



CONSORTIUM FOR  
SERVICE INNOVATION™

# ***Strategies for Service Excellence***

## ***What's all the Buzz about Collaboration?***

Service Strategies Summit

October, 2008, Greg Oxtan

[www.serviceinnovation.org](http://www.serviceinnovation.org)



# Topics

- A few definitions
  - Service Excellence?
  - What is collaboration and what does it have to do with service excellence?
  - Relationship?
  - New Vs Known?
- Is your organization “collaboration friendly”?
  - What can you do to facilitate collaboration?
- A framework for intelligent swarming



# *A Few Definitions*

## *Thoughts on Service Excellence*

- Service excellence
  - Meeting predefined SLAs is interesting...  
effectively responding to unanticipated needs is compelling
  - Strict adherence to process promotes adequate service
- Service excellence is about...
  - Speed, accuracy and predictability
  - Ho well we deal with exceptions
  - The experience over time – the relationship
  - The “know me factor”
  - The “deal with me as a human being” factor



# Definition of Collaboration

- "Collaboration is a process<sup>[1]</sup> defined by
  - the recursive interaction of knowledge<sup>[2]</sup> and
  - mutual learning between two or more people
  - who are working together,<sup>[3]</sup> in an intellectual endeavor,<sup>[4] [5]</sup>
  - toward a common goal which is typically creative in nature.<sup>[6]</sup>
  - Collaboration does not necessarily require leadership and can even bring better results through decentralization and egalitarianism.<sup>[7]</sup>" (from Wikipedia)



# *Cooperation Vs collaboration?*

## **Cooperation**

- Willing
- Compliant
- Passive
- Responsive
- Directed

## **Collaboration**

- Eager
- Contributing
- Active
- Initiative
- Opt-in



# A Spectrum

*Based on the discussion around the definition...*

*Transactions*

*Interactions*

*Cooperation*

*Collaboration*



**Distinguishing characteristics:**

**Weak**

**Alignment**

**Strong**



**None**

**Learning**

**Rich**



**Low**

**Trust**

**High**



**Simplistic/static**

**Structure/Roles**

**Complex/dynamic**





# *Collaboration*

## *The Scope*

- Internal and external
  - Individual; person to person
  - Team; cross department
  - Organizational; cross divisions or outside company
- Problem solving (reactive)
- Opportunity based or planning (proactive)
- Outcome .... relationships



# *A Random Quiz*

**1. The Capital of Nevada is:**

A) Las Vegas B) Sparks C) Carson City D) Reno

**2. In Great Brittan the word braces means:**

A) Crutches B) Suspenders C) Seat belt D) Teeth straightener

**3. What famous business man bought the Desert Inn Hotel after management tried to evict him?**

A) Ted Turrner B) Larry Flynt C) Howard Hughes D) Hugh Hefner

**4. What is the largest continent on earth?**

A) Anartctica B) Africa C) South America D)Asia





# *The Value of Collaboration*

- Optimal utilization of people and knowledge
- Speed
- Accuracy
- Learning
  - Every interaction is an opportunity to improve the next interaction
  - Identify opportunities – minimize the impact to the customer of known issues (support)
  - Identify proactive opportunities – re-design the environment to remove the source of issues (development, engineering)
  - Identify and evaluate new features that align with customer needs
- Creativity and innovation



# ***New Vs Known***

- **New** – issues that require diagnostics, research and analysis to create/determine a resolution
- **Known** – issues that have already been solved and are captured and searchable
- Service excellence; improve the customer experience through:
  - Self-service, automation and elimination of **Known**
  - Swarming to improve the speed and accuracy of solving **New**
- Key indicator; of cases closed what is the % of **New to known** and why?



