

Transforming Your Leadership Style with a Customer-Service Mindset

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Background



Jeff Rosenblum

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Jeff Rosenblum has served in four Executive positions in the government over the past decade. He is currently the Chief Human Capital Officer (CHCO) for the Federal Deposit Insurance Corporation (FDIC). Prior to accepting the role as the CHCO, Jeff practiced law for over 20 years, most recently as an Executive for the FDIC's legal division, as well as a Deputy General Counsel for the Securities and Exchange Commission and the General Counsel for the Department of Justice's Executive Office for Immigration Review. Before joining the government Jeff started his legal career working for two large, multinational law firms. Jeff also serves as an Adjunct Professor at George Mason Law School and American University's Graduate School of Public Affairs. Jeff graduated law school from Loyola University Chicago School of Law, where he was an editor for Loyola's law review, and he received his undergraduate degree from the University of Maryland.

Overview

Customer Service fundamentals

Developing a customer service mindset

Understanding the importance of customer service in leadership

Fostering your organization's customer service culture

Employee feedback and leveraging FEVS data to make an impact



Audience Question:

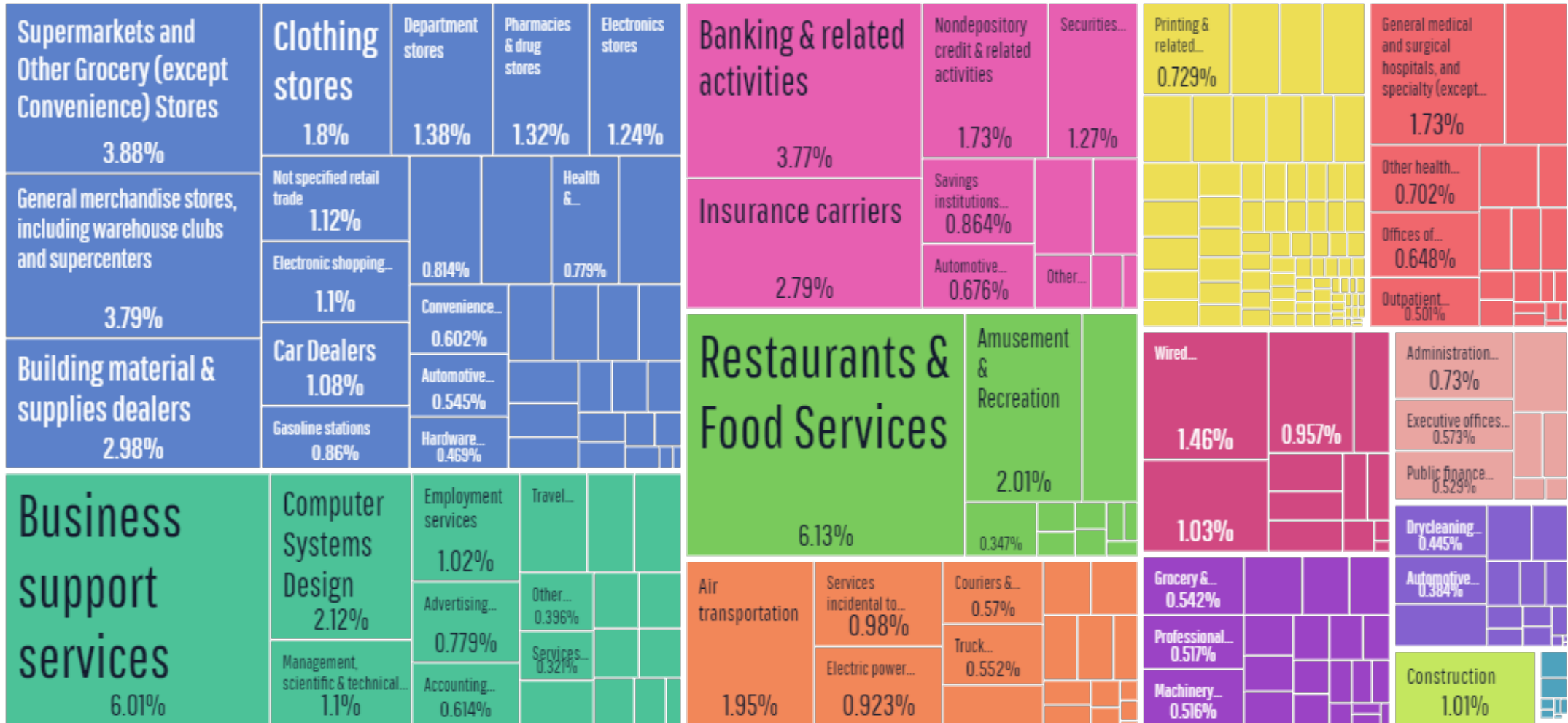
Whose first job was in customer service?

