

Show Notes - Why Culture Matters with Diana Moses

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SPEAKERS

Vivian Phillips Husband, Diana Moses



Vivian Phillips Husband

Welcome to the change that binds podcast where we spotlight customer centered professionals and CX experts who have a distinguished career in managing organizational change for the purpose of delivering best in class service experiences, whether you've just started your journey to creating best in class service experiences are well on your way. You'll be inspired by insights from our guests on how they have navigated their career in CX. I'm your host Vivian Phillips husband and today I have the great fortune of chatting with Diana Moses. A business development leader and customer experience strategist with classic Disney training and cutting edge global business consulting experience. Welcome, Diana.



Diana Moses 01:22

Hello.



Vivian Phillips Husband

So I met Diana. I can't believe Diana it's been six years ago that we met and what immediately impressed me about you was your singular focus on customer experiences. And your belief that pleasing customers was a joyful endeavor. I would even say somewhat magical experience and that it was beneficial to the customer and to the employee delivering that experience when we take the approach of it being joyful. So I am so so very excited for this conversation today with you, Diana, where we're going to talk about customer experience and change and why culture matters so much. And you know, when we think about the term culture, it's used so frequently that we often lose sight of the definition. And while there seems to be agreement that culture exists, there's less of agreement about why it matters. And a definition that I love very much is by Bela Banathy, where she says "culture includes social knowledge and understanding ways of knowing, thinking and doing beliefs, customs and habits shared by a community of people that's passed on through social transmission". So Diana, when I think of your magical approach

to customer experience, I'm curious about the cultures that you've experienced that has shaped your mindset. So can you tell us about your journey and how you came to be where you are?

D

Diana Moses 02:50

I think that's a fantastic definition. I injury is actually really interesting one because I did not set out to be in customer experience when I started my career. I graduated 30 years ago with a degree in chemistry with the idea that I was going to be a forensic criminalist chemist who would go out to solve crime scenes using chemical theories and chemistry to understand what's going on. The problem was when I went to plant my first job, I was not old enough yet to apply for it. So I got it on the side job in sales to tide me over for the year till I could actually do the career that I wanted. Well. Things go 30 years later, I'm still doing sales and marketing and customer experience because I fell in love with it. absolutely fell in love with working with people and how people work, to learn different things and to change their behaviors and that customer experience I've done sales I've done marketing and customer experience. Put together organizations I got through mergers, acquisitions, fortune 100 companies like Disney and Pfizer. I've worked for Lean process improvement cultures where I've had an opportunity to teach other organizations how to make meaningful change in the organization. Yes, quality improvement. Most recently went through Disney Institute teaching called customer experience culture and now I laugh 30 years later come full circle I now work for a private company. That is of all things chemistry. Finally, after 30 years falling back on my chemistry degree and using the degree that I got when I graduated, but I have just loved working with people over the years. It's been a lot of fun and a very interesting journey.



Vivian Phillips Husband

This sounds very interesting. So when most individuals think of customer experience customer service, they see that as a soft skill. But here we have a highly skilled scientist, a chemist who stepped into that space and has embraced it in ways that you've just described. Can you share then an impactful change effort that shaped your approach to customer experience? As a chemist you came into it, and what just sort of grabbed you and said you're not going anywhere? I got your heart

D

Diana Moses 05:21

Yeah, so first of all, even a secret customer experiences in every role. So even a chemist has customers, even a somebody who would think a finance account. Any job in the organization has customer experience, but for me when I started I had my initial sales training and one of the things they taught us is we would deliver sales information or product features and benefits was to give information, ask a question and then pause. To pause. It sounds so simple. But that is the one thing that is really made the company come to light that the customer has a voice in the conversation. So when they teach us they say you can deliver something in a pot and I would literally in my head say pause so that I would close my mouth and open my ears and listen to what the customer has to say. And that's morphed over the years to now as a leader. I make sure that I'm pausing and listening whenever a question is asked or someone is giving me information. I'm not trying to come up with what my answer is but I'm really trying to digest

the information that's given to me by whatever individual whether it's a direct report or it's a customer or its superior appear, that that concept upon I still literally in my head say pause just to make sure that I listen to the answer. So I would say that's the one thing that I have carried from my very initial training in that very first job all the way to today.



