her a whack on the noggin...) but at age 16 I took leave of my sleep away camp summer job to attend that historic event. It was unreal, life changing and, at many levels, extremely educational. Believe that.

The single greatest lesson I took away from Woodstock was more than the survival lessons or the political statement of a nation's youth. Rather it came from the mouth of a Zen, mystic, very, very stoned individual who when we asked if he needed help (he was so zoned we didn't know if he was in crisis, trauma or nirvana). He told us that he was contemplating a concept that he just read in a book. He then said, and I quote, actually I quote it often,

“Hey Man, like you're either Green and Growing... or Ripe and Rotting.”

Continuous Improvement yields

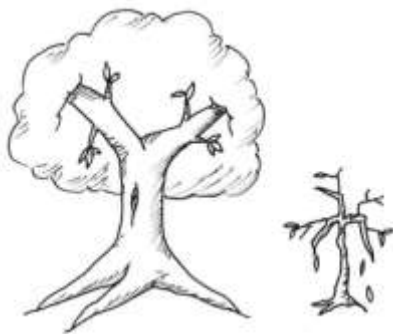
Personal Confidence,

Heightened Self Esteem,

Personal Liberty and

Freedom from fear of job insecurity.

He was so right. I wish I understood then what I do now about the wisdom of that statement. Happily, I realize the profundity



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of that quip.

*I teach, I believe, I know that we are indeed either **Growing or Rotting but never, ever standing still in business or in life.***

In business and professional life, you are either green and growing or ripe and rotting. There is no middle ground.

You have the never-ending opportunity to find a better way of doing business. The chance to learn is always available to you! Take advantage of it, because the better you do your job, the more you'll get out of it and the closer you'll stand to job security.

The more you know about your job, your organization, your way of doing business, the more valuable you become. Learning is not wasted effort. It's within your power to make yourself indispensable to your company. If for some reason your company does not recognize your skills or if some unforeseen occurrence causes the demise of your company and you are let go... no problema. Now, with your confidence and competence, you simply do what that great business philosopher and personal development guru, Frank Sinatra, sez and "just pick yourself up and get back in the race, cause THAT'S LIFE!"

Performance GAP Analysis and Personal Offered with apologies to the college funds of the Psychiatric community.



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Chapter 3

DISCONNECT TWO:



Business ignores or mismanages marketing opportunities with customers.

Welcome to the money factory. Radical though it may seem, most businesses and most people are interested in making money. With some people, the need to make money is pathological. We call them greedy. A chosen few could care less about money. We call them monks. A small segment of the population is spectacularly good at making money. We call them rich, at least financially. And if the rich ones are telling jokes at the lunch meeting, call them hilarious. They might just get you a raise.

The point is, we all know business is about making money. Or that's what we thought. The



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real truth is, business is about making the most money you possibly can without ending up in jail or the subject of Third World protest. And some of us are flexible on the second point.

It's about maximizing profit. Such remarks have occasioned many eloquent men and women to once again comment: Duh. But if that's so obvious, why do we such a bad job of it? It seems a straightforward objective. It is a straightforward objective. But somewhere along the way, we tend to get lost.

I've written elsewhere in this book about the routinization of our jobs. Everybody has experienced this to some extent. Your job becomes routine. Your life becomes routine. You live and work on autopilot.

Businesses do the same. The auto parts store begins to think of itself as an auto parts store, instead of what it really is: a moneymaking factory. Every business has a core competence, an expertise. Specialization is a necessary part of business. It's an equally inexcusable error for a business to drift away from what it's good at, the products and services on which it built its reputation. But we cannot allow ourselves to do business in such a routine way that we cease to innovate in the ways we bring in income. The business ignores or mismanages marketing opportunities with customers. Ask yourself these questions: what have we done and what



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can we do to address the marketing potential of our daily interactions with customers in person and through other media?

To clarify, when the customer's attention is available to you, in your place of business or on the telephone or through a newspaper ad or at a trade show, what are you doing to maximize the marketing value of that interaction?

The next chapter will continue to address this central problem and will suggest some possible solutions.



SYNAPSE TWO:



Making the most of all available marketing opportunities.

How do you sell pizza to a teenager?

If the pet rock has taught us anything, it's that there's always an opportunity to make more money. If the supermarket check stand has taught us anything, it's group your impulse-oriented luxury items in an attractive display by the register because people are essentially slaves to their own immediate gratification.

The previous chapter introduced the second major internal marketing mistake to which most companies are susceptible. The business ignores or mismanages marketing opportunities with customers.