What are some of the most important skills it taught you?

Customer Service by Industries

2.88 Million

Food services is the #1 employer



Top Customer Service Skills

- Top customer service skills differ by industry.
- The Occupational Network (O*NET) highlights **Active Listening**, **Service Orientation**, and **Speaking** as the most used skills.

COMMUNICATION



ACCOUNTABILITY



TRUST



DECISIVENESS



PROBLEM-SOLVING



RESPECT





Developing a customer service mindset

Treat every individual you interact with as your customer

- **Communicate** effectively - *Responsiveness*
- Actively **listen** and provide **feedback**
- Give the credit and take the blame
- *Pick your battles*
- Be **goal-oriented** in everything you do
 - e.g., meetings, partnerships, projects, deadlines, etc.



Understanding the importance of customer service in leadership

- Lead by **example**
- Your greatest **resource** is your staff
- Your most important job as a leader is the **development of your staff**
- Be **inclusive** in decision-making, but know when to make decisions
- Being the subject of a “complaint” does not make you a bad manager



Fostering your organization's customer service culture

- Communicating **customer service orientation** expectations
- **Open door policy**
 - Transparency minimizes conflict
 - An open door policy is not enough to encourage employees' input
- Implement initiatives that foster **engagement, visibility, and collaboration**
 - Lunch & Learns
 - Listening tours

Listening Tours

In my roles, this is the best advice I received:

- Never let emotions guide your decisions
- Remember previous supervisors
- Be introspective
- Have an outlet and use it
- Have a goal for meetings and communications
- Treat people *individually*
- *Balance in all things in life*
- Perspective, perspective, perspective

Psychological Safety

Transform your leadership style by fostering “psychological safety”

Psychological Safety is a shared belief held by members of a team that it’s OK to take risks, to express their ideas and concerns, to speak up with questions, and to admit mistakes — all without fear of negative consequences.

A research study known as [Project Aristotle](#) by Amy Edmondson at Google, aimed to understand the factors that impacted team effectiveness across Google. The project concluded that *who* was on a team mattered less than *how* the team worked together. And the most important factor was psychological safety.

How can psychological safety impact customer service orientation?

- **Problem solving-** it can foster a culture of continuous learning and improvement.
- **Team cohesion-** Better communication, team is not afraid to speak up and share ideas.
- **Accountability-** Employees are more likely to feel comfortable admitting mistakes and correcting them.



How can you foster psychological safety as a leader?

Facilitate everyone in your team speaking up	Establish norms for how mistakes are handled	Create space for new and creative ideas
Provide regular feedback	Be Inclusive in decision-making	Prioritize team success over individual success
Communicate clear expectations	Elevate the importance of learning and training	Praise individuals for raising concerns/ admitting mistakes



Implementing employee feedback

- Federal Employee Viewpoint Survey
 - Important, BUT ... just a number
 - Look at trends and underlying themes
 - Know your organization – watch for surprises
 - Common themes across the government

Implementing employee feedback (continued)

- **Policies vs. Personnel**
- **Opportunities to Improve**
 - Diversity
 - Hiring
 - Opportunities
 - Development
- **Examples:**
 - Mentoring – formal and informal
 - Training
 - Career assistance
 - EOI/Rotation



Questions?

Thank You!

