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>> Good afternoon everyone or good morning to some of you this is Sheila Campbell and I am the director for customer service excellence and I also chaired the consult with Rachel Flake from GSA and I am delighted to welcome you all today could we have over 600 folks from across the country registered and it's great to see so many familiar names and lots of new folks is also welcome everyone this is our kick off everyone for Web manager University. Just a note we will be recording the session so if you have colleagues that Mr. Today we will send out the link afterwards. We will jump in today and I am going to pass it on to Mark who is the associate administrator for the office of services here at GSA. Welcome, Martha.
>> Thank you. I am really excited about this kick off today for the fall semester of Web manager University because at GSA we have a renewed focus on customer service. It's a particular passion of mine and has been for a while. Part of our mission is to work with agencies to provide innovative solutions to help you meet your missions needs and ensure that the public has a unified experience when they access government information whether it's from the web, in print or over the phone so good customer service as we know it's something that we can all relate to and if it's bad customer service we all remember it. We want everybody to have a productive experience in accessing government information. As I said this is a big interest and passion of mind so I am thrilled to hear what God has to tell us today that he is the former head of training at the Disney corporate headquarters and a leading expert on customer service and has authored over seven books on leadership, customer service and international business and is here to challenge us and make changes to improving the customer service for the millions and millions of people who interact with the government every day. So I would like to welcome Doug and you can take it away. Thank you for coming.
>> Martha, thanks very much and Sheila you as well Rachel and Alicia and everyone on the team and I want to welcome all of you to this fall semester kickoff of the Web Manager University. Customer service across all challenge down -- all channels and talk with all of you whether you are from federal or local level and have you challenge be on ideas. I will share with you some ideas that I have in my years of experience not only with the Disney corporation Corporation but as a consultant to corporations along around the world and many other government agencies. Something that I want to mention right from the gecko some people in audiences I have had whether they be large or small say, you know what, you are from Disney, formerly from Disney and with the number of people that you have in the budget that you have and all of the resources you have, heck, I could do it too if I were you and quite frankly the idea is that I will share today regarding service and leadership and creativity and change management have nothing to do with the Disney name. They boil down to being will and able to change and look at things at a critical eye change those things that must be changed and hold onto some things that may have been around for a few years or decades but still work. If there are no experiences that make excuses for applying these experiences other than I don't want to or my team does not want to and that is something that you have control over more than the budget does. So really I will share with you some of the successes as well as the massive failures that we experienced at Disney and where those came from.

>>> I have done reading what all of you do and it's impressive to me. One of the key thoughts I had as a challenge is this whole process up congruency between the written word. What is on the red oh www.versus what they get when they call in and the variety of services that they provide and I think that it's probably one of the most challenging things because in my unscientific poll, they reinforce the idea that yeah, what I got in one area is different in another area and that is a huge challenge.

>>> So let me jump right into the slides. The magic of exceptional leadership and service. One of the things that people ask me as the former head of training at Disney Studios in Burbank, California and I also worked at Disneyland in Anaheim,

California and was on the startup team for Tokyo that opened up in 1983. I am fluent in Japanese and somewhat with English so I will press forward in English if you do not mind. But in my work with Disney often times people say what is the magic because he is known as the Magic Kingdom. Quite frankly there is no magic quote unquote. It's doing ordinary things extraordinary well. Looking at putting citizens first, transforming online governments this fantastic white paper that captures the essence of what we are talking about today. There were a couple of key phrases in this paper that I thought made sense to me and I will refer to these as they go through the program today. But the idea of using plain language instead of government tees and taking into account existing productivity. These are key things that I quite frankly think we try to do at Disney every day. Using the phrase assessing productivity we were thinking of guest experience if there really is no difference between the two. If a guest comes in and they are spending an unusual amount of time trying to find a ride or trying to find a schedule or trying to find a restaurant they are wasting valuable time and it's no different than the concept of citizen productivity and trying to find their way through all of the different government agencies so one of the things I would like to share with you is how we tried to set up our team at world Disneyland, is what are some of the ordinary things that we tried to do extraordinarily well that's absolutely beat our competition? And again I will share with you some of the things that we did that were pretty sad and led to almost losing the organization to times in the period of about 20 years.

>>> So let me boil it down to some really simple things. In my mind both as an educator and trainer is taking the inherently complex into making it simple. Instead of using government, plain language we have a good show and bad show and the difference between onstage and offstage and let me give you an example of this. Good show means this is what we want our guests to experience whether its face to face, whether it's on the telephone, online where the guest is coming into contact with us we want them to have a good experience and bad show is the opposite of that and we want our employees to interact with the our guests to know absolutely what the differences were. And likewise what is onstage in what is offstage? Binary you quote unquote on? When are you off? As Martha mentioned I was the head of training at Disney Studios in Disney land and land a number of training programs from the new hire orientation all the way to executive training and as an example before we would be ramping up for a large season, a busy season such as the summer season or winter Christmas season or spring season we would be hiring hundreds if not thousands of temporary employees. And we would get them into the Disney University to get them idea of what good show bad show onstage onstage was and often times we would joke with the newly hired employees who are awaiting a new training program we would say welcome to the Disney University, home of the fighting mice and they would look around and say, what are you talking about? We say we will work hard here and we will also play hard. Here's an idea we would share with them good show, bad show, onstage, offstage. The story never occurred but the idea was compelling. Our standard demographic was a mother and father and 2.5 kids oftentimes those 2.5 kids have been told month clubs in advance and they are yet been and yet being seen when are we going to go, when are we going to go and finally they fly or drive across the country and pay exorbitant parking fees and the kids have been saying, we want to meet Snow White, we can hardly weight to meet snow white, finally they get into the park and the kids are just amped beyond belief and mom and dad are already burned out and they say go find snow white already and get out of our hair so they run around start looking for Snow White and they finally see her and she looks absolutely ravishing. Her hair, her keep everything is perfect so they run up to Snow White and tap her on the legacy snow white we finally get to meet you, can we have your photograph or autograph? We love you. The problem is no right Telmex no way does not respond and they say we are down here and what the kids do not realize -- the problem is snow white does not respond. Perhaps she got cut off on the way to work. Perhaps the seven dwarves have not shown up for work yet so she spins around and has her week pushed back on her head and a big cigarette hanging out of her mouth and a big scowl on her face and she barks at the kids, what do you want? Kate you see that I am busy? -- can you see that I am busy? What do you think about the kids or mom and dad that have seen this interaction? Do you think at that moment mom and dad are poking each other on the side saying gosh, I love Disneyland? I know