Take the auto parts store. A man takes his car to the auto parts store to buy a new air filter. He goes up to register with his new air filter. He waits in line behind the guy with the



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muffler bracket for a 69 Datsun, looking around at... nothing! Empty space. A marketing void. The auto parts store could do a lot with that space, but they've chosen the wonderfully insane alternative of... nothing! Fill that space with bumper stickers, air fresheners, and driving gloves. Put something there. The point is the auto parts store could take a page from the grocery store.

In fact, there is no real reason the auto parts store couldn't sell gum and candy bars and magazines, just like the grocery store. Now it bears pointing out that many auto parts stores probably do just that. Smart corporations discover ways to make money. But I'll bet you can find one that doesn't.

Take IKEA. If you've never been, the Swedish-based home furnishing retailer is huge. If there weren't big friendly yellow arrows on the floor, some of us would still be wandering around among the dinette sets looking for a way out. Is it an accident that halfway through the place, just when you're about to faint, there's a Swedish cafeteria? Of course not. It's brilliant marketing.

The principle of opportunistic marketing is not limited to traditional retailers. Recently, I consulted with one of the largest and most successful medical groups in the country, particularly with their optometric outfit. And every facility I went to I noted a large display



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case in the lobby, filled with their available eyewear. I'll say it again. Brilliant marketing. The case is there as a reminder: in case you've forgotten, after you get your prescription, buy your glasses here. Buy your contacts here. Buy your prescription sunglasses here. You've got them in the building, so sell them something.

When your clients wait on hold, are they listening to Vivaldi or to "50% off all home fumigations!""? Just an idea. I've got nothing against Vivaldi. But the point is that companies have more marketing opportunities than they realize and a wider range of weapons than they choose to use.

Now examples like these or the principles behind them may very well have occurred to you before. I don't doubt it. But chances are, you can think of some way to take advantage of marketing opportunities your company has missed. The issue here is to get yourself floating ideas, to get a whole office full of Associate Marketers throwing out ideas.

How do sell pizza to a teenager? Offer him some.

Learn to enjoy the process of self-improvement. Applying these the ideas of this book, really trying for Continuous Personal Improvement is a philosophy of success, an attitude towards the future, and a practical program for change. Now that you've made it



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to synapse number two, let's take a little breather as in the next two chapters we continue to examine the practical side of proactive change.

Yet another example of innovative marketing that we've come across is:

There's an event ticket that was trying to compete with TicketMaster and TicketTron and all the big companies. Their breakthrough idea is about follow-up. What they did was simple. After a concert, they call up and ask you how you enjoyed the show. This gives you an opportunity, as a patron, to give feedback while at the same time it gives them an opportunity to ask, "by the way if there is anything else we can do for you would you please let us know." Then they commence to discuss some of the programs scheduled in that area in the near future. This simple follow-up system contributed to radically increased market share, which has been going up month, by month, by month to their delight.

Innovation at it's finest

Could you imagine a software program and methodology that will take a look at your problem and offer you fresh ways of looking at that issue? Now, what if that model makes



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recommendations to you based upon hundreds and thousands of other such challenges and how those challenges were dealt with which then culminated in such originality as to have been patentable? It is available today and it doesn't cost a zillion dollars. The process is called TRIZ, an acronym for continuous improvement in the Russian language. Check out their website www.trizjournal.com and see how Dr. Ellen Domb is helping companies large and small to innovate beyond their wildest dreams.



From ChangeVictim to ChangeMaster

*How to change when
you really don't want to.*

We could summarize the first forty thousand years of human philosophy in one sentence: change is bad. Fortunately, our culture has evolved a little since then. A little.

In one-way or another, we are all victims of habit. And the stranger and more ingrained our habits become, the harder they are to see. Like the old lady who moved to California, we put on our mittens every morning and then step outside to look for winter among the palm trees. I know it's December, but it's just not there.

Admit it. Ninety percent of your day is spent on autopilot; the morning shower, the cup of coffee, the commute to work, the pleasant hellos, the unpleasant ones, every single thing you do seems to do itself.

On a superficial level, maybe we should congratulate ourselves. As professionals, we're good at what we do. We train to do it. And before long we can do the job with our hands tied behind our backs. And with our backs tied to a 30-year mortgage.



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Here's the problem. We can do more. In a previous chapter, we began to outline a program of Continuous Personal Improvement. If you were playing along, you listed the daily core functions of your job.

Change management might not have made your list, but it should have. Change is a part of your job. Managing change is a core function of your job.