# *When is Collaboration Most Valuable*

- **Known** – interact with the KB; create, reuse, modify
- **New** – collaborate; get the all the right people working on the issue together
- If the **New Vs Known** ratio is less than %50 than swarming doesn't make sense



# ***Key Enablers of a Collaborative Environment***

- Trust
- Conflict resolution
- Commitment
- Accountability
- Focus on results
- Deals with emotions
  - Autonomy, Affiliation, Authority, Reputation, Role
- Structure

*Adapted from: Omni Institute, Patrick Lencioni's book "The Five Dysfunctions of a Team" and Fisher/Shapiro's book "Beyond Reason"*



# Dealing with Emotion?

CONSORTIUM FOR  
SERVICE INNOVATION

	<i>The emotion is being ignored when</i>	<i>The emotion is being nurtured when</i>
<b>Appreciation</b>	Your thoughts, feelings or actions are be devalued	Your thoughts, feelings and actions are be acknowledge as having merit
<b>Affiliation</b>	You are treated as an advisory and kept at a distance	You are treated as a colleague
<b>Autonomy</b>	Your freedom to make decisions is impinged upon	Others respect your freedom to make decide on important matters
<b>Reputation (status)</b>	Your relative standing is treated as inferior to that of others	Your standing, where deserved, is given full recognition
<b>Role</b>	Your current role and its activities are not fulfilling	You define your role so that it is fulfilling

*From "Beyond Reason" by Fisher and Shapiro*



# *Is Your Environment Collaboration Friendly?*

- Is your environment (culture) “collaboration friendly”?
- New measures of organizational health – the 3 Rs
  - Relevance
  - Reach
  - Relationship
- Trends in key enabling factors
  - Trust, conflict resolution, commitment, accountability, alignment, emotions, structure
- Results/outcome
  - Employee loyalty
  - Customer loyalty



# Relevance and Reach?

- Relevance
  - Helping customers be more successful
  - Connecting people with the right content and/or people
- Reach
  - How big is the community of collaborators?
  - How diverse is the community of collaborators?
  - Innovation happens at the intersection of perspectives

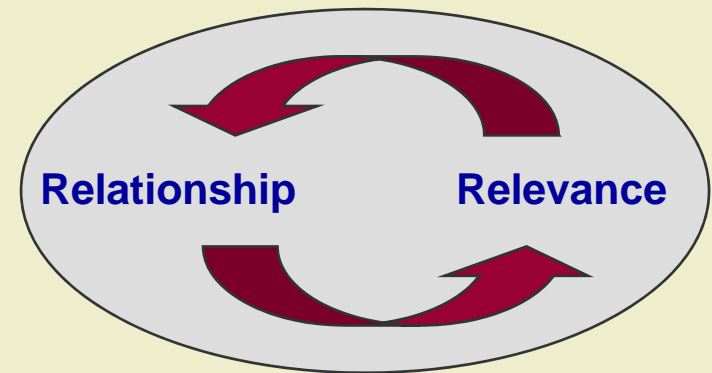


*Eastgate building in Zimbabwe designed by Mick Pearce, based on termite hills*



# Relationship?

- “Are you proud to be associated with us??”
- “Would you recommend us to your friends and family?”
- Loyalty is an emotional connection
- Satisfaction is a driver but...
  - Heavily influenced by expectations and therefore self correcting
  - Not an effective measure impact on customer success



***Its Generative!***

***People are people first – independent of role  
Loyal employees create loyal customers***





# *Integrating the Customer into the Business Process*

- Know the demographics of the audience
  - Computer savvy?
  - Likely to engage and in what way?
- Do the right thing(s)
  - Integrate and automate (in the product)
  - Online KB (look up)
  - Forums (interaction)
  - Wiki (collaboration)
  - Blog (inform)
  - Rating system (opinions)
  - Proposing and voting (solicit)