last night on the graveyard crew 150 or 200 mechanics and custodians came out and cleaned the park and they made sure every ride was up and running and there were no electronic or hydraulic malfunctions. The place is absolutely amazing and furthermore it's so amazingly clean you could eat off the bathroom floor and not catch a nasty disease. Honey, isn't this a great place? What they are seeing before their very eyes is the transformation of Snow White from a beautiful being into a truck driver. There is nothing wrong with truck drivers they just should not look like Snow White. That is the point that we want to reinforce with our cast members from the very beginning what differentiated Disney from all of our competitors is this concept of good show/bad show, o nstage/offstage. They never saw Snow White being anything other than Snow White. Snow White could never have a bad day. I have personally see Snow White in the break area with her week pushed back and possibly smoking a cigarette but that was offstage when show did not matter. And before she went back out on stage or any employee for that matter you make sure that your uniform, your costume is perfect and you go out and you are literally on stage. It's no different if you are on the telephone or if you are taking a text or a tweet to someone pick it back we would talk to are truck drivers and say he relies on the side of our truck is a huge Disney logo. So regardless of where you are in the country, what time of day it is if you are behind the wheel and the logo is visible you are onstage could keep your finger out of your nose and you are going to be fine. Do not speak when you're onstage. At your age and see how clear are some of these basic concepts. I know I impeaching to the choir with wet managers and often times you are change managers yourselves. -- I know I impeaching to the choir with wet managers. -- and it's a number of balances and a team that will be weaving throughout this program is a number of continual that you can look at as far as a balance. A balance of art and science and technology and interpersonal conductivity. I was convinced and I am still convinced to this day that the key to the magic at Disney is a fine balance between technology and interpersonal conductivity. We knew that our rights were not quite as sexy or fast as some of our competitors at Six Flags but we also knew hands down that they are ride broke down more often than ours. We knew hands down to our employees were much friendlier and more approachable so we realized that we have to put our eggs in both baskets but if you ask him a question, they bite your head off and other organizations putting a lot of stock in the content of what the family but perhaps their equipment does not do what they're supposed to do in their systems break down continually and I do not care how well you smile if the basic systems are not working that will not resonate with customers.

>>> It's a matter of balance between web content, ease of use, it's a matter of mission versus message. What are the battles that you are fighting at your agency right now and is there a balance of content and ease of accessibility?

>>> Let me take a moment here and we talked about different kinds of questions and answer sessions. If people have questions, I want to open a store up to you please go ahead and type down in the chat area a question and I think of the show will probably be back up to meet. If there's something coming up you are thinking I just do not get this and it sounds good in theory but it does not work here or on the flipside you have an example of success, please identify and do not feel any hesitation about to write down a question and I'll handle those on-the-fly.

>>> Let me move on to the next light increase again if you have questions do not hesitate to type them in.

>>> It's all about flawless execution as they talked about already it's nothing sexy about, it's the basics exceedingly well and the rest takes care of itself. There is an exercise I would like you to do right now. I do not know if you are in the room by yourself or have some colleagues with you. I want you to think about be willing to change or be willing to parish. I know as web managers you are starting movements, you are beating down the door for change and oftentimes we get stuck in a beautiful rat. That is normal. The challenge is to realize when you are in a rut versus when you are in a great -- in a bit of a rut. And we let our comfortable feelings of excellence get to us over the years and I want to share with you an exercise that I think can be quite eye-opening to.

>>> Ideally all of you are taking copious notes and have pens and pencils in hand and have a paper in front of you. What I would like you to do for a moment or two, just a few seconds is to sign your name just as you would sign a legal document or paper. First name, last name, initials, however, you do that. This is a name that you have to admit probably since you were in third or fourth grade you have perfected the signature previewer part of that and that's fine you should be. Stop writing for a second. What I would like you to do now to shake off the hand that you are writing on, I do not want you to have writer's cramp or carpal tunnel syndrome. What we will do is to have you continue sending your name nonstop for 30 seconds. Nonstop for 30 seconds. Get ready, set, began. 30 seconds nonstop writing your name. Push through the pain, you might already be care done a cracking up. Do not look what their neighbor is doing, this is not a competition. Just keep writing. We are about halfway there. Keep going. A few more seconds. Keep going. Keep going. Stop.

>>> What I would like you to do now is to analyze in two ways are handwriting. First do a quantitative assessment how many times did you actually sign your name? Writes that somewhere on a piece of paper next I would like you to give yourself a qualitative score on a one to ten scale one is bad and ten is good. One is I do not even recognize it and ten is yeah baby, that's nothing. What I would like you to do is hold up in the airbase is kind of funny if you are in a room by yourself that it's okay, hold up in the air the hand you just wrote with with your pen in it and now hold up your nondominant hand. It should be empty. Transfer the pan to that non-dominant hand. Now it should be near other hand. Hands down. You will do 30 seconds same exercise with your nonpublic hand. This is where it starts to get fun. Pushing through it there you go I know it gets kind of strange. Keep going. I know what it feels like. I am left-handed. I can feel your pain. That is all right. You are about halfway through. Keep going, do not give up. You have about five seconds to go. Three, two, one. Stop.

>>> Even if you are by yourself go ahead and laugh what you have done and if you're in a laugh at the ridiculous attempts. I would like you to look at the hand writing the second time around and I would like you to give yourself the same kind of scores. Look at it from a quantitative and qualitative perspective. Write down how many times that you signed your name. A quantitative assessment. Once you have done that and it will probably be two, 2.543.5 at the most and give yourself a quality score. Take a look at your dominant hand as the benchmark of excellence. Compare and contrast to that model. If your nondominant hand looks exactly like that give yourself the time for quality. Most of us don't. If it does not look exactly drop it down nine, eight, three, minus 1000 whatever you think you deserve. I would like you to think about the three questions I will post.

>>> Did you see a drop-off in productivity the second go around packs for most of you the answer will be yes. The second question, did you see a drop-off in quality the second go around? Most of you the answer will be yes. Those are numb to compelling forces against change. When I work with organizations around the world as a consultant often times I am confronting these two forces against change. We are afraid we are going to have a drop-off in productivity. Certainly that is a possibility but as you see with any beta test, anything in your personal life, when you are in the rehearsal or beta phase that is when you should overcome those challenges of quality and productivity. However, there is one more huge force against change that I think is probably the most compelling of the three and a third question is: How many of you felt a little uncomfortable or downright foolish or writing with your nondominant hand? That is usually 80% or more pay what it boils down to metaphorically as many individuals, many agencies are not willing to do business with their nondominant hand. Not willing to step out of their comfort zone, not willing to step out of their rut. We act is the absolutely got stuck in a rack of familiarity -- a rut of familiarity and the nondominant hand is sitting next to us at our side. So which of the three did you feel more energy? I do not want to have a drop-off in quality or quantity or I felt really uncomfortable doing that and I am not used to not being in control? And I find that that is probably the most challenging. So as we go through the rest of the seminar today and as you go to your

respective workplaces later on today and tomorrow, think about this. Are you willing and able to do business with your nondominant hand? Are you willing to manage people and hire and train people that you have not done before? Regardless of educational background or years of service often times I have executives, front-line employees, middle managers say I am not used to doing it this way that is not my style and my responses you better learn a new way because that is the way of the world right now because all of us have been challenged and tasked to do things out of our comfort zone. If we are not willing to do that we must be willing to parish.

>>> I mentioned the concept of maintaining balance, hardware, software and the ability equipment to stay running. He is a balance I would like you to consider now with the makeup of your agency and your team. Balanced teams can overcome anything that is thrown at them. Balanced teams can always think ahead. Balanced teams can always have better service, creativity and sustainability. Unfortunately most teams are not balanced. I have an example here of how the Disney organization started using Walt and Roy at opposite ends of a balanced continuum. Walt on the left-hand side being the visionary, risk taker, the dreamer. On the right-hand side was Roy that he was the implementer, he is the thing done a person who thinks what if this goes wrong? He was the doer. Both of these functions are vitally important for any team large or small. Some organizations, some teams have the owner of the business or the director of the business a huge and I get it, Doug I do not have the huge staff I am both a dreamer and a doer. My responses, that is too bad. Because that is not a sustainable model. All of us have a tendency for one of or the other side of this continuum that we cannot be a good outstanding dreamer and good at standing doer at the same time without burning out. So even if you do not have the resources within your agency, you must find them elsewhere.