By standing still, by doing the job the way we've always done it, we make ourselves victims of habit in more ways than one. By standing still, we not only don't improve ourselves, we slowly make ourselves obsolete.

We must foster in ourselves and in our coworkers a pro-active attitude towards change and towards the problems that necessarily arise in the working environment.

In part, this issue is one of corporate culture and will be addressed in a later chapter. But the issue is not entirely outside of our control.

We can be the benefactors of habit and not the victims. We just need some new habits.

In every situation, we must assume that there is a positive course of action. Something can be done about our invoicing, about our declining revenues, about our slumping morale, about customer dissatisfaction.

Further, we can no longer be satisfied with reacting to problems as they arise. We must



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anticipate possible problem situations and act to prevent them or to minimize the damage.

There is more to your job than the papers waiting on your desk.

You will always have to fill out forms. Certain aspects of your job are not going to change. That's the curse of working. But you must not allow your thinking to become routine. A proactive thinker is infinitely more valuable than a reactive one. You must strive to keep a fresh perspective on your working life, to reexamine your goals, to ask the difficult important questions: what could I be doing better and what could we be doing better?

Play for a winning team by helping your team win.



Managing the Process of Change

How to help yourself and everybody else too

Companies, like people, have bad habits. Every company needs protocols for how it conducts its business. Every company has its own routine. There's nothing wrong with that, but routinization is a dangerous thing. It can be lethal to your business. The individual professional's pro-active attitude will do him no good if his best ideas are diverted into the trash chute.

It is the responsibility of management to ensure that a free exchange of ideas is not only possible, but the norm. Let's be clear. There are and must be standards for professional conduct. An operating surgeon is the boss and her O.R. nurse or the head of her HMO has no business questioning the placement of her incision. On the other hand, the O.R. nurse has the right and the obligation to tell her she's about to sew up mean old Mrs. Robben with five pounds of gauze and a pair of forceps still inside her.

The situation might not be so drastic, but the secretarial pool really might know what they're talking about when they ask for the laser printer to be brought up from Subbasement Q22.



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The lesson is this: whatever their position, respect people's competence to do their own job well and to know what they need to do it. In the end, they may not be right, but if you don't listen, you'll definitely be wrong.

Effective change management requires keeping an ear to the ground. A company that's attentive to its employees' concerns has a first-rate group of troubleshooters--a dream team of management consultants sitting in the lunchroom.

Beyond mere responsiveness, management must allow employees the freedom to take responsibility for their own self-improvement. A company's flexibility begins at the unit level. And the unit we're talking about is the individual professional. The rule is: where you can be flexible, be flexible. Makes sense, doesn't it? Overseeing every detail of your employees' work is not management; it's harassment.

By giving the individual a role in change management, a company simultaneously targets its problem areas with remarkable accuracy and gives an enormous boost to employee morale.

Effective change management does not end there. A company must invest in its employees. It's the only way to keep up with technology and competing business models. When management will not pay to train, mediocrity enters the system. And it's probably there to stay.



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The truth is many companies do not manage change effectively. They will not pay to train on the new machinery or on the new software, fearing that every employee is itching to skip town with his expensive new training. But what's the alternative? Ultimately, it's a bunch of untrained employees without the tools to survive in a cutthroat marketplace.

Effective change management accounts for the necessity of continuous change. Every business is in constant transition. Employees are fired, hired, and retired. That's business as usual, but the employees you invest in will not only be better qualified to do their job but they're going to be happier and more effective knowing how much you value their expertise.

Learn to view every employee or every coworker as a human asset of the company. Not only that, every employee is an appreciating asset. Every day of experience and every increase in knowledge adds value to the individual professional. Any company that's in the game to win will realize it's an investment worth making.

On the flip side, the individual professional must be willing to invest his time in the company's success. Take every opportunity you have to train. It's a win-win value-added proposition. Your company gets a well-trained employee and you increase your worth not only to the company but also to the job market in general.



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Empowering Questions

are very useful to ask yourself when you are in a reactive mode rather than a consciously aware and proactive mode. Often, under the influence of change or transition of life events, we revert to a state of daydreaming - a sort of sleep like state. This condition is driven by past associations to change and an attempt to divert our attention from that usually uncomfortable association. Essentially then, these probing questions change our mind's focus and therefore change our associated feelings and of course our autonomic responses to those feelings. By asking these questions, you stand a greater chance of staying awake and aware of the current situation or event. You will thus be able to create new associations to change that are, perhaps, more positive and less uncomfortable. Then, with each new change experience that you deal more effectively with, you stand a greater and greater chance of dealing with the change in the "here and now" of it.

