



# Customer Service Commitment Report

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## Feedback Report

Personalized Report For: Sample Report

Completed: 3/7/2017

## Customer Service Commitment Profile

### Introduction

It is widely recognized and understood that an organization's success rests on how well it understands the needs of its customers, and how it responds to those needs by delivering what is required.

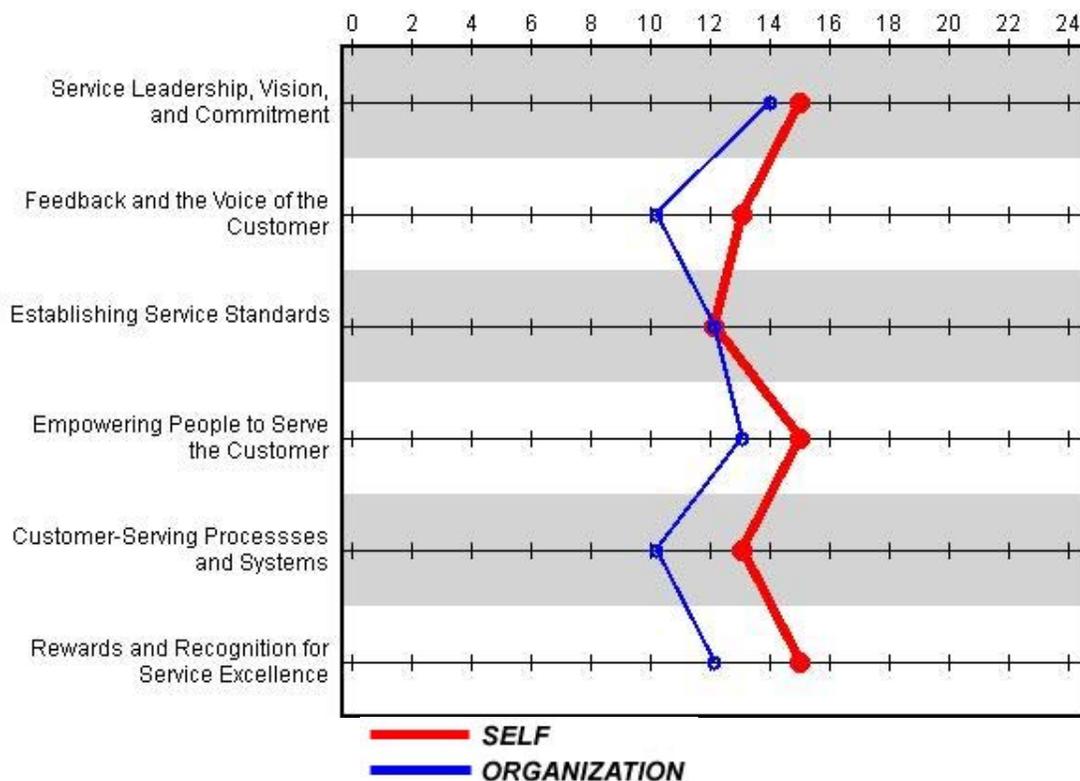
Organizations that set the standard for service excellence within their industries all do the same things when it comes to building and maintaining extraordinary levels of customer satisfaction and loyalty. Organizations looking to reach these benchmarks should take the following steps, in priority order:

1. Have a clear vision of what constitutes superior service and communicate it to all employees at every level. Everyone in the organization must believe in the importance of service quality. This requires service-focused leadership and commitment.
2. Pay attention to the customer. The customer must be heard and understood, and the organization should respond-often in unique and creative ways-to their evolving needs and constantly shifting expectations.
3. Establish concrete standards of excellent service and regularly measure to see how well these standards are being met.
4. Hire customer-focused and empathic people (particularly those on the front line), and coach them carefully and extensively so that they have the knowledge and skills to achieve the service standards required. Empower them to work on behalf of customers, whether inside or outside the organization.
5. Make sure that customer-serving processes and systems are widely understood and consistently improved by motivated and enthusiastic teams of employees across the organization.
6. Make sure all employees are fully aware of what it takes to give excellent customer service, and establish systems for recognition and reward for service accomplishments individually and at a group level. It is important that the entire organization celebrate the success of employees who go that extra step for their customers.

This instrument addresses all six of these customer-service "steps" as competency areas.

Each of the competency areas is described in more detail in subsequent pages.

## YOUR SUMMARY SCORES



## UNDERSTANDING YOUR SCORES

Now that your individual score has been plotted, you should be in a position to:

1. Review your personal performance in each of the six competencies.
2. Review the relative performance of the organization in terms of your perception of its scores in each competency.
3. Compare your score and the organizational score for each competency and study the gaps between each pair.
4. Determine your priorities (for yourself and for the organization) in terms of changing behavior or actions.

The essential value of any measurement instrument is in the extent to which it provides a useful indication of a current situation and some guidance in terms of what an individual can do to change it for the better. The individual can then analyze the results and decide whether any adjustments or changes are necessary or desirable.

The items on the assessment, when scored, should provide a useful basis for such a review. To deepen or extend this further, ask two or three of your colleagues to complete the profile as well, to see whether they share your perceptions (especially as far as the wider organization is concerned).

Whatever your scores (and whether they are yours alone or enhanced by the views of others), consider developing a stronger commitment in those competencies you are weakest in.

## THE SIX CUSTOMER SERVICE COMMITMENT COMPETENCIES

### Service Leadership, Vision, and Commitment

Without a tangible vision of what service excellence looks like, we have no way to know how much we need to improve. A service vision needs to be created, shaped, and communicated at every opportunity. This is usually best done through direct effort on the part of organization leaders, who make sure that they discuss the vision at every opportunity so there is widespread individual commitment and accountability for achieving it.

### Feedback and the Voice of the Customer

The customer makes judgments about service and quality every time he or she deals with the organization. The organization needs to develop multiple ways to get feedback about how it is doing to make sure that the ever changing voice of the customer is constantly heard and understood. That feedback should be used to make any changes that will create benefit and be of value.

### Establishing Service Standards

A chain is only as strong as its weakest link. Every individual across the whole organization must understand and be committed to standards of service excellence in every area and at all times. These minimum standards of service should apply to every part of the organization and be communicated and understood at all levels, including the customer.

### Empowering People to Serve the Customer

Service excellence is achieved through people. Every individual and team needs to understand who its customers are (internal and external) and what they must do to provide service excellence. All individuals (and particularly those dealing directly with the customer) need to be given the authority and freedom to deliver service that is "customer-friendly" and they need to be as sensitive to customer needs as it is possible to be.

### Customer-Serving Processes and Systems

A powerful vision for service excellence that focuses on customer feedback and a highly empowered staff is not enough: Quality service must also be delivered on a consistent basis. To do this, every process or system needs to be well-designed and to run smoothly, according to plan. Individual needs are never quite the same, so every process must be flexible enough to "bend" and adapt, but still continue to deliver service every time.

### Rewards and Recognition for Service Excellence

Most organizations offer rewards and recognition for achieving goals or targets, but these rewards often reinforce goals other than for customer commitment and service. Service excellence itself must be rewarded and recognized; public opportunities for recognition should be held on a regular basis so these service achievements can inspire others.

**On the following pages, you will find each of the above competencies elaborated on. Each competency includes general action steps to improve in the future and a category graph that details the raw scores for yourself and the organization for individual questions, and finally detailed action/coaching guidelines for individual and organization scores that total less than 3 (improvement scope is indicated).**

## SERVICE LEADERSHIP, VISION, AND COMMITMENT

One of the most important purposes of having a vision of how customer service should be is to direct the attention of people in the organization toward the real priorities of the customer, and then guide their individual actions. Communicating this vision to the customers helps to attract customers to the organization.

Coaching employees, developing service-delivery systems, measuring organizational performance, and managing sales and marketing are all efforts that must be based on the vision. A well-defined service vision declares an organization's competitive direction. It is its "guiding light," so it will have to be communicated over and over again, until everyone in the organization sings the same tune.

The service vision must become an integral part of an organization at all levels. All responsibilities must be aligned with a single vision of what the organization is trying to accomplish with customers and how it wants them to judge or view performance. The service vision must therefore be actively communicated throughout the organization through strong leadership and highly visible commitment. The actions and behavior of everyone who leads a team, not words, are what will communicate this.

To be entirely customer-focused, senior managers must believe that giving good service to their customers (including their subordinates) involves clear leadership and open communication at all times. They need to be ever-responsive to their team and act as its champion. Their subordinates must have the resources and facilities they need to deliver excellent service to their customers, whether they are internal or external.