Vivian Phillips Husband

And that's that, I love that and I can see how that practice can show up in a very real way. When you're talking about the interaction with a customer. So they are sharing something with you that pause is a signal that I am hearing I am processing what you were saying I didn't have a canned response that I'm waiting to just spit out at you. So I love that. That's awesome. And so with that in mind, then Dana, what does a customer centered organization mean to you? What does that look like when you think about your experiences?



Diana Moses 07:41

So for me, it might be a little different than most organizations and I learned this when I did consulting. For me, every one is a customer, not just the people who purchase our products or services but the people that I work with the employees in the organization, the suppliers that I deal with the leaders that may manage me or the people that I met, everyone is a customer and being customer centric is treating them all the same. Too often I get into organizations and they would say well that's customer. This the customer experience team that their job is to deal with the customer Do you realize that the customer experience team is your customer? And how are you you know, really to them? Because when I have people who are in my organization who asked me a question, I know they're waiting on me for a response and they can't move forward their job until they get that response. So I tried very, very hard to have a sense of urgency, just as much of a sense of urgency getting back to maybe a colleague as I do a customer who's calling in about maybe one of my products or my services than I am selling the time. For me customer centric is everyone is a customer. And it feels really good to be in that type of an organization. In cultures where it is a customer centric culture where everyone's a customer and then I've been in other organizations where the employees are dirt, only the customers matter. They don't realize that when they treat their employees like dirt, their employees treat their customers like terms to treat everyone as if they are a customer.



Vivian Phillips Husband

Right. It's a it's a matter of just loving everyone and being considered to everyone and recognizing that everyone needs something from you or you have something to give to them. I love I love that way of thinking. So how do you when you think about your classic Disney training, they are well known across the globe of being able to zero in on an individual need but at the same time understanding the broader customer experience. And so when you think about your experience around looking at the individual and giving them what they need, how do you how have you found that organizations are able to do that successfully and balanced the larger organizational desire of customer centricity?



Diana Moses 10:11

It's, it's really again with towered lead in the organization. leadership plays a huge role in that how your leaders treat their direct reports that rolls down an organization. So it's very important thing as leaders, we're modeling what that looks like to our employees on a regular basis. Yes, yes. Not just every now and then but consistently all the time so they can see oh, this is an all the time thing. This isn't just a special because another bosses and everything right? That's doing the right thing when nobody's looking and treating each other and having the expectation that we treat each other so as a leader coaching it, if you see that it's amiss as well.



Vivian Phillips Husband

Yes, yes. And so what have you seen as a common pitfall in that in that same vein, where organizations try to move toward customer centricity, but they they don't quite get there, what is one of those, that common denominator that keeps them from doing that?



Diana Moses 11:15

Yeah. So if we would say culture is led by the most senior leader in the organization, what I would say the biggest pitfall that I've seen, I've actually talked to CEOs about this. You cannot delegate culture. Your chief executive officer is the person. If you think of culture as a ship, on the waters, your chief executive, whoever that is, wherever the buck stops in your organization, they have their hand on that, that tiller, they're the ones steering the boat. So everything they do is going to steer the boat in either favor the culture they desire, or away from the culture that they desire. You can't delegate that. And I'll give you an example. If I can remember clearly I had one physical as a physician leader who said well, I'm going to change this culture and it's going to be like this and I'm delegating it to Sally Jo. Name is fictitious to to lead that charge and they said you're gonna fail. I know that you can't delegate that because what if Sally Jones Pierre, who reports to you doesn't have the same idea that she does? Well, they're going to come to you and you're eventually going to have to make a decision, your decision to begin to be in favor of the culture you want or not. Right. So what does that mean? That means you're actively leading culture regardless of whether or not you think you're delegating. The biggest pitfall I have is what some some senior leaders say it's not my job. I say, actually, it is your one and only job. Yes, because that dictates how well you do the rest of



