

Service Motivation

Competency Development Activities

Competency Definition

Creates and sustains an organizational culture which permits others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions.

Developmental Activity Levels

All (A)

Applies to all competency levels

Beginner-Basic Knowledge (B)

A person at the Beginner-Basic Knowledge level has limited experience applying the competency. He/she applies general knowledge in common situations but has limited practical experience in applying the competency in a work environment presenting more complex situations.

Mid-level (M)

A person with mid-level proficiency has applied the competency repeatedly and successfully in the performance of his/her job but still has much to learn about the advanced aspects or behaviors associated with the competency. A person at this level can usually apply the competency on his/her own.

High (H)

A person at the High level has extensive knowledge of and experience with this competency and can apply the competency exceptionally well on the job without assistance. At this level one is an expert and has enough experience to teach the competency to others.

Articles, Books, and Websites

A Greenleaf, Robert K., Service Leadership : A Journey into the Nature of Legitimate Power and Greatness, Paulist Press, November, 2002.

This is a classic introduction to many of the key concepts of modern leadership, including teamwork, loyalty, and empowerment. Greenleaf teaches managers how to lead by serving the needs of all stakeholders. The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance

M Nelson, Bob and Wawiora, Matt, 1001 Ways to Take Initiative at Work, Workman Publishing Company, June, 1999.

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Weaving together case studies, examples, quotes, research highlights, and the author's own "Tool Box" of management techniques and exercises, this practical handbook shows readers how to develop self-leadership, set goals, create learning opportunities, take risks, build a team, sell ideas, and work both within and outside the larger organization.

M Ray Pelletier, *It's All About Service: How to Lead Your People to Care for Your Customers*, Wiley, April, 2005.

The author reveals the vital importance of a happy workforce in creating a happy client. By caring for employees, managers create an environment in which employees can care for customers. This book shows senior leaders, managers, and supervisors how to develop a managerial style that combines teamwork, trust, listening, forethought, and ethics to nurture a happy workforce and improve customer service.

H Field, Anne, *"Giving Customers Ultimate Input: Operational Excellence"*, Trammell Crow-Style, Harvard Business School Press, May, 2005.

This article answers the question: how to embed the voice of the customer? That was the key question for Trammell Crow Co. as it pondered ways to reverse performance problems.

Embarking on an ambitious transformation effort, the company took pains to diagnose shortcomings, fine-tune its strategy of operational excellence, and devise a battery of processes and services to operationalize its strategy--including giving clients an unusual degree of information access and participation in strategy assessment.

H Hunter, James C. Hunter, *The World's Most Powerful Leadership Principle: How to Become a Servant Leader*, Crown Business, June, 2004.

The author champions this hard/soft approach to leadership, which turns bosses and managers into coaches and mentors. By "hard," the author means that servant leaders can be hard-nosed, even autocratic, when it comes to the basics of running the business: determining the company's mission and values and setting standards and accountability. Servant leaders don't commission a poll or take a vote when it comes to these critical fundamentals. After all, that's what a leader's job is, and people look to the leader to set the course and establish standards.

H Ford, Robert, Heaton, Cherrill P. and Brown, Stephen W., *"Delivering Excellent Service": Lessons from the Best Firms*, Harvard Business Review, October 1, 2001.

Delivering excellent service is a challenge for most organizations. Although many aspire to it, the evidence from customer satisfaction surveys indicates that too few firms are able to deliver service excellence. On the other hand, some organizations consistently deliver excellent service.

This article reviews ten lessons these benchmark service organizations have learned and shows how these organizations use them to meet and exceed the ever-rising expectations of their customers.

H Autry, James A., Prima Publishing, September, 2001.

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This book shows you how to remain true to the servant leadership model when handling day-to-day and long-term management situations. You'll learn how to manage with respect and honesty and how to empower employees to achieve new levels of satisfaction. Servant leadership will produce fulfilling emotional, psychological, and spiritual rewards for everyone involved. It will enhance productivity, encourage creativity, and benefit the bottom line.

H Zemke, Ron, Anderson, Kristin, Coaching Knock Your Socks Off Service, AMACOM, January 1997.

Workers need ongoing encouragement and assistance in order to upgrade their customer-service skills, maintain their daily motivation, and enhance their ability to react when new problems arise. This book offers solid suggestions for achieving first-rate customer service in any business environment through sustained coaching by management and employees themselves.

Activities

H Spend time talking with small groups of screening employees to discuss how they feel about the jobs they are doing. Discuss what they see as the mission of the organization and how their job contributes to it. Discuss the value and importance of the public service that TSA and they are providing.

H Spend time talking with screening employees to understand the issues and concerns that may be interfering with or detracting from their ability to provide exceptional customer service. Ask them what you can do to enable them to focus on providing better public service.

H Visit airports known for their service orientation and practices.

H Organize efforts to plan and implement practices that will enhance the “service quality” of TSA’s operations at your airport.

H At key points during projects, hold “process-check” meetings with your team and/or customers to review what is going well and where there might be opportunities for improvement or a need to modify the plan. React quickly to any immediate problems they are experiencing. Ask how you can provide better service throughout the remainder of the project.

H Spend time talking to passengers to learn about their experience going through passenger or baggage screening.

H Spend time talking to airport and airline employees to learn how TSA operations impact them.

Coaching Suggestions for Managers

H Have staff members spend some time in the role of the customer your organization serves (e.g., passenger, airport operations personnel, airline operations personnel, screening employees) so that they can understand the customer’s perspective, issues and experience. Then have them

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identify process improvements that will address what they learn about the customers.

H Have staff visit counterparts in other airports who are known for having a high level of service orientation and innovative best practices.

H Challenge staff to identify specific ways to improve the level of service they deliver in their roles and in their functions.

H Challenge staff to identify ways to motivate screening workforce to provide high standards of service while screening passengers and baggage.

H Establish recognition and reward programs for new/best service practices and accomplishments.