>>> Even if I have organizations that have a team of three people and they are still looking for the opposite end of that balance, if they do not have to internally that is not an excuse for not playing. The challenge is when Walt and Roy for life and while everything went amazingly smoothly but there was no contingency plan. Walt Disney passed away in 1966 but his brother Roy who was the doer was left holding the reins. He is the one who started a concept that infected negatively our organization for the next 15 years he is the one who would say what would Walt think? What would Walt do?

>>> What I would like you to think about now referring back to your notepads is right down to continue on that page could you have Walt on the for left-hand side and then the right to Roy on the right-hand side of the page. Step number one is where do you fall on that balance? Do you want to be the doer or are you more the dreamer? Are you thinking at the 30,000-foot level or are you on the ground making sure things have been? Which side do prefer to do? At your agency, who balances you out? Golf balls on facts to her side if you are the dreamer and who falls on the dreamer site if you are the doer -- dreamer site if you are the doer? See if you can identify on step number two who balances you out. The third step, most important and the one that most organizations do not do well. When I do this in my consulting business, when I do this in public seminars, large seminars only about 7% of the audience has the same place at the third step is what is your succession plan at your agency right now to a place you when you are gone? And to replace her counterpart, contrary in finger when he or she is gone? Do you have actively emplaced out a system to identify people who will take over your role and people who will take over your counterparts well and have training, mentoring programs that are keeping these people up to speed so that when you are gone they can step right in? Because quite frankly at Disney we did not have that and went Walt passed away the dreamer site that this model disappeared and we went into almost a two decade negative spiral that did not come to light until the early 80s when we almost lost the company for the first time. Anytime you have questions please type them in and I will address them as we move along.

>>> More balances. Looking at the white paper I think it's amazing putting citizens first. What does it really mean to put his distance first? I think you could look at virtually any organization that has a vision or a mission or some sort of a wonderful statement and you could challenge, not disrespectfully but challenge every

concept. It sounds great on paper but what does it really mean that your agency and what can you actually do? Let me give you a couple more specific samples using some Disney stories. Mass, quality, efficient, empathy. We at Disney are known for amazing customer service and quality. Let me give you some specific examples. When we would have up to 90,000 people in a theme park in one Magic Kingdom at Disneyland or 130,000 people, if we wanted to get the amazing quality to someone we could go one-on-one with them and talk with them for hours and give them and the but what about the other 100 some odd thousand people that are waiting in line? Specifically I am sure many of you have written on one of the most popular rides in the world called Pirates of the Caribbean and I have to admit I worked on Pirates of the Caribbean and it's one of the most enjoyable places to work because you can be routed to the guests but they think you are a cool pirate. It's kind of a cathartic experience to be kind of rough and gruff and it's all right. But put that aside works stomach for a second. Since it was one of the most popular rides in our system -- for a second since it was one of the most popular rides we had people who wanted good service and we had to give them quality. We had tons of challenges to keep our right capacity and we had her own metric to make sure we got people through rides. We have to be very very efficient and be empathetic to those guests who did not get it.

>> Working on Pirates are capacity for each boat was 16 guests, four rows up for guests and our job as the Pirates on the dock loading boats was to get as many people in those boats as possible without drowning people were losing speed, getting stuck inside of things but getting butts in boats and moving them out as efficiently as possible and maintaining empathy and quality for the masses. Here's the challenge that we would run into multiple times in a day. I am busy loading the boat and I would see lots of people standing in line and the line is about one hour long and you have people who are anti-anti-say how many people in your party? There's two of us, okay, get in the front, three people, get a second row and you fill out people as quickly and as full as possible but sometimes I run into what we call the gas. You would say how may people in your party? And they say they're 16 and SMS a great, why don't we do four, four, four, four and they say know we all want to sit in the front row. And they say no, we all want to stay in the front row in this boat. We know that is not possible but we cannot put 16 butts in a row of poor people but in the guise of great customer service you cannot say I cannot do that indicate an argument so instead of fighting this we realized that the consensus was a common question that was going to come up. We devised the waiting area for the undecided. That was simply a wider area of the loading dock off to the side and I would say folks what I can do is I can load for viewing this boat and for the next boat to.

>> We don't want to do that.

>> Grades than if you would not mind waiting for a second I will show you how I can load the boat and then you can make your decision on how you would like to proceed.

>> So they move out of the way and I keep my efficiencies up by going to the next people in line and if I was focusing solely on quality and empathy, I could think each of these people for five or ten minutes. So what are you from? All, I see and I know that you really want all 16 to sit enough that Rove isn't that interesting? I'm so sorry and while I am doing that I have tons of people standing in line possibly getting rained on, possibly having heatstroke scene would you hurry up we want to get on board. We push them off to the site and invite them to weight in the zone and to through the process of them see you below three or four other boats and getting excited, okay we want to get on the boat now they would self select. I would say have you made up your mind yet? Yeah, we think we will do no four, number, four, known for in four -- four, in four separate boats and the whole system was not going to change just for their desire is so sometimes we have to say no but we have to do so in a creative boy. Oftentimes what I'm alluding to in this segment is that as managers, as directors we have to look at the system and see where the bottlenecks are and realize if we cannot change the system right now we have to change the way that we interact with our customers so that we are not burning out our employees who are always getting in battles and we are giving customers information that they may not like. But we create a system that allows them to see the reality of, you know what what I was asking for really is a little bit out of line.

>>> Let me go to the next slide. Please do not hesitate to ask questions. You do not

have questions yet?
>> There are some questions.
>> I just wanted to first draw everyone's attention to the chat box. I did provide a link to the White paper some folks are asking about the way paper you are referencing.
>> I assumed everybody had it.
>> No problem. We have a question: with the question plan would also apply to filling positions during vacations or when someone is out of the office?
>> Great question. The answer is yes. If someone is out of the office for however long it may be and things are going to fall apart absolutely you have to have a way to backfill. Always think about short-term as well as long-term. Great questions.
>> The other question that we have. You may be getting to this but when you are doing our best in customer service does competition matter or should you focus on what your company does best and not be influenced by your competition?
>> Competition always matters. I think if you are all touristic enough not to care about competition and they did better than the competition more power to you but most of us cannot do that. I think another way of looking at this is called benchmarking. It's always good to know what is happening outside of your realm, outside of your universe and compare and contrast. You might find that you are light years ahead of the competition or whatever you might want to call it. And in some cases you will probably find that you are not. The reason I see this and I will as you are alluding to will touch this later on but we at Disney for quite a long pinnacle of time were very insular and that we are Disney, we know better than anyone else and we frankly do not even care if there's competition because they cannot hold a candle to us. And during that phase of our organizational culture and a lot of things changed the marketplace not only with our customer expectations but what our competitors were doing. That is what led to almost losing the company.