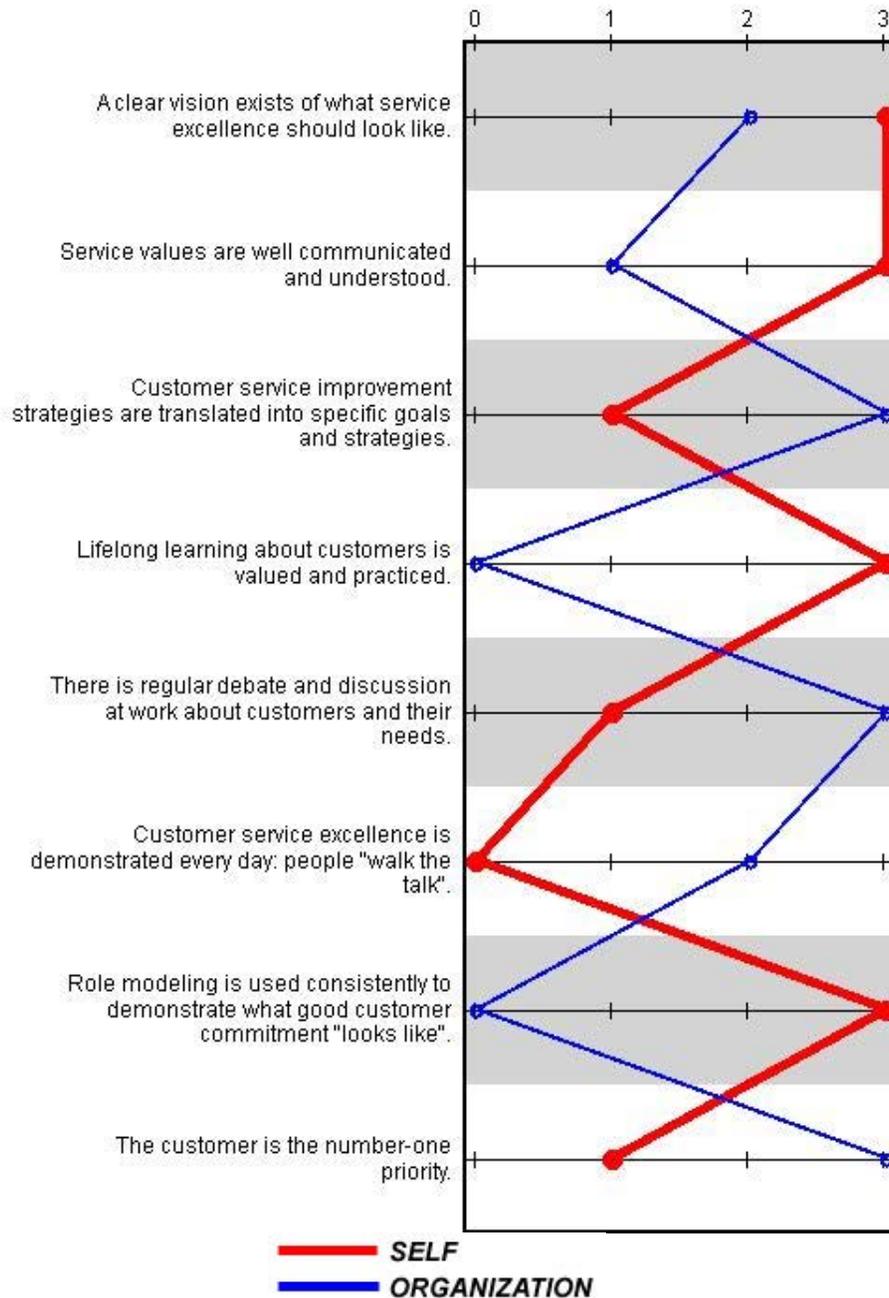
Leaders should spend time each week talking to a small number of external customers, to make sure that they are receiving excellent service. Every time they meet with them for any reason, the first question they should ask is, "What have we done since the last meeting to improve our service?"

All formal or informal performance appraisals should cover customer commitment as a key performance measure. Leaders should also encourage teams and departments to measure customer service in their teams and/or departments.

The vision "lives" through the actions of individuals as role models for service, and it is these role models who, to a very large extent, determine the level of commitment to any initiative taken by the enterprise. It becomes obvious that the attitudes and commitment of the leaders will be clearly mirrored when leaders visit various parts of an organization and talk to and observe employees. "Walking the talk" is therefore of extreme importance. People do not merely want to hear their leaders expressing commitment to customer service and service quality; they wish to see the commitment in the leader's behavior.

## SERVICE LEADERSHIP, VISION, AND COMMITMENT

Summary Scores - Individual: 15 of a possible 24



## Service Leadership, Vision and Commitment SL-6

### **Customer service excellence is demonstrated every day through 'walking the talk'**

Customer service excellence is often talked about in a broad and generalized way almost as if it were a management study topic or a body of knowledge or theory that can be learned by anyone with a little focus and effort. However, the nature of service excellence in one organization may be very different to service excellence in another, and even the standards may vary quite considerably.

In reality, customer service excellence is unique to each and every enterprise and is not a fixed set of broadly similar theories or systems to be learned. As a result, excellence must be 'discovered' on an on-going basis and the information disseminated both quickly and widely. One of the most effective ways to do this is by adopting a 'walk the talk' approach. Walking the talk simply means that every individual that engages in the process takes the trouble to talk to other people in the organization (both their internal suppliers and their internal customers). By talking about customer service to others and by listening to stories about service from others, what constitutes excellence quickly becomes apparent and understood by all.

Best practice organizations encourage individuals to walk the talk in order to discuss service excellence and also give people the freedom to act on what they pick up or hear to set higher goals for future improvements.

Ask the following questions

### **FOR THE INDIVIDUAL**

1. Can you readily list what would constitute service excellence in terms of what your internal or external customers expect of you and what would you need to do to keep this knowledge up to date?
2. Do you spread service excellence stories and information to people by regularly walking the talk?
3. Do you ensure that regular time is taken to informally chat with your internal suppliers and/or internal customers to listen to their feedback about service excellence information and their improvement ideas?

### **FOR THE ORGANIZATION**

1. Do we give all employees' sufficient freedom or room to 'walk the talk' to discuss customers and service excellence in order to lift knowledge and understanding?
2. Are senior managers in the enterprise expected to walk the talk and focus on service issues (in order to act as role models to others)?
3. Are service excellence ideas and experiences spread across the organization through conversation so as to ensure that one area can quickly learn from another and help to shape the future service goals that are developed?

## FEEDBACK AND THE VOICE OF THE CUSTOMER

Every enterprise that is seriously concerned about continuously improving its service makes it a priority these days to continuously and carefully listen to its customers, understand what they're saying as it applies to the business of serving them, and then respond creatively to what they say about how the organization is doing.

Listening, however, is not enough-there has to be a purpose. There are four reasons to listen to customers: The first is to understand the customer's moments of truth and map what the cycle of that experience looks like from the customer's standpoint. A "moment of truth" is a critical customer contact time or moment when front-line people interact with a customer and make an impression of one sort or another. There are literally thousands of moments of truth in most organizations in any given month. You can determine the critical contact points and measure how well your organization is managing the cycle toward a positive outcome.

The second reason why you should keep up with what customers are thinking is to keep tabs on the markets-the pool of individual customers' changing wants, needs, and expectations. Understand that in this era of constant change, what the customer knows, expects, and needs (critical to the market-research business) is as fluid as anything else. You must keep up with these changes and even learn how to predict them.

The third reason to listen and listen diligently is so you do not miss the unexpected or the new. The public knows what it wants or needs; if you don't want to hear their suggestions, the competition will.

Finally, listening carefully to customers is a valuable way to involve the customer in the business. Breaking down them-vs. us barriers is usually the beginning of a good business relationship.

The listening effort begins when you decide just who it is you are talking about when you say "the customer." You can't be all things to all people, yet few organizations have "plain vanilla" customers with the same needs and expectations.