Vivian Phillips Husband

your job. Yeah. Love that. Love that. So wow, this pandemic, this has really thrown us for a loop right? I just, I remember when it came hit us in 2020, around March springtime and I'm thinking oh, this will be about what, three months and we'll be back on track and here we are going into two years of it. So when you think of the pandemic and in what ways do you think the pandemic has changed our collective thinking about customer experience or if it has,



Diana Moses 13:23

I definitely think it has changed. There are now more ways to exhibit customer experience than ever before. Think about how many organizations move to a virtual environment to provide

services or goods for their customers from in person experiences. They now have curbside pickup for everything. So it's definitely changed right customer service, in that it has increased the number of venues for customer touch points within your organization.



Vivian Phillips Husband

Right. And in that way probably has made it more complex right and and difficult to get it right because all of those various channels and points of contact. Right?



Diana Moses 14:12

Yeah, sure. It's been more of a challenge, I think for leaders and it has demonstrated to me anyway, in the businesses that I've observed, the need for even greater attention on leadership to culture because you're now having remote remote employees, which is great. You can lead culture when you're in person and modeling it but how do you model if you don't see someone every day? That's right. What does that look like? You know, how are you coaching those emails those video calls those non in person, points of contact as intentionally as you may have coached the in person things that you observed when you were all in the same building. Yes, yes. It's definitely changed things for the organization and cause more things to monitor because there's so many more channels now, not just for your external customers, which of people to buy those products services that your internal customers, as I like to call them. Your colleagues.



Vivian Phillips Husband

That's right. That's right. Yeah, one of the things that I was talking with a friend about is for those who are new to the industry, they're just coming out of college and they have not yet learned the ways and the mores to be in an organization. It's probably going to be very difficult for an organization to translate their culture to them because it's all virtual. So they're not picking up those nuances that you often feel and see when you're in person to person settings. So I can see that.



Diana Moses 15:49

Absolutely. And as leaders, I think we have to be more intentional about conveying those nuances. Yes. And be more straightforward. You know, a lot of times you can pick up something from sitting in a meeting room with someone, but you may have to be more over explaining it to new hires. And incidentally when all those folks come back into in person office settings if your organization decides to go back into an in person setting, those folks are going to have to be trained on how to do that because they've never done that before. That's right. That is a very good point to be, you know, assimilated into that culture physically that they have been virtual. They may be experts in the virtual culture, but don't be surprised when they walk into the door. For the first time. They don't understand the cultural norms of the organization.



Vivian Phillips Husband

Yes, yes. That's a very good point. And so, the hope, of course, is that we manage the pandemic and it becomes something that's in our rearview mirror, but what do you think there's something about this whole experience that we absolutely must take to our future leadership approach, that there's some learning that happened with the pandemic around leadership and customer experience that we just should not let go of that we should move forward with it?

D

Diana Moses 16:59

Yeah, I think for me is the intentionality you know, all of these leaders had to now lead remote and they had to work extra hard to connect with their employees while they were remote if they were remote, or if they were an essential worker in front line under extremely strenuous conditions. Yes. And I think of our hospitals, our health care, our grocery, our truck, you know, all of those essential employees. They have been unusually stressful conditions. How have we changed our leadership intensity to match that and what would it look like if our leaders maintain that intensity when things go quote unquote, back to normal? And actually take all the things that they've learned and keep applying them forward? How much more cared for what our employees feel like? And how would they pay that forward to our customers?



Vivian Phillips Husband

Yes, yes. Excellent. I love that. I love that. So when you think about again, your your span of your career, what other significant world or national events that have shaped how we care for our customers and in what way are those events in the past similar to what we're experiencing now?