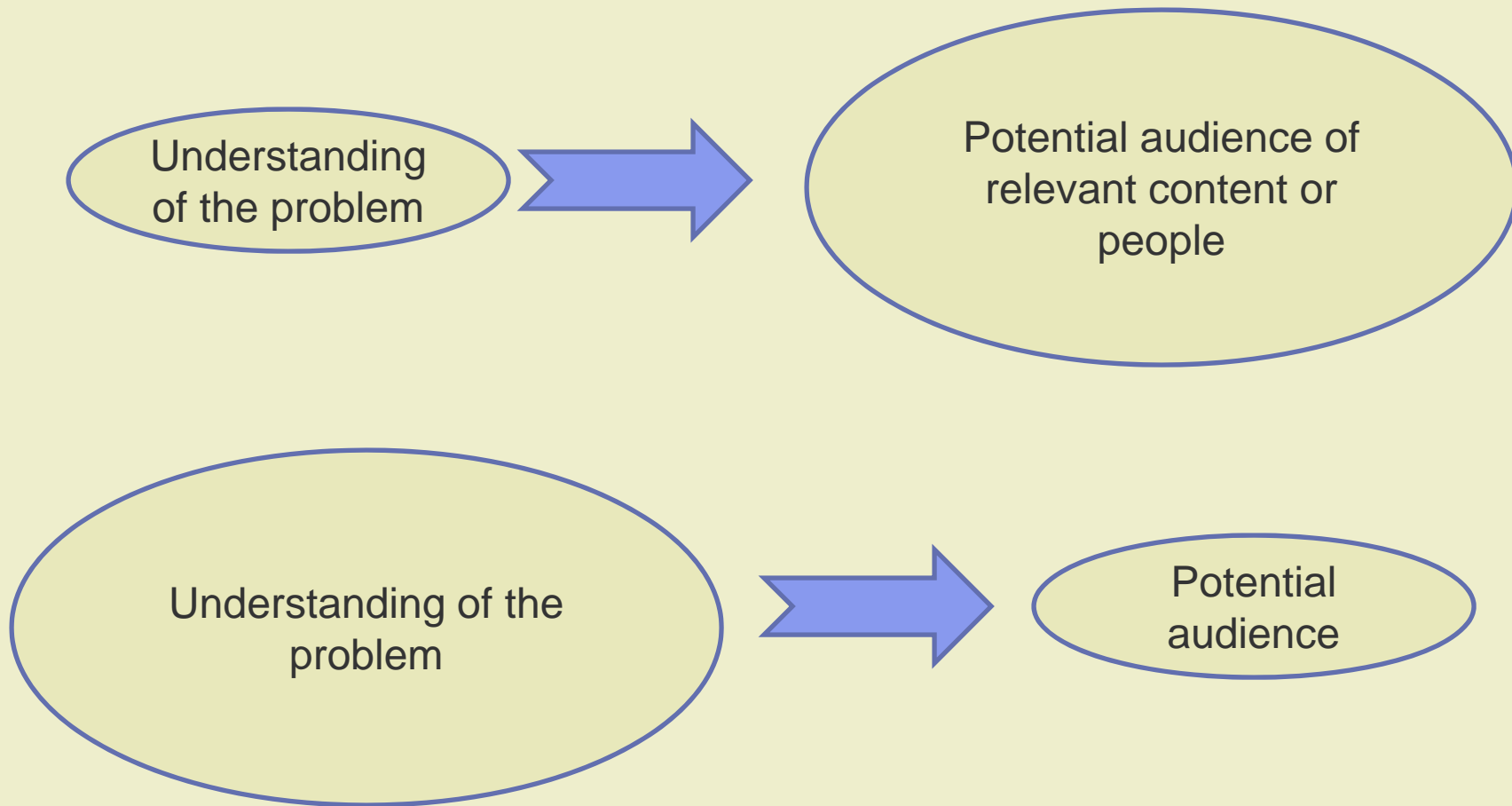


# ***Intelligent Swarming and an Opt-in Model***

A better way solve “new” issues  
Notes from the Betty team - a work in progress