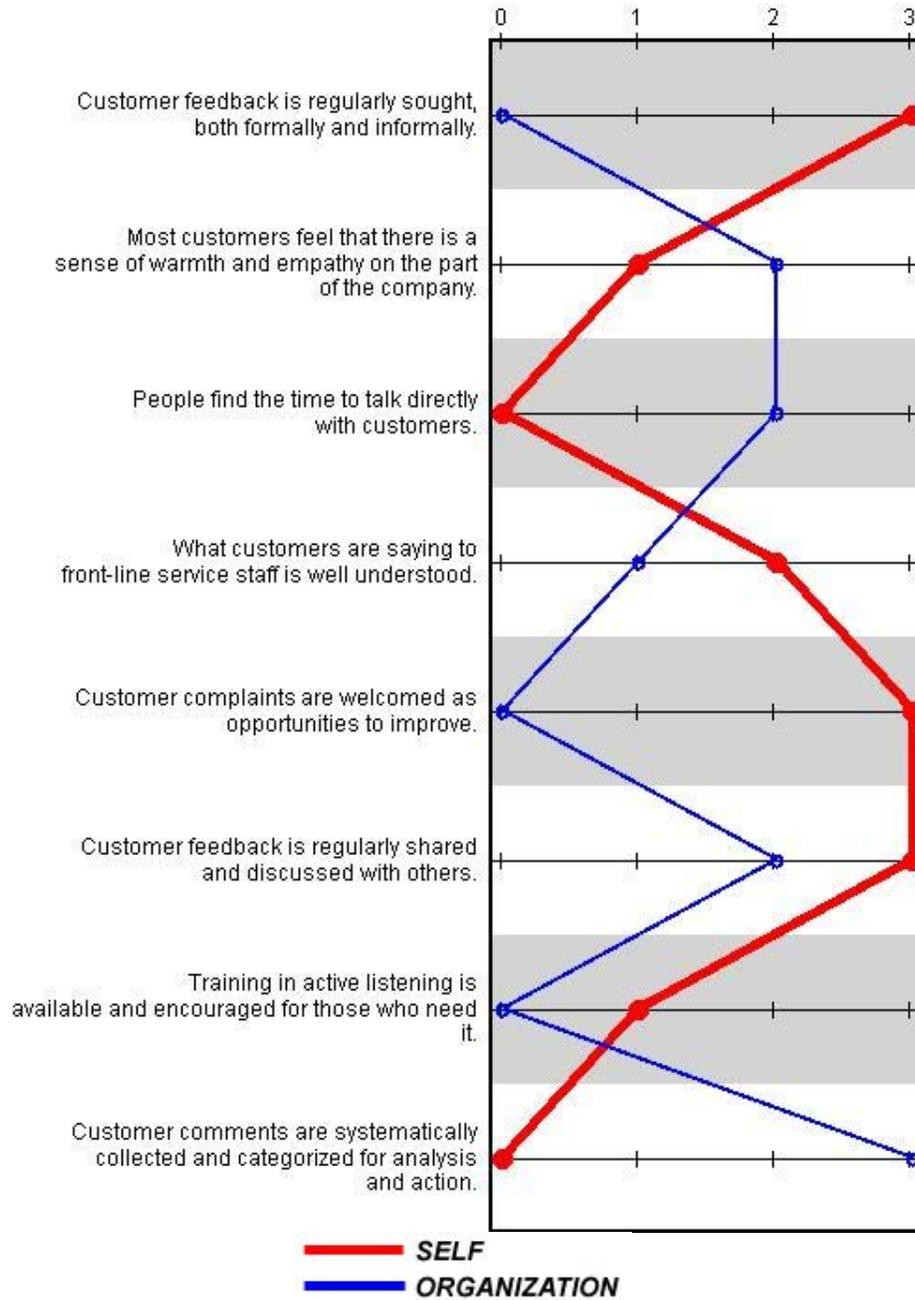
There is no one "best" way to listen to customers, and there is no such thing as paying too much attention to customers' ideas and opinions. The cardinal sin is to believe that there is nothing more to learn! Here are some variations on the listening theme, practiced by people who are known for their attention to quality and service.

- Formal research
- Comment and complaint analysis
- Front-line contact
- Consumer advisory panels
- Customer hotlines
- Mutual education

Try to develop several ways of continuously finding out about your customers and what's on their minds. It will provide the whole organization with ample opportunities to tap into their ideas and experiences. The last drop of potential can then be squeezed out of every encounter we have with a customer who has something he or she believes is important for us to hear.

The ultimate key to your success: do something with what you learn. What good does it do us to codify our customers' moments of truth and chart their cycles of service if we don't use the information? Anyone who deals with a customer needs to know not only the moments of truth for that customer, but also the impact of what happens during those moments of truth.

Summary Scores - Individual: 13 out of a possible 24



## Feedback and the Voice of the Customer FVC-3

### Regular time is spent in talking with customers directly

Although many enterprises are careful to do at least some customer research, much of this can be done without ever having to meet or talk to a customer at all. In other words, asking customers to fill out reply cards when they use a product or service, rate service on a particular scale, or fill out a questionnaire, is a remote exercise that keeps the customer at arms length. For quick or simple feedback, this may offer all the information that is needed. However, to really understand customers well and to appreciate the wide variety of opinion that they often express (given the opportunity) there is no substitute for taking time to talk with customers directly (ideally on a face to face basis).

Best practice organizations ensure that they listen to the real voice of the customer regularly (even if they also conduct research in other ways). They do this by ensuring that contact occurs in a variety of ways and in a range of difficult situations, all designed to enrich the understanding process.

Ask the following questions

### FOR THE INDIVIDUAL

1. How much time do I spend in talking with customers (internal or external) in direct terms, either on the telephone or on a face to face basis to get a deeper level of feedback?
2. How often do I visit my customers (internally or externally) at their place of work in order to discuss how they use our products and services and to talk about ideas for service improvement?
3. Do I volunteer to participate in any customer feedback exchanges or focus groups or play an active part in any other face to face get together that are held?

### FOR THE ORGANIZATION

1. Have we designed our feedback systems well enough to ensure that we capture the real voice of the customer in a variety of different ways and at all levels?
2. Does each part of the enterprise ensure that is speaking with customers on a face to face basis and allowing them to make comments and suggestions for improvement without constraining the breadth of views that they could offer?
3. Do we hold leaders/managers accountable for organizing regular conferences, seminars and meetings with customers in order to collect unstructured or free form comments and feedback?

## Feedback and the Voice of the Customer FVC-7

### **Training in active listening is available and promoted for those that need it.**

Even if we have developed excellent customer feedback collection systems, they are only useful to an organization if people have the capability and the interest to listen to what is being said. In other words, even where the richest transmission of information occurs, the enterprise needs a highly effective receiving process in order to take full advantage of the data that is flowing to them.

In the final analysis, the only way in which we can be sure that the organization is listening to customer feedback properly and well is to ensure that people are able or trained to listen in the most attentive way possible. Of course, active listening is not easy at the best of times or when trying to do it on a one to one basis. However, the payoffs for the organization in overcoming this difficulty are enormous.

Best practice organizations ensure that all of its frontline people are coached and trained in active listening techniques and are given the opportunity to demonstrate their skills frequently. In addition, training is available to anyone else that is responsible to gathering customer feedback or managing customer relationship.

Ask the following questions

### **FOR THE INDIVIDUAL**

1. Am I an effective listener in my normal day to day conversations (e.g. am I patient, good at eye contact, do I let people completely finish what they are saying, read people's body language, paraphrase what I hear etc)?
2. Do I really listen to the feedback that I receive from customers (indirectly as well as directly) and have the capacity to hear the underlying messages and themes that are important?
3. Could I benefit some more training in active listening techniques to deepen or improve my overall skills?

### **FOR THE ORGANIZATION**

1. Are our frontline staff competent or well trained in their ability to listen to our customers with high levels of attentiveness and empathy?
2. Are we known as an organization that is effective at listening and at understanding our customer needs or are there gaps that we need to specifically address and rectify?
3. Have we designed and made available an effective active listening skills course or workshop and made it widely available to any individual that would benefit from it?

## ESTABLISHING SERVICE STANDARDS

When it comes to evaluating whether or not superior service has been provided, the discussion begins and ends with the customer's assessment. Superior service is there if the customer says it is. It isn't there if the customer says that it isn't or votes with their feet and goes to a competitor. The only true and reliable way to measure the quality of service that has been delivered is to find out about the customer's most recent experiences and how satisfied they are with those experiences.

Companies known for providing distinctive service consistently meet their customers' expectations. Far from leaving anything to chance, they establish consistently clear, customer-oriented performance standards throughout their organizations, and then constantly and meticulously measure performance against those standards. They do this by establishing standards of service and then putting these in policies, procedures, work instructions, job descriptions, etc. to ensure that tangible standards are written into the culture.

Dynamic, information-based customer-service processes that can be fine-tuned and adjusted to changing customer expectations are based on standards everyone is committed to, as well as on information about how well those standards are being met.