- 1- What is the opportunity making itself available to me with this transition?
- 2- This is good. How can I benefit from this?
- 3- What have I done to deserve a wonderful opportunity such as this?



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- 4- There is a great learning opportunity here for me. What could it be?
- 5- How has this has come to assist me in my personal development.
- 6- What is great about this change?
- 7- Why is it not perfect yet?
- 8- What am I willing to do to make it the way I want it?
- 9- What am I willing to no longer do to make it the way that I want it?
- 10-How can I enjoy the process while I do what is necessary to make it the way that I want it.



FORCE FIELD ANALYSIS

In order to manage a change in general, and the Resistance Phase in specific terms, we must first understand the change itself. In the late 1940's Dr. Kurt Lewin, generally regarded as the "father of change theory", developed a model for understanding change. This model is called Force Field Analysis and gives us an understanding of the forces pushing for or against a change.

The method is useful in breaking down a problem or an upcoming change into its basic components.

Identifying those key elements of the change about which something can realistically be done;

Developing a systematic strategy for problem solving or change implementation.

Creating the conditions for action planning.

Dr. Lewin suggested that in any given situation the behavior of an individual or group may be less than ideal. In order to move from "here" to "there", a particular activity level may be conceptualized as the product of a number of pressures or influences acting upon the individual, group, or organization. These influences are called forces and Lewin



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identified two major forces influencing behavior:

Driving Forces -

Forces that move in the direction of the change.

Restraining Forces -

Forces that move in the opposite direction of the change.

Since the two forces push in opposite directions, a point of balance is usually achieved which defines the status quo.

To alter these forces and thus influence behavior, Dr. Lewin suggests these three basic strategies for effecting change.

- a. Add to the driving forces, which can strengthen the opposing forces and increase stress and tension. (it usually does!)
- b. Add to the driving forces while reducing or eliminating the restraining forces.
- c. Remove, or reduce restraining forces. (This is usually more desirable and practical, yet less obvious)



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Idea:

Use the worksheet that follows to identify the driving forces, resisting forces, the desired goals, and the status quo. Next, discuss the best approach to accomplish the desired goals by reducing or eliminating the strength of the restraining forces.



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Desired Goal: _____

Status Quo: _____

**What is Driving
Change?** *SQ

**What are the
resistors?** **DG



***Those Elements
Pushing for the Change
Effort**

**Those Elements
Resisting the Effort**

*SQ – Status Quo

**DG – Desired Goal

Create your own ChangeMasters

Many people know that there are few vinyl records being pressed today, that the medium of choice is the CD technology. Frankly, I don't think I'd want to hang my career on the future of the vinyl record business. Nor would I look to the typewriter industry for job security. Not a good choice you must agree. Clearly, like people, products change and innovate, are born and die and have their lifecycle. Some products are born, are ready for marketing but are obscured by the status quo and are thus not acknowledged as viable products for sales and marketing. Such was the case with the digital watch. Joel Barker, in his excellent videotape, *Paradigms*, makes this point so well that I will never forget it.

Apparently, the Swiss have been making watches for hundreds and hundreds of years. They employed tens of thousands of watchmakers. However, after the digital watch came out and became popular, the Swiss lost over two thirds of their business, their jobs and were devastated. Who put them out of



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business? It was Texas Instruments who took the digital watch to mass market. How did Texas Instruments come up with such innovation? They didn't. They bought it. From whom? Ready for this? They bought it from the Swiss, the same people that they annihilated in business. It was the Swiss who developed the digital watch but who dismissed it as being relatively useless. After all, they posed; it wasn't a threat to the watch business. It wasn't a real watch. It didn't even have any moving parts. So, they reasoned, let it go and let us continue on our path of watch making dominance. Big mistake. Texas Instruments observed it at a trade show, bought the rights to the technology and the rest is history... like many of the Swiss watch making jobs. Change requires that we keep our minds open to possibility.

Idea:

As a group, discuss some of the changes that are facing your industry. Capture these changes on a flipchart. Then, ask the group to discuss those changes that they really are not happy about. Make note of those on the flipchart. Next, have them break into groups and assign each



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group a different “unwanted change” to discuss in the following way:

They are to present to the group at large why this change is ‘good’, how it is beneficial to them and how it is such a gift to have occurred. There will be some rumbling, I can assure you. However, it is a great way to get the group looking at the change from a different perspective and to place on the table for clearer investigation many of the items that might otherwise get lost. This one can be a ton of fun.