D

Diana Moses 18:23


You know, I think the biggest immediate change I can think of in the past and besides the pandemic, which that has just been unprecedented would be the financial collapse of 2008. Yes. When we saw so many employees being let go so the employment levels were very high, very similar to the pandemic and that there was a lot of need to how do we help all these employees so I think in terms of just massive numbers of changes, that would be a similar change. What's different about that, and I will be curious to see how this impacts is that then there was a flood of employees into the market and no jobs. We have the reverse problem. We might have a flood of employees in the market that nobody can hiring. These jobs are going complete and filled. So it's a person who's looking for a job, job seekers market, they can pick and choose from the organizations that they want, or that wasn't before and it'll be interesting to see how companies will change in, frankly, put their culture forward to attract top talent to not only want to come to their organization, but stay of their organization. Because right now there's choices. There's a lot of choices out there, where you can go to work




Vivian Phillips Husband

yeah and individuals are just choosing a different work environment altogether. So I That's the work I do. You're a great company, but I want to do it in a different way. So that's really


good the point.

 Diana Moses 20:01

Yeah, know what might have been an on site job in the past really well. Do it remote. I'd like to stay home because I don't want to commute. I don't want to have can you and I can be just as effective at home. Can we take a look at that work for this organization? And I think organizations are really going to have to grapple with that because people learn they don't necessarily want to commute. And they can get more done without having to spend an hour and a half to three hours a day in their car. Yes.

 Vivian Phillips Husband


And I wonder Do you do you get a sense that the customer experience feels that when we have individuals who are working in the Avaya environment that they want to be in? Does that translate into a different better not so great customer experience?

 Diana Moses 20:50

I think for those organizations, like for those jobs where you're directly in front of a customer like a customer experience specialist, sure if you're in an environment you're in a call center, you know or a virtual call center, if you will, and you're in an environment that's that's comfortable for you certainly I think that does pay for but I think anything is going to make an employee feel better about where they are and where they're working is going to pay forward. To your customers. Yes, whether it's habitat, whether it's how you're treated, whether it's understanding your goals. It is truly the way you treat your employees. It's how they're going to treat your customers right.

 Vivian Phillips Husband

Yes, yes. You know, and national event that I think of often when compared with to compare with what we're going through now is the attack on the Twin Towers, and how that and how that changed the way we saw individual's any individual so the airline industry and how they screen people coming through change drastically. And and how we assume harm as opposed to no there's no harm. And if it is, you're an exception, but we changed everything to be where this screening has to take place all the time. And and how that change the customer experience and so that's why I often think about the pandemic in what way will there be lingering effects of the pandemic that will change the experience?

 Diana Moses 22:19

I think people are going to demand more options. If you've introduced something that's more customer friendly, like delivering to their door, yes. If you take that away, you might lose customers over that. So when you open up these new channels, i Your customers are going to expect those new channels to move forward. And Amazon's been great about reducing

delivery, right. You can have anything literally delivered to your door. And a lot of companies have jumped on the bandwagon during the pandemic. Yes, here's the thing with food delivery services. You see places that may have been sit down restaurants now providing takeout or now providing delivery through DoorDash or some sort of a delivery mechanism. If that goes away, that could be detrimental because now your customers are expecting those additional channels. Right. So I think that leaders are going to have to really monitor which ones are profitable for their organizations working and which ones you know, what are they going to put their limited resources into to maintain their business forward after the after the pandemic is hopefully over at some point?



Vivian Phillips Husband

Yes, yes, absolutely. And also keeping a bead on the culture right because with all that change is shifting how we think about customers and our beliefs about what they should expect and what we should give. And that little by little vibe by law, it starts to change the culture of the organization. For the better for the worse, right yeah. Very cool. So what books or studies have had an impact on your leadership approach? I know that you read a lot. I looked at your LinkedIn page, you're always putting out some great articles out there. So which when you think about a book or study that you just recently read, or maybe even in the past that changed your leadership approach to customer experience. What book would you like to share?