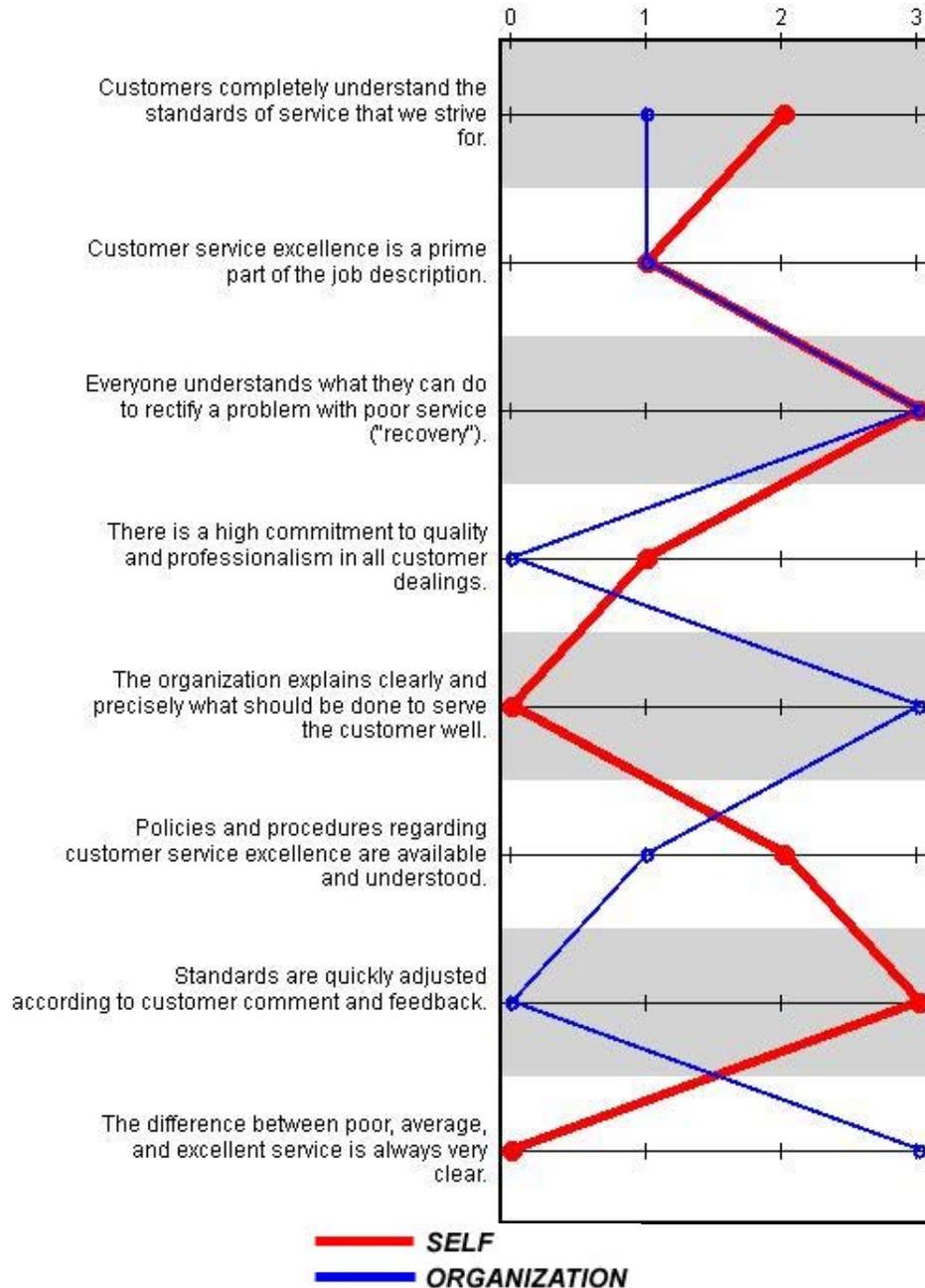
Organizations that set the benchmarks for customer service are 100% committed to measuring customer satisfaction and using the results to guide delivery processes. They measure formally. They measure frequently (usually weekly, but the really good companies measure daily). Then they attach important individual, work-group, and organizational outcomes to the results.

Their ways of asking the questions vary, but the questions asked are very specific to their particular customer profile. If there is nothing immediately useful to be learned from an open-ended, global query, they will instead develop a series of questions about all aspects of the customer's encounter with the company: speed, accuracy, cordiality, helpfulness, completeness of information, response to inquiries, and any other moments of truth that build the overall impression of quality.

The results of these measurement efforts typically become the focus of subsequent internal dialogue and problem-solving efforts. After all, an organization's system for measuring the quality of its service is only as good as the follow-up efforts it makes to effect those improvements.

As a chain is only as strong as its weakest link, every individual across the whole organization needs to ensure that standards of service excellence are widely known and met in every area and at all times. These minimum standards of service excellence should be driven into every part of the organization and communicated at all levels, including the customer, so that what can be expected is fully appreciated.

Summary Scores - Individual: 12 out of a possible 24



## Service Standards SS-2

### **Customer service excellence is a prime part of the job description**

Although the vast majority of commercial enterprises will see customer service to be important at a global level, this is often little better than paying more 'lip-service' to the concept of striving to meet customer needs rather than being committed to doing anything about it. In other words, unless every individual sees service excellence to be a standard part of their job description and are pulling together broadly in the same direction, customers are unlikely to get much more than average performance.

Writing service excellence standards into job descriptions should not be treated as a cosmetic exercise or a task to be done lightly. Every job is a unique role in the overall supply chain and therefore provides service to its internal and external customers in individual ways. Each job description therefore needs to incorporate two or three specific responsibilities that describe the service outcomes that the role it is expected to achieve.

Best practice organizations ensure that all employees invest quality time in reviewing their job descriptions and making sure that service excellence is described in tangible accountabilities. They also ensure that these individual service responsibilities are shared, so that the whole team can minimize overlaps and close any gaps that might exist.

Ask the following questions

### **FOR THE INDIVIDUAL**

1. Does my job description include specific service outcomes that my role is expected to achieve?
2. Are the service expectations of my job spelled out in detail in the written accountabilities of my job description?
3. Have I talked with my fellow team members to ensure that they understand what I am responsible for achieving in service terms and equally, I understand their responsibilities?

### **FOR THE ORGANIZATION**

1. Have we ensured that individual's role descriptions are dynamic and contain specific commitments to service excellence for their internal and external customers?
2. Have we ensured that individuals know how to write clear and well written accountability statements to describe their service commitments?
3. Have we established an effective role review process to ensure that all the major customer service needs are met and to minimize overlap and duplication of effort?

## Service Standards SS-4

### **There is a high commitment for quality & professional in all customer dealings**

When customers are generally surveyed about what they look for most in terms of speaking to people in any organization with which they deal, they suggest that commitment to quality service outcomes and professionalism are of the highest priority.

'Commitment to quality and service' means that customers expect an organization and all of its employees to care about the products or services that they provide and to make the effort to ensure that customer expectations are fully met.

'Professional' means that customers expect to be treated with respect, tact and diplomacy, but they also expect that people will listen attentively. As a result, frontline or customer facing staff that are knowledgeable and always helpful will not only be well-regarded but can build customer confidence and loyalty to the enterprise.

Best practice organizations ensure that all employees understand that commitment to quality and professionalism are key competencies to demonstrate as far as any customer dealings are concerned.

Ask the following questions

### **FOR THE INDIVIDUALS**

1. Am I knowledgeable about all of the products and services that my enterprise or organization offers and how things generally work so as to ensure that good service is always given?
2. Do I understand what is specifically required of me to be committed to quality service to my internal and external customers?
3. Do I display professionalism in all of my dealings with every internal or external customer (showing respect, tact, diplomacy and good listening skills)?

### **FOR THE ORGANIZATION**

1. Have we sufficiently emphasized the commitment and service quality that we want and expect from all employees at all levels?
2. Have we specifically designed the standards of professionalism that we expect from employees and clearly defined our expectations?
3. How well do we ensure that all employees are trained and aware of our standards on quality service and professionalism (and are kept up to date when standards change)?

## EMPOWERING PEOPLE TO SERVE THE CUSTOMER

The interactions between front-line employees and customers make or break the enterprise at every moment of truth. Meet customers' expectations and both win. Miss, and everyone loses. The ultimate success or failure of those critical, person-to-person transactions turns on success or failure when it comes to hiring good people, training them thoroughly, and managing them in a way that encourages them to do what needs to be done for customers.

Front-line people must be able to "stand up"-sometimes literally-to a high level of customer contact. Not all of it will be pleasant. Dealing with customers calls for a level of maturity and self-esteem that allows personal feelings and problems to be put aside so you can focus on customers and their wants and problems. Service workers need social skills and an understanding of the normal rules of social behavior.