>>> Also getting back to that first question I think that looking at those shorter-term opportunities such as vacations or personal leaves of absence or whatever reason you have got to backfill on a short-term basis those are wonderful opportunities for training and mentoring and on-the-job training so look at those as benefits as opposed to oh, now I have to pick up the pieces for so-and-so because he or she is comfortable days or a few weeks. Great comments to anything else?
>> Just one more. Who do you see as competition for government?
>> The work that I have been doing with government agencies the last 16 years I have seen more and more agencies that are outsourcing. I see private sector as competition. It is not unique to government. I have to work with organizations such as IBM and Microsoft and Procter & Gamble and everyone of us at a certain point in our lives get a little bit too big for our britches and think, you have got to come to us. When that happens whether you or Intel or P&G everything falls apart. What I have seen in government agencies is that sometimes the mindset is to know what, we are the government you have to do with us and there have been situations in recent years and I'm sure everyone in the audience can relate to this for the competition has come in the form of private sector which is buying for similar contracts to outsource some of these jobs. Another thing to think about in my opinion as a manager or leader of the team sometimes I have managers and leaders say you don't get it, I cannot get rid of people on my team that had not performed I have union laws, that is, seniority. It will clearly what it boils down to is creating a workforce or work environment that is commendable twist the team Domenech -- as any other team as possible despite of the monopoly you may have on the market. For example, I was doing some work for the veterans health administration and I did a number of jobs for a number of hospitals and outpatient clinics. I will never forget one hospital in particular with outstanding -- was outstanding and one was terrible. As the customers and patients coming in. It was a great hospital, do things wonderfully. Both have the same number of beds and the same number of staff and the same budget. Taking it down to a specific level I will never forget interviewing a the nursing supervisor in the bad hospital or for lack of a better term I said what kind of new hire orientation do you have? She looked at me like I have three heads and she said we do not have time or budget to do that. When I get the people on staff I put them to work immediately. I said I know that you have three or four new lobotomies, people who draw blood what are you going to do with them? As soon as they arrive I will give them their cards and marching orders and they will stick

arms. I said oh, okay, thank you. For -- for five days later I was in the good hospital and I said what do you do? And they said we do not have a budget or staff for new hire orientation but what I would like you to do is come in tomorrow morning we have five or six new people coming on board and I showed up and about ten minutes after I arrived the five or six new people had come up the elevator and what they had done is she had got together with their team and one of the members made a poster that had the names of each of these new phlebotomists. They were on either side of this 8-foot long roll of paper and they taped that over the entrance to their units so as they got off the elevator all of the phlebotomists that were not physically torturing patients got on either side of the elevator and clapped and whistled and hooped and hollered and said welcome to the team we are so glad you're here. What did that require as far as money or time? Absolutely nothing. But it required creativity and the impact that it had on these new hires was tremendous and that mindset you could find throughout the hospital and that mindset absolutely made a difference in the quality of life not only for the employees but for the patients that were coming in to get their care. That was regardless of what the competition was doing. They in that good hospital wanted to create an environment that was so compelling and wonderful for their own employees as their number one customer realizing that that would rollover to the patients. There are lots of ways to look at this with monopolistic organizations and there is no competition in some cases to look at what are we doing to make sure that we'd stay in touch with what is going on on the frontlines of their own employees and our customers. Sorry for the long-winded answer but anything else, Alicia?
>> That are a few more do you want to answer some more?
>> Let's see what they are and I might have to weight for later on because some of the simple touch upon. Please.
>> An environment of contract but do indicate when -- what can and cannot be done how can you still be of great service to your customer?
>> That really depends. That is kind of a loaded question. With contracts, often times I see a disconnect in what is written on the contract with what people actually understood was going to be happening. There is the implicit and explicit contracts. Without knowing exactly what is understood assuming that everybody understands going and that this is the way it's going to be. Sometimes you just have to be honest. For example, our implied contract with guests coming into the park is when you get to a certain ride will be long lines. That is an understood contract if you want to use that metaphorically. Instead of having people waiting in lines forever getting more and more frustrated me realize that part of our approach to customer service was to let people know that at this point in the line if you are 100 yards from the main gate or 200 yards from the main gate it will take approximately 15, 20, 30, 40 minutes. One thing that we did was not to hide the reality from people. If they are standing at 150 yards from the turnstile to a certain attraction may be its space Mountain. They are wondering how long this is going to take? One of my kids has to go to the bathroom, lots of things will go through their minds. One of the things we did is put up a sign and say you are about 25 minutes. Generally speaking it was about 20 minutes so you want to outperform at the sign says that the contract is you will weight in line so we are going to do the best we can to make that time not as miserable. And as people get closer to the actual building where the right is located used are funneling them through the preshow area so that while they are in mind they are not preoccupied. Now you see that. Oftentimes you go into a bank they have televisions up on the wall so at least you can watch the news or ESPN or something and you're not worried about a 20 minute weight. That is part of the contract. So again a contract could be any number of things but if you are not able to be honest with people about, you know what this is what our contract limits us to do and given those limitations let's make sure that we can get the most out of this. Sometimes seeing what everybody else is thinking is the most powerful medicine. Anything else?
>> Yes. When you want to create balanced project teams what is the best way to find out staff characteristics in your organization?
>> That is a tough question. A good manager or someone who is helping to pick the teams really needs to know the makeup of the team. That is a good question because often times I see a disconnect between those people who are picking the teams and team members. It sometimes turns into a popularity contest. Sometimes it turns into someone who has been on the team the longest or has the most experience or education

but they might not be the right person for this job. There are lots of ways to do this but one is to be immune to the political pressures. And if you are not immune to the political pressures there is -- you should find someone within the agency who could give feedback who is not going to be chosen and given reasons why. I am a realist as well. Politics will always come into play especially in large organizations. Unfortunately sometimes people are put in positions for the wrong reasons. That is just the way life goes. But it all too many situations when those political constraints are in place I see the wrong people being picked for the wrong reasons and oftentimes it's because the manager or the team doing the picking does not really know the team. They are that removed from the reality of what is going on.

>>> Also, what does the customer want? What is the ultimate outcome and if you back out of that result you should be able to put together a team that can more readily address those issues as opposed to, this is what we think is really sexy or really good or these people are rudely good as a team despite the fact that even if that is a well functioning team what they will produce is not what the customer needs work telnet -- needs or expects.
>> I will push for a little bit here and it may answer some questions that have come up will come up.

>>> So in summary something as we have been talking about is that organizations large or small that reinvent themselves will thrive. It's about maximizing our potential. It's about overcoming the obstacles that all of us do individually, collectively regardless of the size of the organization and also creating and maximizing the opportunities that are available for everyone out there.