Diana Moses 24:21

Yeah, well, I would say the one book that has probably shaped me the most as a leader is called *The Dream Manager*. And it's by Matthew Kelly it's literally a book that talks about knowing and understanding your employees dreams, and the role that you play in helping to facilitate that and what that means to retention of employees and that the employee happiness and again, how your employees are treated, who are your customers, if you're a leader, at least I would tell my five and a team of 12 I always tell him look at 12 customers if I can't do right by you, 12 I'm in trouble as a leader. I'm really terrible at my job. So how well are you listening to your customers, your employees and understanding what their dreams are? And I'll give you an example. I when I worked for radio, Disney as a station manager for Disney in Seattle, I had part time employees that were at the local universities that would come in and do events for us and one of the young ladies who worked for me who's a part time employee maybe put in six, seven hours a week I was studying to be an HR specialist. And I talked with her and she said, Well, you know, going to California so tell me what you're studying, just dive straight HR. Would you like to talk with one of the HR specialists at Disney and just learn a little bit about what it's like in HR at a fortune 100 company and what that looks like for you? And she's like, Oh my gosh, she could do that. I'm like, Sure. I mean, I picked up the phone I called my HR representative down there said hey, I got one of my employees come down there. Can you make 30 minutes for and answer some questions as college students she's studying and it's like Sure, no problem, cost nothing to do. That's right other than time and investment and understanding she went down had a fantastic conversation. I'm happy to say you know, seven years later, she's an HR specialist for a fortune 100 company. She stayed employed with us, you know, all the time she was in college. Is a very gauge, but it takes so little to help people realize their dreams. And that book really made me think differently about how I interact with

my, my team members that they're not just helping me get to the bottom line, but that they are real people who have real dreams and that if I can help them that can do wonders for the organization and for them. Love like that. Fantastic. Yes. But it's really wonderful.



Vivian Phillips Husband

I am definitely going to pick that one up. So and I think you kind of sort of answered my next question around giving back and what pearls of wisdom would you give to an up and coming change agent or a person wanting to move into the customer experience base. I love the idea of always reaching back and making real the dreams of others but anything else that you would share as a pearl of wisdom?



Diana Moses 27:17

The one thing you might say is integrity don't compromise your integrity or lack confidence in your beliefs and understanding of the situation. What I mean by this is so many times across my career, I've been asked to do things in either Ai no or not right or wrong or in one case completely against the law. And I've been able to stand up and say, No, that's not right. I'm going to give you the information that's helpful to you. You pay me a really awesome salary for my experience. So I'm going to share with you the experiences that I have and help educate and oftentimes it's up right you're being asked by manager to do something that maybe they don't know is not right or illegal or against, you know, policy to have confidence. Just have confidence in your own integrity and your own self and your understanding of the customer experience. And to be able to articulate why that doesn't make sense when someone asks you to do something that doesn't reconcile because then it goes back on that person to think about what you've said and digest it or come back with you and teach you and train you maybe maybe you're you don't know when they can help coach and lead you. So having honest conversations around your own beliefs and integrity I think is really important.



Vivian Phillips Husband

Outstanding. Wow, what a way to end a conversation. Thank you so much that was great. Diana, you have to come back again, we have to chat some more about all the various tentacles that attached to the customer experience and how leaders in the organization can be intentional, as you mentioned about how that happens for the organization. So you'll have to come back.



Diana Moses 29:04

I would love that and I am passionate about our customer service. I do feel like everyone is a customer regardless of your role in my ecosystem of work. It's important and the more you pay up and more comes back to you is paid back to you. So it's it's a wonderful cyclic thing that just feeds off of each other. Great.



Vivian Phillips Husband



Vivian Phillips

Excellent. Excellent. So you've been listening to the podcast change that binds podcast where we've been inspired by insights from Diana on how she has navigated her career of managing organizational change for the purpose of delivering best in class service experiences. If you've enjoyed listening to this episode, please share and give it a like. Also join me again next month on Spotify or wherever you listen to podcasts where we'll continue our conversation about change that binds. Please check us out at change.that.binds.com today where you'll find the show notes and links to resources mentioned during the podcast. I'm your host Vivian Phillips husband and I thank you very much for listening.