Service workers also need tolerance and stamina. The strain of constant, intensive encounters with people who are essentially strangers leads to burnout. Under this kind of stress and pressure, customer service people need to be able to continue to perform capably and willingly without withdrawing into robotic, detached behavior or becoming aggressive and hostile.

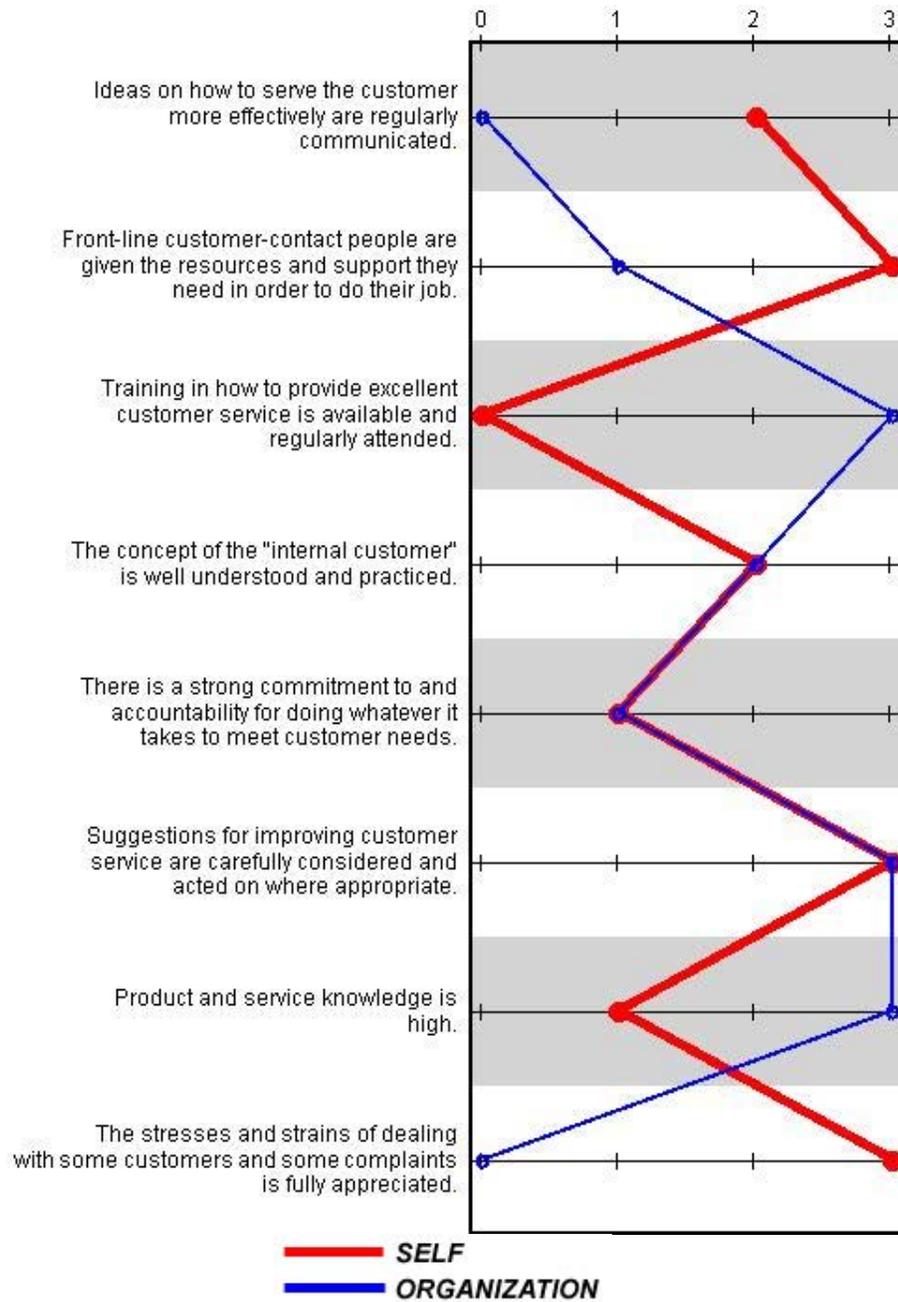
Empowerment means encouraging every individual to make that extra effort- and to use their imagination and initiative. It also means accepting mistakes when well-intentioned efforts fail to work out exactly as planned. The goal is that best-of-all-worlds where empowered employees confidently and capably address unique problems and opportunities when and where they occur.

When employees are satisfied with the way they are treated, satisfied with the availability of the right tools to do the job, and satisfied with management support for delivering high-quality service, customers are more likely to be satisfied with the quality of treatment they receive from those employees and more likely to continue doing business with the organization. And when a mistake is made, they'll be much more understanding and forgiving!

There are two dimensions to empowerment-one is organizational, one personal. Giving employees overt permission and encouragement to work consistently in our customer's best interests, providing support for their efforts, treating them as we expect customers to be treated, and rewarding and applauding their triumphs and achievements are necessary organizational tactics that help us convince our front-line workers that they really are empowered to work for the customer. These responses recognize that empowerment isn't something given; it is instead a process of releasing the individual employee's power or capability by removing the barriers that prevent their expression.

The personal dimension of empowerment has to do with things internal, with the capability and skill of the employee to respond appropriately when the barriers have been removed. The potential must be there, but it also must be nurtured and developed. Finding people with the ability to handle empowerment is a selection issue. Developing that potential is the coaching side of the coin. Neither, however, creates total customer commitment. That will come from the breadth and depth of experience that empowered employees amass and continually reinvest on behalf of the customer-to the benefit of the organization as well as to themselves.

Summary Scores - Individual: 15 out of a possible 24



## Empowerment for Service ES-1

### **Ideas on how to serve the customer more effectively are regularly communicated**

It is never easy to be prescriptive about how an individual enterprise should offer better service to its customers. Obviously, each organization (and the products and services that it provides) are unique and the expectations in the market place are likely to be quite different (and regularly changing). The implications of this highly individualized and ever changing scene are that ideas and suggestions need to come from every quarter in order to provide an approach or 'an angle' that is fresh and valuable.

Many of the ideas on offering better service are likely to be generated by people that have the most direct contact with customers (although this is not exclusively the case of course). However, it is what an organization does with the ideas that is most important. Best practice enterprises ensure that they encourage service suggestions and assess the best of these for widespread and immediate deployment. They also make sure that good ideas on service excellence are widely communicated so that other teams can utilize or adopt the suggestions for their own use.

Ask the following questions

#### **FOR THE INDIVIDUAL**

1. Do I know how to communicate my own ideas on better service so that these will be properly considered and utilized where they are assessed to be valuable?
2. Am I aware of the service ideas or suggestions that are made in different parts of the organization and regularly consider how these ought to be used or adopted locally?
3. Do I spend regular time discussing useful service improvement suggestions with my colleagues so that we can gain useful input to improve service to our own customers?

#### **FOR THE ORGANIZATION**

1. How much effort has been made to ensure that better service ideas or suggestions are encouraged or promoted and that efficient systems are in place to process and consider them when they are raised?
2. How effective is our service idea analysis process and how efficient is it in deploying good suggestions quickly and in every area where it would be valuable?
3. How well do we generally communicate the excellent service ideas and suggestions made by any individual in order to spark ideas for adaptation or more widespread use in other parts of the enterprise?

## Empowerment for Service ES-5

### **There is a strong commitment to and accountability for doing whatever it takes to meet customer needs**

The organization that is truly committed to and accountable for customer service needs to understand that many of its rules - about what people do and how they behave - will often inhibit their goal to put the customer and their expectations first. To overcome this problem, best practice organizations switch their thinking from 'Stick with the rules first', to 'Put customers' needs first, and rules second' - this means that the accountability is to the customer and not to the internal rules of the enterprise.

Of course all organizations needs some policies or procedures to ensure that tasks are performed well, efficiently, safely, etc. However, many policies or procedures actively seek to limit the authority of individuals (particularly at the lower base levels of the pyramid). While this can be a sensible and prudent approach in many circumstances, it is appropriate to review all the prevailing rules and regulations to test their consistency with a commitment to put the customers first.

By its very nature, to focus on the customer is to accept some 'customization' of the product or service being offered. Customization is the reverse of standardization or sticking to the standards, rules or policies that should always apply. Hence, customer accountable organizations need to relax the rules to allow front-liners, in particular, to satisfy their customers when an interaction occurs.

Ask the following questions

### **FOR THE INDIVIDUAL**

1. Do I follow the organization rules first (or in most circumstances) and customer needs second, or do I truly put my customer needs ahead of other priorities?
2. Am I willing to sensibly bend or flex organizational procedures to give customers better service?
3. Am I flexible enough in my attitude to tailor or customize a solution to lift customer satisfaction levels?