>>> Let me go through some specific examples of obstacles that we faced at Disney and I see in organizations. Let the old way school. Obstacle number one and older is a relative term. Old does not mean bad and new does not mean good. I am suggesting that handwriting exercise of not being stuck in a rut. So the old ways. We got stuck in a rut. And what Roy started, what would Walt say? They sowed the seeds of us almost losing the company for the first time in 1984. Remember Walt died in 1966 and I will never forget when I started working at Disneyland I was a college intern. I was 19 years old, and I was participating in staff meetings that were run and managed by a old, old people. They had 1 foot in the grave as far as I and the other interns were concerned. They were at least 27, 28 years of age and they were so locked into the Disney culture they cannot see what we saw. We would ask questions about marketing strategies, price points, colors of costumes and the response would be, that is not the Disney way. We were intimidated so we were kind of shut down and we would start to wake up again and ask questions. Usually the one comment that would intimidate us is Walt would not like that. I can never forget one day after hearing that excuse a uniquely raised my hand and said boss, I'm not trying to be disrespectful here but you are talking about Walt Disney, right? Okay, disconfirming another question not being disrespectful isn't waltzed dead? Of course, he is. And how do you know what he would like or would not like? What is amazing as many have the equivalent of what would Walt say? What would Walt think? And in some cases the equivalent of Walt is still around. Maybe it's the receptionist, manager, director who has been around for so many years. And just because of that whatever he or she says flies. It's not that they are intentionally trying to drag a team down by the strongest teams that I see large or small are the ones where there's enough trust and openness where you can respectfully challenge the equivalent of the waltzed is the. Where you can respectfully challenge the organizational culture in spite of the fact that that culture has been around for years and maybe decades to say, with due respect, is this organization providing to the customers what it should? With due respect are we providing our employees the tools they need to provide the customers what they need? In spite of the fact that two decades ago that works, it may not work now or in some cases when you challenge the status quo you realize you know what? It worked 20 years ago and it's working fine now do not change it.

>>> Another challenge. Success or what we are talking about earlier we are so good. One thing I learned is a picture is worth a thousand words. We are on the left-hand side metaphorically eating a sandwich not connecting with the persons on the

right-hand side of this cartoon could we pretended to listen but frankly we did not care. We let our success generate into arrogance which further out into complacency, the one trick pony. We had one way of meeting stomach making a G. rated -- of making a G. rated family movie. We are at Disney, we put our name on it, you buy it, any questions? We started putting out products that know longer resonated with the customers and this gets back to the earlier question about being in touch with your competition. If you are disconnected from any of those who are missing out on tremendous opportunities to benchmark and find out where things are working and where things should be improved. For example, when movies such as Star Wars and Raiders of the lost Ark came out I am sure many have seen them in the theater or DVD or whatever those unfortunately in spite of their amazing success would not Disney films. Those represented the competition. When those movies came out we were producing movies such as the black hole and. Tron they were not that bad but compared to Star Wars and Raiders of the lost Ark are products of paled in comparison. We've reached the pinnacle of our arrogance and inflexibility when the executive team at Disney Studios actually turned away a guy named Steven Spielberg. Spielberg came to Disney Studios early in his career with the idea for a space creature called ET. Because it was slightly different than how Disney had created family movies the executive team was challenging Spielberg on changing days, changing that, take your name off, we put our name on, you jump through our hoops et cetera, et cetera. Spielberg got set up and went over to Universal Studios to create ET and made a few dollars over the years and our response to ET at Disney Studios was the blockbuster hits baby dinosaur. In 1984 we almost lost the company. That may not be a reality for a government agency but losing business to outsourcing is and we at Disney had the mindset of a monopoly. No one can touch us. And the shareholders and stockholders revolted and we almost lost the company. I have to tell you in spite of it being a scary time it was also an amazingly invigorating time because now we are on our backs with nowhere to go but up and that is when change can happen. Unfortunately a lot of organizations, a lot of people do not consider a change until you are on the brink of extinction and that is what we and you as change agents need to keep in mind that most of us are below the change. We have to as change agents give decision-makers the clear picture of where we think we will go if we don't change, where we think we will go if we do change and that is the best that most of us can do. If you are dealing with a change agent manager, you're own boss who is more motivated by numbers than give him or her empirical information if you have someone who is a decision-maker who is more moved by stories or life examples, give them back. All of us are in positions of sales and unfortunately most of us do not sell very well to the people we are trying to sell. We are convinced. Before I would blame my boss or my agency, I would look in the mirror and say, how well have I trained myself to be a better salesperson? And taking on more responsibility as a change agent as opposed to assuming that the organization or the agency is to blame.

>>> Let's go to the next obstacle. Blaming other people. Everybody else is a jerk, incompetent, too demanding and what this winds up is you get tremendous friction between teams. Agency a versus agency beat or within the agency you get mutual bashing and contempt. Robotic, self-centered. We realize that most of the cast members absolutely hated the costumed characters. The people who got to be making and meaning and Donald and Goofy. The assumption was that they had the easiest jobs in the world because everybody loves Mickey Mouse but it does not matter. Everybody loves making mouse. Those of us in the parking that we worked our tails off and everybody gives us grief is so most cast members looked at Mickey Mouse as the overworked underpaid 8-foot tall rat. There's no way you could have the bandwidth, the energy to take on the incessant demands of customers if you are so wrapped up in interdepartmental fighting.

>>> I will share with you more later on how we got beyond that.

>>> The final challenge is trying to save your way to prosperity and state does not mean monetarily it could be creatively, from an energy perspective. We just do not have the desire to do anything more. Oftentimes what I am hearing now from various clients is because of the economy. Tax rolls. There is cuts, cuts, do more with less and we are faced with what I'm showing on the next light. flight. His the crisis of

creativity. There is that pot of gold and I am on this left-hand side, how to expand the gap because on the bottom of this Cap gap are vultures.

>>> For example at Disney when we passed our first crisis in 1966 the next crisis was in the first oil shock in our country in 1973, 1974 timeframe. Some of you may remember that. As a result of that first oil crisis we had about a 30% drop-off in customer visits in just a few weeks. That was unforeseen. What are we going to do to make up this difference? So we sends tiny portion experts to cut the staff and unfortunately these time and motion experts were not thinking of the customer experience they were looking solely at the bottom line so they went into for example at Disney land and fired the Matterhorn climbers. And what do these women cost to train, hire, and what is the bottom-line? Cannot figure it out, she is stunned. -- is done and Tinkerbell, you are done pick anyone mention? Tinkerbell, I want you in my office tomorrow bring you want and your wings and of that pixie dust. We eliminated what made a difference in our organization. I was recently working with a major hotel chain. Worldwide and they also have timeshares. There was a huge debate within the Board of Directors about this bullet that says I love Formica countertops they were saying let's keep the Formica conger tops because it's too expensive to put ingredient in my concept was for the people in their 60s, 70s, and '80s maybe Formica countertops are okay but if you want to attract a 20 and thirtysomething crowd which will keep your organization alive and investing hamsters loose before Mexicana topspin sure you will have to invest but you cannot prosper and save at the same time. In order to prosper you have to take some kind of a risk whether it's creativity -- investing in timeshares, you have to invest.

>>> The best thing to do is to be in touch with the marketplace. For those of you who have not read the white paper it's powerful to think about because this is exactly what I am seeking organizations in the private sector finding relevant accurate up today information. I will give you a specific example. I had a wonderful experience with the department of motor vehicles just about three months ago. I bought a new vehicle and I bought a out-of-state and I am concerned about smog and how do I register. I found everything I wanted on the DMV website and I have to be honest with you I have not done anything with the DMV as a consultant ever in my experience over the years has been nothing but negative other than I get my license renewed. But going into an offense in my limited experience has always been a nightmare. My expectation was exceedingly low. The DMV could have just been alive and I would have been happy that they answer the phone. My experience was absolutely outstanding. I live in the Sacramento California area and I was worried about registering this vehicle that was rather large and would be hard to park in the parking lot and although the other issues that I was concerned about and I found online a real-time ticker that says how long the weight time was at the three or four DMV offices within a relatively easy drive from where I live and that was a godsend. I found one that was a 20 minute drive in there wait time was a fraction and to make life easier they have a large parking lot with virtually no cars that I could pull in. And this DMV was having a themed day and every employee had a football jersey or basketball jersey or track Tuesday or something representing their kids or their own high school and they were having a ball. And I said, is someone from twilight going to pop out here? And they were friendly, efficient people. I was in and out of that DMV office in 19 minutes. I was absolutely blown away by the positive experience and it was driven by Web content could I was able to go online and pick and choose strictly on wait times. To make it better my experience personally was outstanding. That was the value that I placed on that experience as a customer. Do you truly know what your customers are expecting and are you providing that?