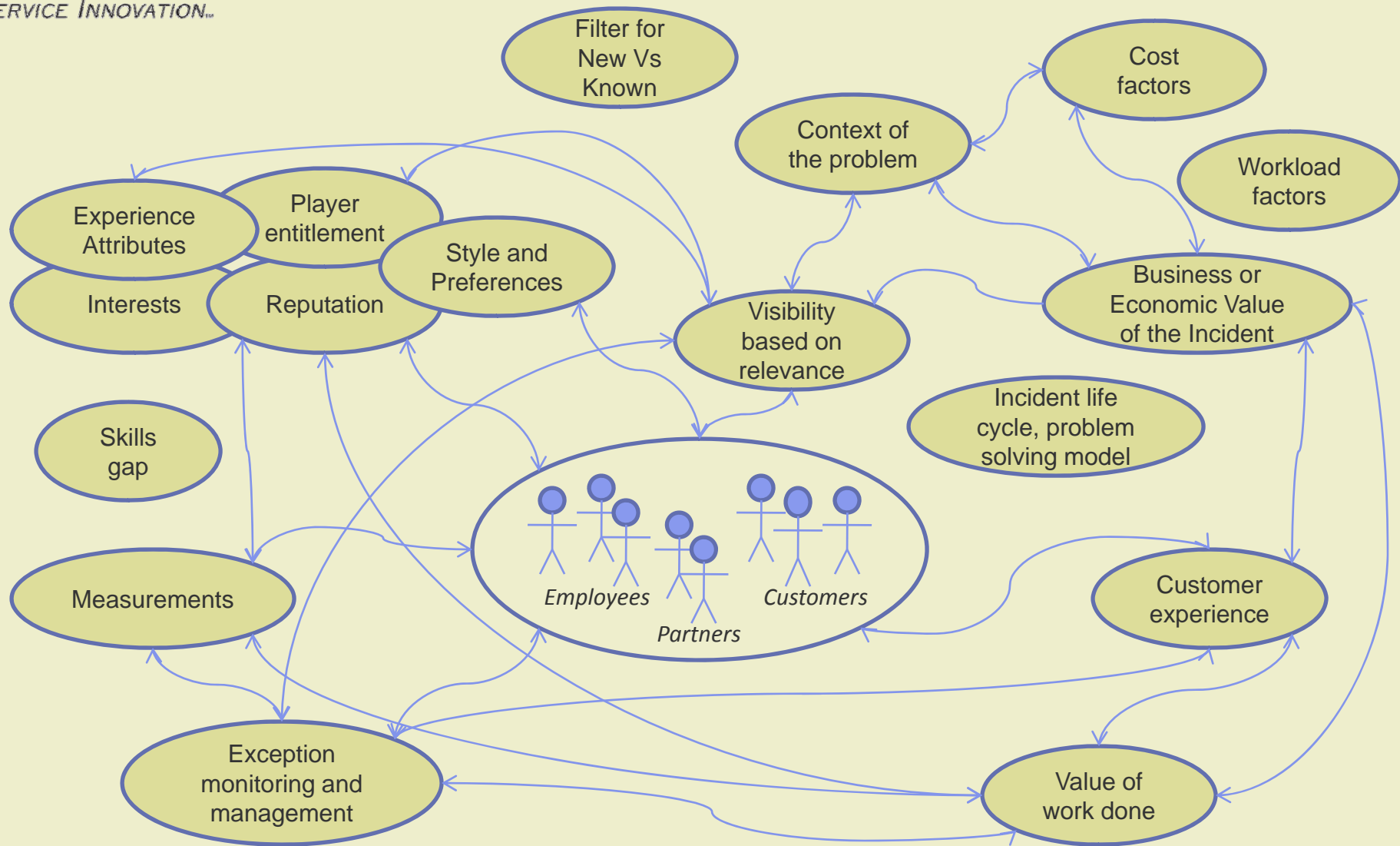
## *Degree of understanding about the problem impacts the size of the relevant audience needed to fix it...*