### **FOR THE ORGANIZATION**

1. Have we designed the organizational structure or hierarchy to ensure that individuals are committed and accountable to putting their customers first as far as this is reasonably possible?
2. Have we given individuals the room and authority to do whatever they determine that it takes to meet customer needs?
3. Have we ensured that accountability for meeting customer needs is built into the job descriptions of all individuals and is something that we measure or appraise when reviewing performance?

## CUSTOMER-SERVING PROCESSES AND SYSTEMS

It is widely believed that most large businesses are made up of hundreds of individual processes, but only about 20-30 are considered to be important to the customer. The simpler and better managed they are for consistency and reliability, the more likely that they will satisfy the customer. Unfortunately, processes almost always flow across the organization, not up and down. When the process breaks down and causes customers to complain, no one is in place to take responsibility for fixing the problem. Yet when it is repeated or magnified, it can impact every level.

There are three major global customer-serving processes in most every organization. These are:

- Demand generation-creating demand from the customer for products and services.  
Functions such as research, sales, and marketing use demand-generation processes.
- Demand fulfillment-fulfilling customer orders created by the demand generators.  
Functions such as production, logistics, and distribution use demand-fulfillment processes.
- Cash generation-funding the business or collecting the money from customers who have purchased products or services. Financial functions use cash-generation processes.

If this model holds true, it will be relatively easy to describe the sub-processes that "sit" under each of these headings. Once this has been done, you can introduce a robust mechanism to manage these processes and begin acting on your commitment to satisfy customers through process improvement and quality methods.

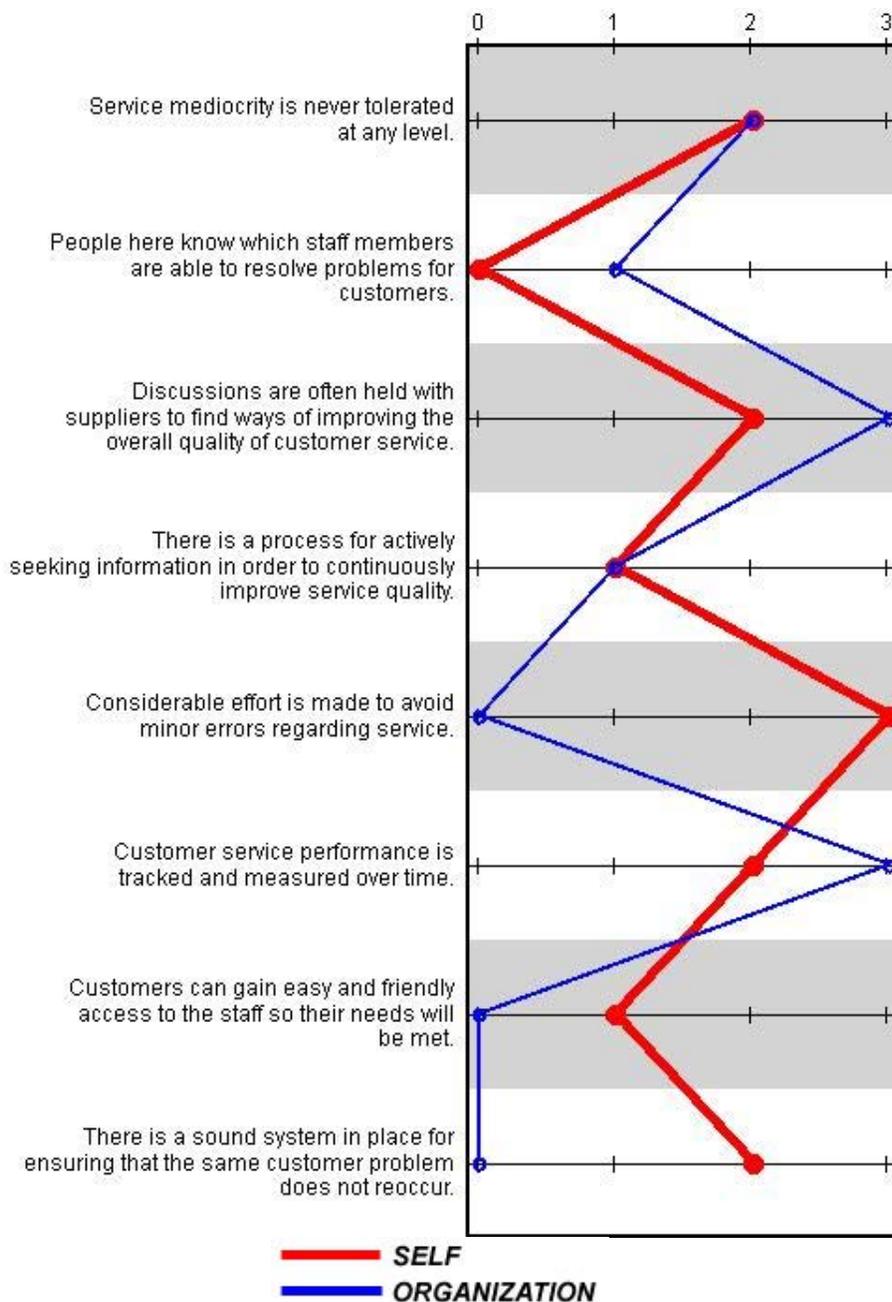
Senior managers need to be part of all these processes and act in custodial roles. The primary mechanism for improvement in "excellent service" companies is the extensive use of well-trained and focused teams. Such teams are skilled in sound fact-based problem-solving techniques and coached by trained facilitators and team leaders. This allows the whole organization to potentially work on process improvement toward greater customer satisfaction.

Effective process and systems design for the customer means:

- Teams need to be made up of people who work with the process that is to be improved.
- Analysis techniques based on hard data and facts should be systematically used.
- Everyone should be trained in effective teamwork and problem-solving skills.
- Team recommendations should be clearly accepted or rejected; where implemented, they must be standardized across the process.

This all sounds just like good common sense, but you would be surprised at how quickly we ignore some or all of these factors. Excellent-service companies manage their process improvement teams well, and delight their customers in the process!

Summary Scores - Individual: 13 out of a possible 24



## Customer Serving Processes and Systems CSP-2

### **There is a sound knowledge of who can help and assist customers on issues that need resolving**

In all but the very smallest of organizations, individuals and teams are likely to have functionality, product or service responsibility. Put another way, individuals and teams typically have a deep and specialized knowledge about a few of the activities that occur within the enterprise (not broad and shallow knowledge about everything). Because external customers cannot possibly be expected to understand the internal structure that a particular enterprise may adopt, it is up to people that deal with customers directly to make sure that queries, requests for information or complaints are channeled to the most appropriate person.

This customer 'channeling' process is dependent upon the person at the first point of contact having a sound knowledge of how the organization works and where useful information (and people) reside in the enterprise.

Best practice organizations ensure that people and teams with important knowledge and specialized skills are well known to all front line employees. In addition, customer-facing individuals are given formal and informal coaching in where they can refer inquiries and quickly get the answer that they need.

Ask the following questions

#### **FOR THE INDIVIDUAL**

1. Am I confident of my own ability and knowledge to help customers to find the solutions that they need quickly and efficiently?
2. Do I know to whom I can go to in the organization to ask for help and assistance in specific and specialized areas of information necessary to satisfy customer demands?
3. Do I know how to effectively navigate organization rules, procedures and informal ways and means to gain important information that a customer may need?

#### **FOR THE ORGANIZATION**

1. Have we rigorously reviewed and mapped the knowledge that exists in the organization (in both people and in various documented sources) and made sure that its value to help customers is widely known?
2. Have we made every reasonable effort that we can to provide information about where important information and knowledge exists in our organization and how to get it efficiently (e.g. through charts, leaflets, booklets, directories, etc)?
3. Do we help front line staff to understand who they can go to, to get information, knowledge or skills that can help them to solve a problem or query for a customer or resolve issues efficiently?

## Customer Serving Processes and Systems CSP-4

### **There is a process for actively seeking information to help continually improve service quality**

During the course of any concerted effort to improve or streamline organizational processes to increase customer satisfaction, circumstances will change. The changes will result from a number of very normal situations. Suppliers will change, customers will change their minds, employees will transfer to different teams and even technology will offer new options (to name but a few). Teams therefore needs to constantly review the processes under their control (or partly under their control) and look for new and different ways to continually improve.