>>> So that is the end of the negative stuff hopefully you're not sitting there reading your hands saying this is depression, suppressing.

>>> Are there any more questions regarding obstacles.

>>> How do you create change is the likelihood of perishing a slow?
>> That is hard. If the likelihood of perishing is low, it's incumbent on you to create the urgency. Maybe perishing isn't a likely outcome that you could have an

uptick in customer complaints which would therefore complaint do not create a less desirable work environments. If you cannot find this you are not doing your job as a change agent. There always has to be a rate of negative consequence. If you cannot come up with a reason why organization should change and if we do not change, this is what is going to happen why should I go through the process? That's a lot of work, I don't want to do that. It could not -- does that have to be perishing, just because they negative thing that will happen is that enough of a negative thing that we want to avoid? So now, gosh, we are willing to take some risks and step out of our comfort zone even though perishing is not even on the table. Excellent question. Anything else?

>> Yes. How can agencies provide district done a good -- good customer service where leadership is not motivated?

>> Without motivation nothing happens. My question is why isn't their motivation? Somewhere along the line in any organization is a leader or leaders and they create the motivation. Motivation starts from the top. Absolutely the motivation organizational culture. So if truly there is no note -- no motivation on a team the last thing you should do is hammer the frontline staff or front-line supervisors. Just to ratchet things up to make people happy and smile. The first thing I do as a consultant is if there is function at the frontline I go to the top of the organization and I start to filter all the way through what is going on here that is creating the reality of the frontline? Sometimes they are at fault but sometimes it isn't their fault because the wrong people have been hired or the right people have been hired but they have not been trained or the right people have been hired and trained but they are put into a work environment that is so dysfunctional they lose their motivation within a matter of days if not weeks and that backs up organizationally also hierarchically in some way that is also dysfunctional. I am not saying that you can change the higher level. Sometimes you have to have massive destruction going on before change happens as I have explained at Disney.

>>> The board level people were so afraid of change they did not decide to change in the whole thing with Spielberg happened -- and the whole thing with Spielberg happened in the last thing to do is to beat up on front-line people when you have not taken a look at the executive team first. Any other questions about the obstacles?

>> How about providing customer service, great customer service when the staff morale is low?

>> Is the staff morale is low and internal customer service is lacking. I would suggest that in light of all of the discussion about customer service is your internal staff is your most important customer so if morale was low what is going on organizationally that is creating that and kind of ties into that last answer. What kind of leadership, what kind of expectations are out there that? Are they interested or exquisite? Is it the flavor of the month? This week I do the same and I get beat up. Give me a direction and let's have some consistency here. The concept of morality can get very, very complex very convoluted very quickly and that has to be handled before you can have outstanding customer service. I see that in the lot of organizations that have been misguided conception that all of our resources on the external customer things will be fine but in the process of doing that they are bringing out there staff and then you get morale problems and then things become unraveled. Take a look in the mirror if there is bad morale. Anything else?

>> There are a few more questions, do you want to move on? I know you have a few more slides.

>> We will move on and see if those get taken care of in the past is.

>>> I mentioned some of the opportunities. Very simply it's about communication. It's more than just this slide up I am the boss, you are the subordinates, you listen to me so busy other position is not going to be in. One of the things we realized as we could know longer stand at the top of the mountain say we are Disney just deal with it. We had to take down the walls that we build and form coalitions with dark employers. We have to find out where the walls were cometary goes down. We had to has consistency and discipline and make sure our execution was what we said and what we did.

>>> One of the things that we found out from our customers, we sent out social

scientists into our parks so they were planting plants, fixing toilets, flipping hamburgers. Primarily they were listening to comments the quiet so that customers need. After a few weeks they came up with what our customers really wanted the most at a Disney theme park experience was friendliness, cleanliness, safety, consistently done. Friendly, clean, safe every day of the week. What are the things that we incorporated into our new hire orientation was this concept of cleanliness and Disney is famous for cleanliness and we realized in an eight hour orientation in a training room that you will be talking and people will be thinking that they have not bought into it yet. So at the end of an eight hour day of talking about picking up trash and everybody has to be a team and we have to work together to smile with you at take our new hires into the actual park for about a one-hour walk-through during operating hours. 70, 80,000 people in the park and our primary goal during that time was for our new hires to see with their own eyes no custodians picking up trash and executives or security officers guiding people to a restroom. Then it is submitted in their minds and bodies that what they said really happens on the frontline and that creates interorganizational culture. And we got the right people on board. We did not just hire one body. We trained them correctly and also made sure that when they went into the work environment they saw what they did and when they did a good job they got a pat on the back and if they did a mistake they were given more opportunities to improve. It was an open and sometimes brutally honest organizational culture.

>>> So it's about achieving and sustaining your culture and these ovals is all about making sure there is congruency and that was one of the main topics that I was picking up in the white paper in my discussion with your folks two or three or four weeks ago as a customer am I getting the same message when I am online and off into an office and talking with the nations individuals on the phone and all too often I see in any organization large or small fees demarcations, differences become silos and all of a sudden if I am talking with someone in one agency possibly and phoning in or getting written material, maybe they are seeing different things entirely. One of the things to think about as an agency is a bit though you have different groups or you might have different approaches to things you have to have the same core values. You have to have the same message that the population out there is looking for. As an example we realized that our core values at Disney was to create the happiest place on earth. That is what people do every day. Once our new hires new that was our goal in life that is indication of how walking in your culture is. It does not have to be in 50,000 pages in a human resources handbook it's a somewhat people here, see, and if there is consistency they will do it. There could be differences. If you think about I mentioned earlier pirates of the Caribbean was a gaudy and rough-and-tumble culture and that was appropriate for that audience and customers expected that. But I knew that that same employee who is dressed up as a pirate acting kind of grouchy at nine or 10:00 in the morning at three in the afternoon may be over at the attraction called it's a small world after all and they are dressed in a completely different costumes and they cannot park at kids they have to be friendly, nice, and sweet because that is the culture. It does not mean that small world culture is better or worse than Pirates but the idea is to create a culture, the experience of the happiest place on earth for our guests. We have to realize that we had to give a little bit of freedom to people on pirates and small world to proceed at a slightly different style but the ultimate goal was to create an experience that was world class for the customers.

>>> A question I have right now is what is the culture at your agency? Do you promote creativity? Do you walk the talk? Is the written word and the spoken word, are those congruent? Is the material that you are putting on the web is done a consistent with the material that I get when iPhone into the agency? The example I gave at the DMV is there is consistency that this -- when the iPhone i phone into and it was an outstanding experience. What is the culture at your agency? What do you think? What to your employees think and if there are any gaps that is an opportunity for improvement possibly.