# Concept Map for Intelligent Swarming (the what)

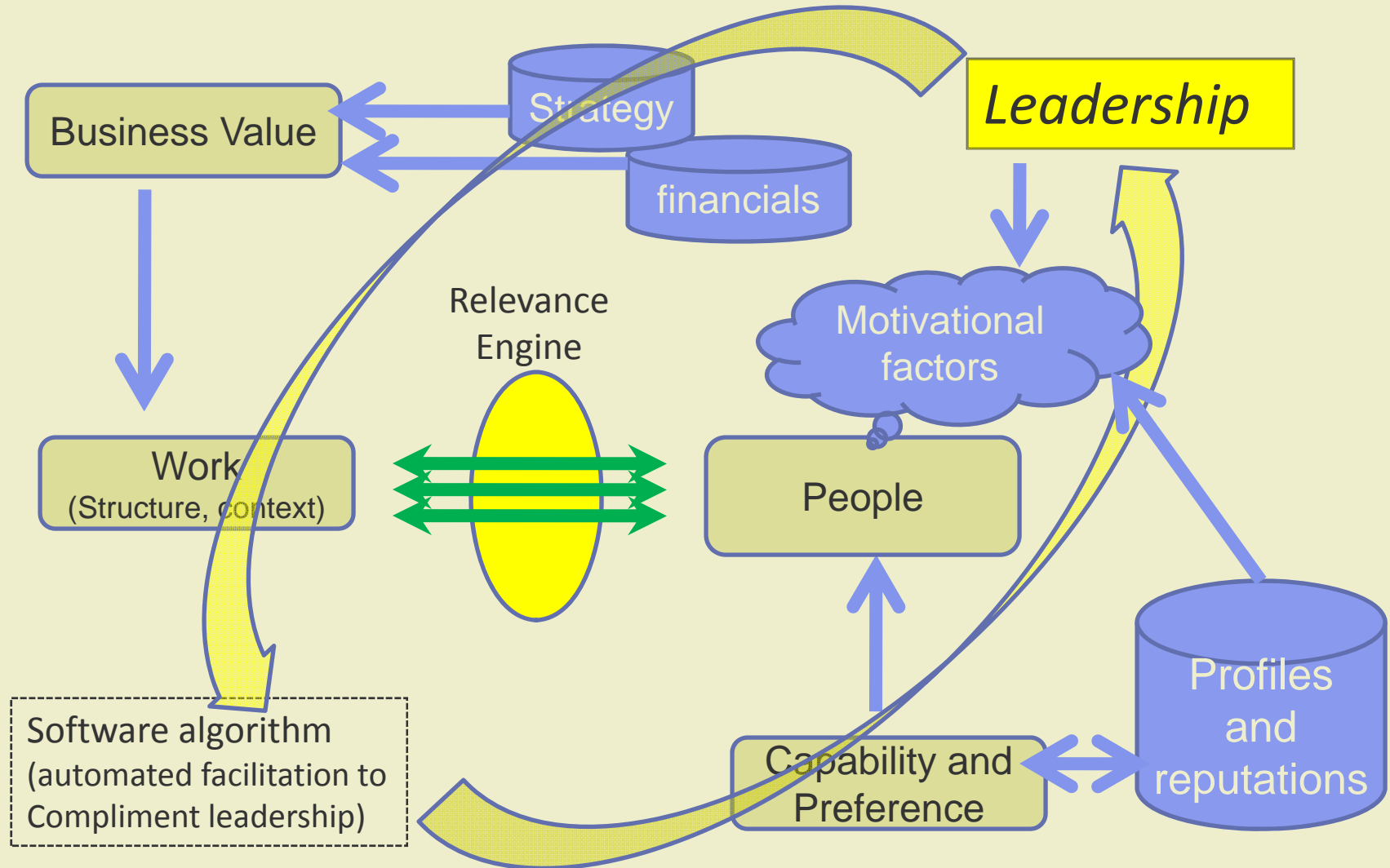
CONSORTIUM FOR  
SERVICE INNOVATION™





# Intelligent Swarming

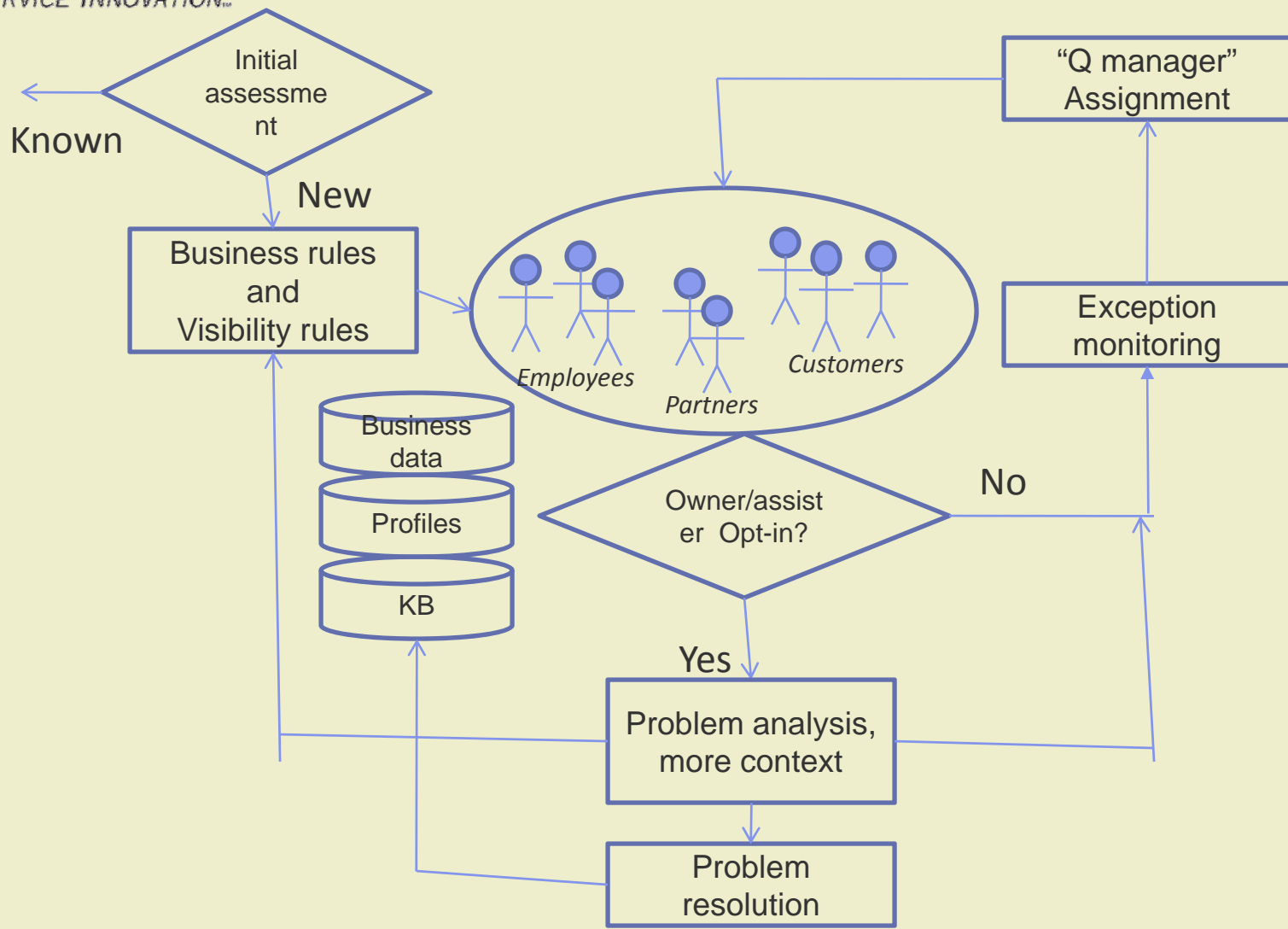
CONSORTIUM FOR  
SERVICE INNOVATION™





# Opt-in Process Scenario

CONSORTIUM FOR  
SERVICE INNOVATION





# *Closing Thoughts*

- Collaboration drives service excellence, it is how we can best deal with the unexpected (new)
- Collaboration is the key ingredient in continuous renewal ...if... it includes the customer
- The 3 Rs; indicators of health
  - Relevance, Reach, Relationship
- It is fundamentally about people - independent of role
- It can not be engineered, manufactured or mandated ....it must be nurtured because at its core it is emotional



# References

CONSORTIUM FOR  
SERVICE INNOVATION™

- ✓ *“Wikinomics”* – Tappscott and Williams
- ✓ *“Groundswell”* - Li and Bernhof
- *“The Medici Effect”* – Johansson
- *“Wisdom of Crowds”* - Surowiecki
- *“The Five Dysfunctions of a Team”* - Lencioni
- *The Omni Institute* – [www.omni.org](http://www.omni.org)
- *“Beyond Reason”* – Fisher and Shapiro
- *“Loyalty Rules”* and *“the Ultimate Question”* – Reichheld
- *“Leadership and Self-deception”* – The Arbinger Group
- *“Corporate Culture and performance”* - Kotter/Heskett