To take a particular example, a team of people working in a retail store may survey their customers and find that they should improve the time it takes to pay at the till. In these circumstances, the team may focus on putting on more cashiers or checkout counters, or look at making available better technology such as bar coding to speed up the payment process (as well as deliver some other benefits at the same time). However, not only will customer expectations alter from time to time, but they will have other expectations that may often assume a greater importance to their 'Better store' product choice or more special offers for example, may become the new priority. Best practice organizations therefore look to stay constantly abreast of these potential changes (many of which will only be subtle shifts in emphasis) and keep seeking new information.

Ask the following questions

### **FOR THE INDIVIDUAL**

1. Do I always know where to go or to whom I could speak to get the information that I need to help improve overall service quality in some fashion or form?
2. Is useful information on current service performance available, simple to interpret and easily accessible?
3. Is customer research and data (from surveys, complaints and other sources) widely circulated and made available in order to provide useful information to help improve future service quality?

### **FOR THE ORGANIZATION**

1. To what extent has a clear process been designed to make information of all sorts available to employees to help them to improve service quality (based on facts and data about performance not guesses and assumptions)?
2. Is a structured communication process in place to help individuals and teams to put forward ideas about how service quality may be lifted or improved?
3. Have we designed efficient and effective feedback processes and systems to ensure that customer service performance data is widely understood and action to correct any shortfalls can take place as often as necessary?

## Customer Serving Processes and Systems CSP-7

### **Customers can gain easy and friendly access to meet their needs in many and different ways**

Although organizations vary widely in the ways in which they provide their products and/or services to their respective markets, every enterprise has to find ways in which to ensure that customer access to what they need is simple, unencumbered and without unnecessary barriers.

Friendly and easy access to the organization sounds relatively straight forward as a step for any enterprise. However, a remarkably high proportion of organizations succeed in making it difficult for their customers to deal with them. This may be by only allowing one or two channels by which to talk to them or arrange products and/or services to be delivered, not having a web-site (or one that nobody maintains) or even to have unhelpful or unfriendly people to which customers have to talk (in some cases even unfriendly machines or computers before eventually talking to a real voice).

Best practice organizations think about their customer base and mix and design as many access channels as they think would be useful to meet a variety of potential customer needs. They aim to take account of particular niches or segments of the market (through direct feedback) that like to deal with the organization in specific ways and try to smooth the path for two way communication as much as they can.

Ask the following questions

### **FOR THE INDIVIDUAL**

1. To what extent have I assessed the ease with which my internal or external customers can make contact with me or the team or gain ready access in order to quickly get what they want?
2. Have I directly thought about and designed a range of ways in which access to products, services or information can occur and ensure that internal or external customers get a friendly response whatever channel is chosen?
3. Have I adequately publicized the ways in which others can gain access to myself and/or the team?

### **FOR THE ORGANIZATION**

1. To what extent has the enterprise wide strategy for customer access channels been adequately discussed and agreed upon?
2. Are our customer access channels well designed, clear, easy to use and do they give warm and friendly service experience every time?
3. Are there new customer access channels that we should be adding according to general customer needs or to help particular niches or segments of the market?

## Customer Serving Processes and Systems CSP-8

### **There is a sound system in place for ensuring that the same customer problem does not keep re-occurring**

From time to time, customer problems, difficulties and complaints will inevitably occur. Whilst we would like to minimize such occurrences, it is often more important to ensure that the problems are well understood and can be prevented from happening again if at all possible.

The only way in which most organizations can stop customer problems from reoccurring is to have a sound system in place to analyze the problems when they arise in the first place. For the most part, this involves designing an effective tracking process that achieves two main ends. Firstly, the frequency of similar complaints and problems needs to be recorded so as to quickly recognize the same issue seems to be re-surfacing in different guises. Secondly, the system needs to allow for the time and the ability to analyze the problem carefully and recommend structural solutions that help get to the root causes of the issue.

Best practice organizations make sure that all customer problems and issues are properly collated and that people are responsible for analyzing why the problems are occurring. In addition, they aim to develop strategies and solutions that will not only fix the problem in the short term but help to avoid any re-occurrence for the same or other customers.

Ask the following questions

### **FOR THE INDIVIDUAL**

1. Do I know what problems, difficulties, issues or complaints tend to occur most frequently for customers when they deal with our enterprise?
2. Is a good system in place to collate and analyze on-going problems that customers' experience and to look at addressing the root causes of the issues, so as to fix it once and for all.
3. Do I share my experiences of customer complaints with work colleagues from other teams and actively discuss ways in which we might adopt better processes to eliminate the problem.

### **FOR THE ORGANIZATION**

1. Have we designed a sound process to collate the wide variety of problems and difficulties that customers' experience when dealing with our enterprise so as to analyze any patterns or trends?
2. Do we sufficiently emphasize the need to find the root causes of customer problems rather than accept quick fixes that allow the problem to occur again?
3. Have we established an effective communication process to share experiences of customer complaints or difficulties and to quickly spot where a potentially recurring issue may be emerging?

## REWARDS AND RECOGNITION FOR SERVICE EXCELLENCE

Managers in exemplary-service organizations understand the "twin-engine" motivation of good and widespread reward and recognition. Recognizing employees for a job well done isn't seen as a superficial or wasted effort. It is understood for what it truly is—a confirmation of accomplishment and a reinforcement of commitment.

In most of these organizations, there is a positive payoff for trained employees who meet the service standards. Those who go the extra step for the customer become "service heroes." They are held up as role models and rewarded accordingly, because their managers and their managers' managers know that the celebration of organizational, group, and individual service accomplishments is essential if the delivery of high quality service is to be the norm, not the exception.

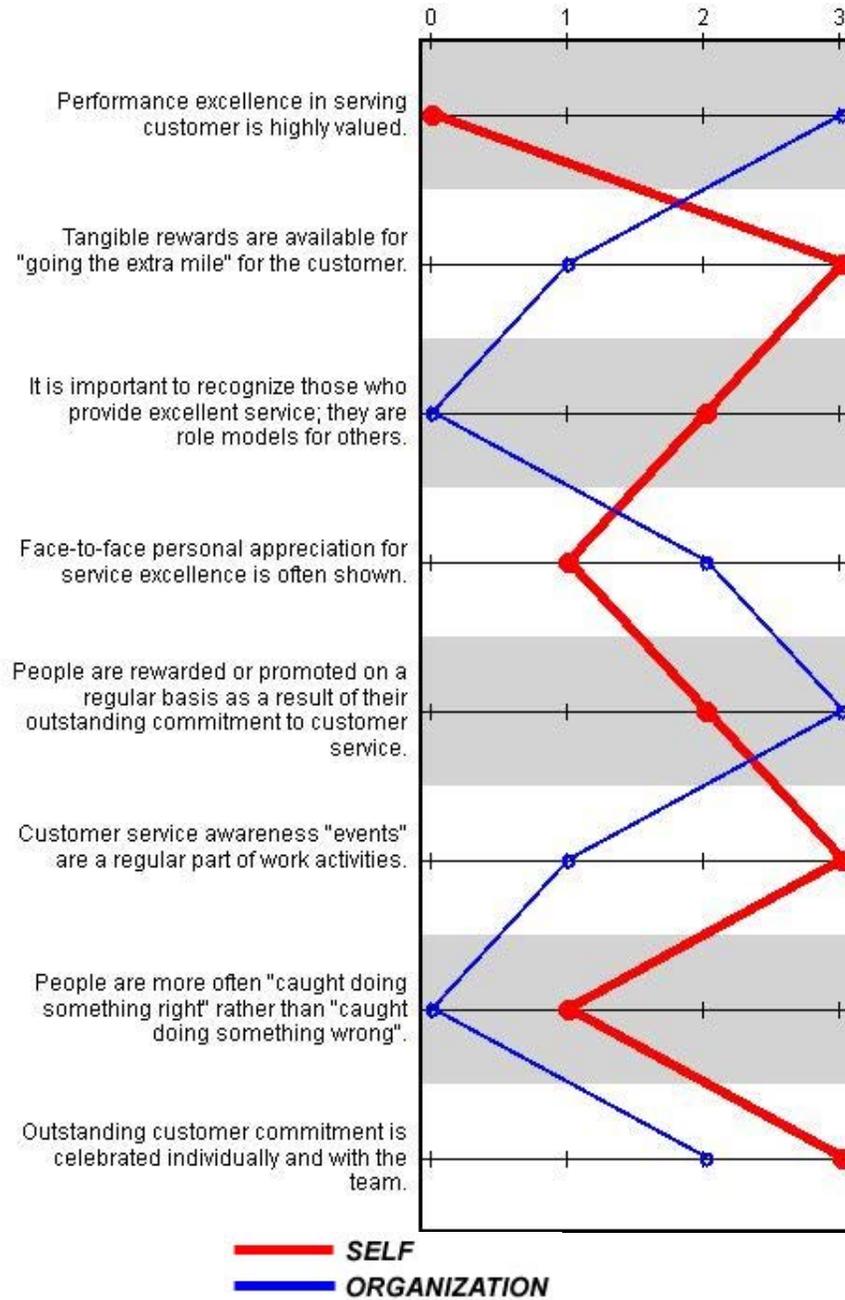
If people are a resource, they can and should be developed in order to increase their ultimate value. The never-ending process includes formal on-the-job training, guided experience, effective coaching and monitoring, performance reviews, organizational support, and general service awareness training.