>>> Let's do a couple of exercises right now. As we get into the stage of the program when your backside gets sore and your brains are getting full lips to a little exercise called think outside your box. It is thinking leadership teamwork

and change.

>>> What I would like you to do. Counts the total number of squares that you see projected on your computer screen. Who are computer screen is not a square comic is probably a rectangle just counts the white lines and counts the total number of squares that you see. I will give you about eight more seconds.

>>> Going once, going twice. Writes that number down on a piece of paper and show them what your total is. Share that with someone else in the room.

>>> If you are in a room with other people I want you to pair up. If you are by yourself you will have to think about this in a different way because I will show you the same diagram and I want you to think if you can come up with a completely different number than you have right now. Possibly more is generally the case that usually less. Think outside of your blocks. Counts the total number of squares on that screen.

>>> Five, four, three, two, one. Here we go. I would like you to think if you counted more squares than you did last time. How did you get their? Was it because you had a colleague and you took into account what he wish he was saying or if you are by yourself maybe you stood up instead of sitting down. What I would like you to take a look at now is the way I counts these things and to -- is a metaphor for thinking beyond your blocks

>>> That is a one-by-one square. There are 16 and this is a two by two. How many did you count? One, two, three, four, five, six, seven, eight, nine. That is not fair, you did not say they could overlap. That is okay. So now add the nine plus the 16 which is a total of 25. Another said -- set of squares is three by three and there are known for. We are not done, we have four by four. A total of 30 and think how close you got to that. Metaphorically in your agency are you thinking beyond 16 squares? If you have a balanced team of dreamers and doers the odds are greater that you will see beyond the 16 square limit. You will start to think creatively about how and where and when and why we need to look beyond our limitation but.

>>> The world is changing and to what extent are you? I wrote a book a few years ago called the changing face of today's customers and this represents the opportunity that we have asked the agency, as Web communications expands as a core business function. One of the things that was written about in the white paper was to assure underserved populations can access critical information online. That is a never changing face of today's customers taking into account linguistic differences and are we truly looking at the same thing? Those squares are a metaphor for how you look at things.
>> How someone from another country or another culture looks at things.

>>> A quick couple of examples but we realized we were getting ready to open up our negotiations with the Japanese government about Tokyo Avco Disneyland that we have a huge problem. They told us that they could not have a steam locomotive train in a theme park. We were livid. How dare you tell us that is a fundamental ride at Disney and they said sorry, you cannot have a train. It was not until we started hiring Japanese engineers to help us with our design phase that we were able to overcome this problem. I will never forget sitting in a meeting with one of our Japanese engineers that says let's clarify the problem the Japanese government says you cannot have a train piglets not get upset about how that law is. We at Disney, on the other hand, primarily want a train that is an entertainment device. It is about the sights and sounds and smells of an old-fashioned steam locomotive train. That is really what we want, right? That is what we want. Then I propose we have a train that is not a trained. That's had a train where guests get on at station A and they do a loop around and get off. Technically they have not gone anywhere. They have not been transported anywhere, half-day? And staff flew with the Japanese government could we got our train and the Japanese got their train that was not a transportation device. That was thinking beyond the 16 square.

>>> How about that's been made before opening, we had a number of executives give

motivational speeches, Americans who had translators with them and an executive gave a motivational speech that was to the custodian group the night before and opening you are going to go out and clean the park we are known for cleanliness. In the park and make it shine. That was translated and they said, I understand we will go and I got a call at 4:00 in the morning from an executive who was livid and said tell me something, why did these custodians make such a huge mistake? I said what are you talking about? Did you hire an interpreter who was not accurate? No, I listen to everything that the interpreter said. He said that into this question why did the custodians cleaned the haunted mansion. What? They cleaned the haunted mansion tonight before grand opening there is not a cobweb, Spyro pointed, there's not a dirty piece of dust anywhere. We could not open haunted region for the first week because of a miscommunication we had hired janitors from hospitals and factories and when those people in factories and hospitals were told to make something shining they did so. We had something at Disney called aging and cleaning which means that you take a brand-new building and throw fiberglass on that and painted brown or black or put latex rubber on it to make it look like it's falling apart in the Japanese do not know that. They had taken solvent and completely dissolved all of that artwork that made the haunted mansion a haunted mansion. What is crystal clear and obvious to one person may not be and usually is not to another.

>>> One more example of PTD and it has nothing to do with Disney. It's about Starbucks. You may or may not like Starbucks but there is a Starbucks that I wrote about in this book in Southern California that built their business 1000% in 3 months. They did this by listening to and communicating with deaf customers and they said ordering coffee is cumbersome because the menu is on the wall 20 feet behind the counter how do I convey to you what I want? So they said what would work for you? And the deaf said, please put the menu at each cash register, laminated in plastic with erasable marking pencil so I can walk up and simply circle the product that I want. Problem solved. Within months a group of about 30 to 31 deaf customers every Friday night grew into over 300. That is ensuring access critical information and that is in the white paper and guys with in any organization.

>>> So in summary, breeding Disney style is knowing their customers -- knowing your customers, walking in their shoes. What does it look like from their side of the telephone line? Thinking for your customers so they do not have to understand the governmentese and you understand that better than anyone. Solving their problems in advance. I will give you a couple of examples of how we try to improve our value. Instead of trying to help people find their car among tens of thousands of 20,000 cars we segmented the parking lot into groups of 60 cars and everydayness seemed so was parked was parked at the same time. So they just came up and said where's my car all we have to do about what time did you get here? I don't know between ten and 1030. Let me get on my walkie-talkie and I will call the front and walk you up to the front of the park and by the time we got to the front of the park someone from security is waiting in a golf cart to take that person to the two zones between 10:00 and 10:30. That's because it was reality people would forget where they are parked and they still had to go to where they are cars are paid when it's at 3:00 parade? It sounds like a silly question so we would say it will get here at 3:20, 3:40, 3:50.

>>> Popcorn empowerment. We gave our staff the power to give away stuff. If you saw a three or 45 year-old kid going crazy because his popcorn was told that it's bad show so we empowered our employees to give away popcorn. It may cost against three or $4 only costs the company $0.25 and by enabling them to give away popcorn it not only turned around the date of that little kid and mom and dad who are complaining but it also turned by 17 or 18-year-old staff member into a hero for the day and that was motivational. And we had sleeper only thinks with his neighbors would compete against each other as to how many questions they could get -- Olympics where they will compete against each other as to how many questions they could get and at the end of the day they would compare those and the person with the most stupid questions one HOV to put on his locker. And Tigger teambuilding. We did job sharing and I will tell you until I did take her I did not realize how tough that job is either you put on 25 pounds and you get thrown into the park and people are poking and prodding and pulling at you and when people are poking Tigger's bellybutton that

is not fun because that might have been Tigger's button but it was not my. Every job has its pluses and minuses and if the team works together understand those pluses or minuses that change will be strengthened and which strengthened the chain externally so in summary it's up to you. What would you like to start, stop, or continue and how do you take care of yourself in this whole process.

>>> One of the questions was someone said when they are stuck in the middle of a contract, all of us will always be stuck in the middle it's how you do with it that makes a difference. I travel all the time and I've always stuck in the middle seat between two people I don't know when a plane that is too small on the tarmac waiting for ever and it's frustrating but the only thing I can control is my attitude not my seatmates or the route or the clouds.

