

Leading in a Permanent Whitewater World of Change...



Dr. Bill Withers



Thinking about change differently...

Class 1: No maneuvering. (Skill Level: None)

Class 2: Some rough water. (Skill: Basic Paddling)

Class 3: "Whitewater." (Skill Level: Experienced Paddling)

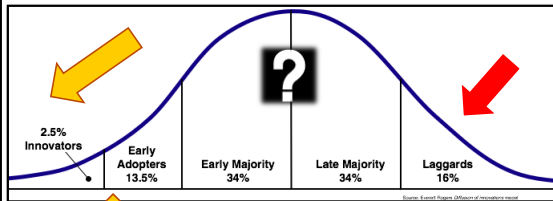
Class 4: ...longer rapids, rocks, sharp maneuvers. (Skill Level: Whitewater Experience)

Class 5: Continuous rapids, large rocks. (Skill Level: Advanced)

Class 6: "Whitewater," huge rocks, hazards, warning: "*danger to life or limb.*"



What we know about "adapting/leading" through these turbulent waters...



It's all in how you paddle...

Opposite Way?

Find a backwater...

"SHOOT THE RAPIDS!" **NAVIGATE!**



Your "Leadership" Navigation System!

1. **Destination** – Q: Understand goals and where you're headed? **Visualize SUCCESS!**
2. **A Starting Point** – set smaller, attainable goals TOWARD the ultimate destination.
3. **Persistence** – failure most always occurs **MID**-effort! Finish! Ask a "guide" if you need help!

John P. Kotter, Harvard Business School



Oh, by the way... Three things that never, **EVER** "change..."



1. Change.

2. Principles.

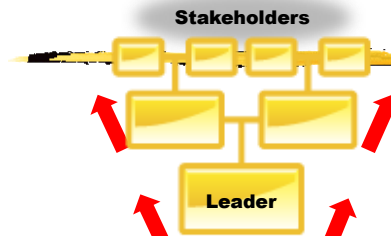
3. Choice.



So, this BEGS the question,
 “What type of leader
 do I need to be?!”



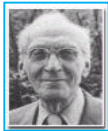
The Servant- as-Leader



Leader-as- Servant Model



“The servant-leader is
 servant **FIRST**... It begins
 with the natural feeling that
 one wants to serve, to serve
 first...”



Core Traits & Values

(Greenleaf Inst.)

- ⌘ Listening
- ⌘ Empathy
- ⌘ Healing
- ⌘ Awareness
- ⌘ Persuasion
- ⌘ Conceptualization
- ⌘ Foresight
- ⌘ Stewardship
- ⌘ Commitment to Growth
- ⌘ Community Building



Does it WORK ?!



As you think about “paddling these waters,” and your OWN leadership style and philosophy...



“**Connect-the-dots**” on what these two elements – **change** and **servant-leadership** – have to do with stakeholder relations in your office and community. Given what you know NOW, how does one inform the other? Share.



The Relationship Era: CONTEXT!

Product Era, 1900-1960
...just inform.

Consumer Era, 1960-2000
Persuade...

Relationship Era, 2000-Now
Fostering sustainable relationships...

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Remember, you have **TWO SETS** of “publics”...

INTERNAL
+
EXTERNAL



Aka: “*stakeholders*” and “*customers*”

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Quality Customer Service (QCS)

Please rate your experience

Outstanding

Excellent

Very good

Good

Average

Poor

Excellence in service: The ability of an organization to **exceed expectations** ...of *the experience* at your office.

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Howard Schultz, Chairman & CEO, Starbucks

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Starbucks' Core **QCS** Competencies

1. Earn **Trust**
2. Show **Passion**
3. Build on the **Relationship...**
4. **Exceed Need**




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The Ritz-Carlton®

“We ARE *what we DO*, not what we SAY we do...”






Why “*the experience*” matters so much in ‘*this relationship era*...’

tripadvisor®



1. **89%** “shop” elsewhere after one BAD encounter
2. **79%** “share” the bad experience with friends as part of their OWN “relationships” [word-of-mouth]
3. **26%** are inclined to ‘post’

Latest RightNow/Harris Interactive data



So, what “short-circuits” our stakeholders, exactly?

1. **Issues Unresolved in *Timely* Way (46%)**
2. **Difficult to Reach (38%)**
3. **Multiple People Needed (37%)**
4. **Lack of Prod./Serv. Knowledge (34%)**
5. **Unprofessional/ Perceived Rude (33%)**

2012/2013 Global Customer Service Barometer Study, U.S., as prepared for American Express

Remember, “*relationships*” start at hire... (SoftwareAdvice Study, 2013)



- Of 20,000 new hires recently tracked...
- **46%** failed in first 18 months
- **89%** of those due to poor attitude; only 11% had poor skill-set



So, how do we get better?
 ...“it’s ALL about the relationship!?”

1. Hire and train for it...
2. “Hellos and Goodbyes” (EQ)
3. **Urgency**
4. **Not Just Meeting Needs – Exceeding them!**

...make it an **EXPERIENCE**!




Thank You!





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Questions?