Some general training can be very effective, but there is usually not enough emphasis on improving behavior (as opposed to improving skills or knowledge). Most enterprises need an integrated approach with a common language for all employees across the company. However, although common language and core training should be the same, we understandably have varying levels of base knowledge and awareness. Training should recognize these different levels of ability, and programs should be designed accordingly. Training, however, is no panacea in itself. Self-learning and practice in the use of new behaviors is the cultural payoff. This new behavior is then reinforced by openly providing plenty of support and encouragement as often as possible.

Effective incentive and reward programs can be created using a combination of paid trips (such as cruises), merchandise, and purely "feel good" mental pay-offs. Many organizations make only minimal or sporadic use of such recognition. They'll have to use a structured approach in order to make it a widespread part of the way business is done. The key to this culture change is to start in small ways: Immediately identify and publicize any examples of customer-service excellence. Little by little, the whole organization learns that certain behavior yields the most recognition.

Often linked with recognition and reward is creating a sense of celebration. The significance of being a part of something important cannot be overstated. In fact, it might be the most important operating principle of all. A strong culture of celebration needs to be developed in order to lift and sustain the highest possible employee morale.

## Summary Scores - Individual: 15 out of a possible 24



## Rewards and Recognition for Service Excellence RRS-3

### **It is important to point out excellent service givers as role models for others**

Whether individuals have the innate or natural ability to provide excellent service on most occasions, or they have learned these skills over time, such people are all too few in most enterprises (or at least every enterprise seems to complain that they would like many more than they have got).

Despite their potential minority status in the organization, excellent service givers are worth their weight in gold as role models to others. This is simply because, people can learn more by watching and working with outstanding service givers than they can be reading books or attending training workshops on customer service.

Best practice organizations quickly identify their best service givers and make sure that their skills and abilities are widely praised and pointed out to others to emulate. In addition, excellent service givers are asked to operate in a coaching mode where they can (and are even given formal roles as coaches or mentors to less experienced or skilled people that are in service giving positions).

Ask the following questions

### **FOR THE INDIVIDUAL**

1. Do I know who the excellent service givers are in my team or in the wider organization around me?
2. Do I spent quality time trying to learn from the behavior or actions of the excellent service givers in the enterprise and aim to try new and different approaches in my own work?
3. Do I look for excellent service givers to act as a coach or a mentor (to myself or others) or at least be a role model to help lift overall service skills?

### **FOR THE ORGANIZATION**

1. Do we know for sure who the excellent service givers are in our enterprise and what it is that makes them special?
2. Have we talked with our excellent service givers to encourage them to act as role models, coaches and mentors to other people as much as they can (or even utilize their skills in more formal training interventions)?
3. Are excellent service givers clearly identified so that they are widely recognized and known for their abilities (and can be sought out for their help and assistance when needed)?

## Rewards and Recognition for Service Excellence RRS-7

### People are often "caught doing something right" rather than doing something wrong

Whilst all of the advice that is often heard about open communication and feedback is a sensible and balanced way of handling recognition, so often, the culture of organizations is often more geared to catching our employees out, looking for mistakes, and learning only from failure. Although some might argue that this is a necessary condition in an increasingly competitive world, others would argue that the behavior of a small minority has created a 'policing' mentality under which the vast majority must also suffer. For those that hold to this view, catching your employees doing something wrong is not the primary emphasis, with in fact the reverse being the case. Their simple argument is that if we actively seek to recognize and reward what an individual or team is doing right, the impact and consequences will be infectiously translated to other individuals or teams or indeed to the whole organization.

If the above model were to be fully applied, it would suggest that, we should go out of their way to find employees doing something laudable to improve service in some way, especially if considerable time has passed without personal contact being made. This is because an individual's standards may be so high that their work rarely needs checking, and the chance of he or she beginning to feel taken for granted is very real. It is also very common for a member of the team to be struggling to perform some aspect of their job, in which case praise, however small, will form a basis for motivation and encouragement. Repeated regularly, this encouragement is often likely to engender and reinforce self-belief and lead to better service outcomes.

Ask the following questions

### FOR THE INDIVIDUAL

1. Do I spend too much time looking for colleague mistakes and shortfalls rather than to encourage them when they achieve success?
2. Do I go out of my way to catch my colleagues doing something right for the customer rather than to tell them when they are doing something incorrectly?
3. Do I proactively look for opportunities to celebrate individual and team achievements and successes as a direct incentive/motivation for people to achieve more of the same?

### FOR THE ORGANIZATION

1. Do we have a 'praise' orientated or 'blame' orientated culture in the organization and can we shift the balance more to the former rather than the latter?
2. Do we encourage supervisors and managers in the enterprise to actively catch people doing something right rather than something wrong?
3. Could we do more to recognize excellent service performance and decrease the emphasis on punishing or criticizing people for their genuine efforts to do things more effectively (when they do not go to plan)?

## Customer service awareness 'events' are a regular part of work activities

Although front line employees may be highly familiar with customer needs and expectations and (for the most part) have a high level of general awareness about the sort of service that customers expect, the majority of people in the enterprise are not so close to the 'action'. This means that most people actually have little or no knowledge about service needs on a detailed basis and cannot be therefore expected to understand what they have to do when the enterprise calls for more service effort or commitment.

Best practice organizations lift overall levels of service or understanding by holding awareness 'events' as an on-going part of the day to day activities of the enterprise. These 'events' can be small and informal or large scale and formal affairs (such as full workshops or conferences). In both cases, the aim is to expose as many employees as possible to real customer needs.

Ask the following questions

### FOR THE INDIVIDUAL

1. How do I maintain a high level of awareness about the needs and expectations of my internal or external customers?
2. Do I take an interest in attending formal or informal awareness events that help to build my knowledge of how to give better customer service?
3. To what extent do I think about planning my own awareness events to help share my customer service knowledge with others when appropriate?

### FOR THE ORGANIZATION

1. To what extent have we developed an effective strategy to maintain reasonable knowledge of customer needs across the organization through a series of formal and informal service awareness events?
2. Do we encourage people with high contact with customers to share their knowledge through special group meetings, events and coaching sessions?
3. Are service awareness events regularly organized, interesting and widely accessible to all employees?



## Summary

Customer service can be both a complicated and an easy subject for organizations at the same time. It is particularly complicated when an enterprise commits to better customer service, but fails to plan and settle its overall priorities in aiming to make the improvement real. This assessment of customer commitment has suggested a particular framework, within which any enterprise can become more customer focused or committed, at both an individual and organizational level. It has been suggested that this needs to occur at six levels. These are:

1. Service leadership and vision
2. Ability to capture the "voice" of customer feedback
3. Ability to develop and adhere to service standards
4. Capacity to empower employees to offer service excellence
5. Control of internal customer serving processes and systems
6. Process for rewarding and recognizing high service achievement

To focus on increasing customer satisfaction often entails allowing the customer to shape a particular supplier organization in the way that it provides its goods or services. If the enterprise resists this "shaping" influence, it is unlikely to achieve its service goals, and will find the experience difficult and frustrating. On the other hand, an enterprise that truly puts the customer first and lets everyone in the organization know that the primary focus is on meeting customer needs is likely to find the journey both considerably easier and potentially rewarding. This often entails a significant shift in traditional organizational systems and structures, ideally a metaphorical inverting of the organizational pyramid so that everyone serves the customer. In such an organization, front line staff are given the freedom and empowerment to do what they need to do to meet customer needs within the bounds of their common sense. This may sound like an idyllic state of affairs to most individuals and teams, but while it is certainly an exception rather than the rule, many organizations have already achieved great success and are reaping the rewards along with their customers.

## My Contact For Change

1. My personal goals to manage customer commitment more effectively in the future are:

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

2. As a result I will make more time to achieve the goals by giving less priority to:

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

3. Each week I will record my progress by: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

4. My support person(s) will be: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

5. My support person(s) will help me by: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

6. I will use the following methods to maintain my momentum and learn along the way:

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

7. I will reward myself for achieving my milestones by: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

8. My end reward will be: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Signed \_\_\_\_\_ Dated \_\_\_\_\_