>>> I would like you to think beyond stuck in the middle seat. How can you welcome change and take control? It's up to you. So you can start, stop, and continue anything that you want.

>>> I would like you to think about this week what is something that you have complete control over that you can either start, stop or continue? You cannot blame anybody else but you cannot blame the organization. Think about what you have complete control over and if nothing else it's the attitude. You can stretch that out for one month, taking out three months or six months. I would like you to think about what can you change tracks.

>>> The final pot and I am done is a problem I learned as a student in Japan was called even monkeys fall from trees. No matter how good we are, there is always going to be an unexpected gust of wind or a branch that breaks that we are not ready for and we are going to fall. So the key is recognizing sooner or later we will make mistakes and how you respond is more pointed than how you respond when things are going good. We talk about how do you respond when things do not go according to script? That is what makes or breaks a great customer experience. How are you taking the your agency to the next level and pulling back from that trade.

>>> At this point I want to teach you. I know we have reached time and if there are any other questions for those people who want to hang a boy while I am happy to answer any questions and for those who have to log off I understand completely. Where would you like to go?
>> We thought we would take a few additional questions for about five more minutes if that's okay.
>> Absolutely.
>> Can train right and treat right over calm higher right?
>> If you have a weak foundation of a house I do not care how pretty the paint is or how pretty the architecture is if it's not seismically stable it will crumble. You can bring people on board. Let me qualify that. Some of the best organizations will say let's hire the attitude and we can always teach the skill. Sometimes that is not an option. You have to have certain skill sets. But with a clear understanding of what your agency culture is, a clear understanding of what your team balance is or needs to be paid a clear understanding of what your customers are demanding that should give you some pretty clear marching orders as to what kind of people with what kind of skills you need to bring on board. You may not find all of that within one person but within your hiring process if you are making sure that by having% A and B you are bringing together that synergy that is fine but any one person will not be all of the right answer and how you treat them will set them up for success or failure. If you bring on board a person who has the absolute wrong attitude and are caustic and a cancer on your agency it does not matter what you do they won't bring down other people. Anything else? Other questions?
>> Yes. What do you think about setting customer service standards? Is that a good way to effect cultural change within an organization or government agency?
>> Standards, yes. Depending on the level of the individual you are trying to change or help clarify what is expected for example in call centers oftentimes you will have expectations of finishing a phone call with a certain number of minutes. In some cases those metrics are okay and in some cases the reality is is when customers call and they really need about two and a half minutes and we have is 1.5 minute

time limit that if I don't hit I will take a hit in my performance review therefore I am truncating calls when the customer really needs 2.5 minutes great in that case the metric will not work for you but if the standard truly supports what customers need and what your agency or your organization can provide that it provides a good benchmark. Answer the phone within two rings rather than ten links because if you answer in seven innings I would jump down your throat and you say you never told me that. Expectations need to be very, very clear.

>> Great. And do you think the satisfaction of people who interact with government agencies is influenced by their perception of other agencies of? And how can we address that in our customer service efforts?

>> You just have to do the best you possibly can and realize like I said with my DMV example my expectation was exceedingly low and it was blown out of the water. If I went to Disney World in Florida and had a rotten experience and for some reason I went to Disneyland in California I will probably walk in with a chip on my shoulder. So I as an employee at Disneyland have to realize you know what, it's not me who is getting attacked it's the organization and I will not let that get to me and quite frankly the reality is that a lot of people work at state and local and -- look at state, federal, and local agencies look at them as not caring about it so I will walk into the office with an attitude. And if the agency does not realize that, then you are setting up your employees for failure. Here is something I would consider for all other agencies, all of the agencies that are listed.

>>> If you have employees who are having light interaction with customers and the possibility for anger or frustration is going to come out, how well-trained are your employees to dealing with upset and frustrated people? To you actually have in process now or in place now activist in training programs so that your employees can effectively diffused an upset customer and get to whatever the problem really is? Off than I do not see front-line employees trained to happen to my candle upset people and they get frustrated themselves and turned into a high rate of turnover or low morale.

>> We will take one more question. You mentioned generational differences. How do you incorporate these differences without alienating the various customer groups?

>> That is a really tough question. For example at Disney we realized that we had to create a new film division because we have expectations from early teens and young adults for a little bit racier fair. A little bit beyond the Snow White and the seven dwarfs. The Disney brand meant family wholesomeness and your five to 7-year-old child will not be upset and a babysitter or grandma will not think all my goodness what is it? So we created a whole new film division called touchstone and nowhere in that marketing material was anything resembling Disney. But it was all Disney and that touched on -- that is the one that created Splash and Pretty Woman with Julia Roberts and had colorful language and themes that were not family oriented that they brought tremendous satisfaction to demographic groups that we have identified. Certainly in doing that with the alienated some of our employees. We alienated some customer groups and decided you know what, for the small number of people that are going to get upset who may even quit the organization due to the fact that they do not want anybody seeing any four letter words the movie we thought you know what, but let's not confuse the public in the process. Exactly when we almost lost Disney and 84 we've got a two executives that got in the second coming of Walt Disney and Roy Disney. We will produce or things will get ugly. The organization is changing, it's no longer for me so sometimes you will get a fallout with change and if you are not willing and able to do that then you have to be comfortable with the status quo. Any other questions?

>> Great, thanks so much. This is Sheila again. That was really fantastic and we appreciate everybody's sticking around for a little bit longer we wanted to get to as many of your questions as possible. Just wanted to thank you for giving us a real specific practical marching orders I think you have given us a call to action here are many of us regardless of a recent within our organization can really improve customer service for the millions of people who interact with the government every day and even though you are with Disney and the private sector you really share with us some very common basic principles of leadership and change and customer service that we can all take back. What is so key to your message is that we all need to be talking to our customers on a regular basis whether it's via the web, phone, know what those toppings are that they are trying to do is make sure that every employee

supports what those needs are and we should not assume that we know what our customers need and so much of what you said today is really relevant.
>> You are welcome.
>> I just want to reinforce with those online it looks like a good number still live is that the work that he did with the white paper is spectacular and transforming on the government is a good starting point and a lot of things I talked about today you will find it here and vice a versa so kudos to you and the team for putting this together.
>> Thank you there is a lot of hard work and a lot of folks on the webinar today so kudos to the whole community. So thank you again and to let folks know we have recorded this entire session and we will be posting shortly. We will be sending out the link to all participants. Please do share it probably with a new organization and I would not hesitate sharing it to people across the different programs in your different organization and whoop it up the chain and feel free if you can get it up to your deputy secretary or whatever I think it would be worthwhile. Here's a great place for us to start so feel free to share it probably with your social networks, Facebook and what have you.

>>> There is an evaluation link we really want to hear again. Tell us what is great at the webinar -- tell us what you think is great about the webinar and again, positive or constructive what have you. So that we can continue to make the training better. Speaking of that this is the kickoff of ours all semester. You can see a whole list of classes that we are offering online at Web content. Any questions let us know and we will be speaking soon and thank you again.
>> Thank you.
>> Thanks to the whole team.
>> Think you all have a great end of the day.
>> Bye-bye.
>> [event concluded]