



LEADING EMPOWERED TEAMS

**FOR AN AWESOME
CUSTOMER EXPERIENCE**

**PARTICIPANT
GUIDE**

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Written by Harry Woodward, Ph.D & John Tschohl.

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All rights reserved. Revised Edition. Published MMXXIII by: John Tschohl, President
Service Quality Institute
4656 Nine Oaks Circle
Minneapolis, Minnesota USA 55437
1-952- 884-3311
WhatsApp +1-612-382-5636
E-mail: John@servicequality.com · Web: www.customer-service.com

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LEADING EMPOWERED TEAMS FOR AN AWESOME CUSTOMER EXPERIENCE

Key Learning Objectives

- To define as the total customer experience a customer has with every part of your company and employees at all times... before and after the Sales & Service.
- To enable leaders to define quality service job standards and communicate them to employees
- To enable leaders to provide useful and continual feedback to employees
- To enable leaders to empower employees to meet and exceed the customer's intellectual and emotional needs
- To enable leaders to create an atmosphere of teamwork and collaboration

BFO'S

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BFO'S

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COURSE OUTLINE

Module One: Introduction

Welcome
Key Learning Objectives
Action Plan
BFO -Blinding Flash of the Obvious

Module Two: Customer Experience Defined

Superior Service Quality Defined
Keys to An Awesome Customer Experience
Customer Comfort
Gap Analysis

Module Three: Service Points and Flash Points

Service Points and Flash Points
The Changing Environment
Service Points
Our Quality Standards
Conscious Competence

Module Four: Introduction to Leadership

Best Leader Exercise
Service Quality Management

Module Five: Quality Service Standards

Parallel Lines Exercise

COURSE OUTLINE

Module Six: Feedback

Bells
Feedback
"Catching Someone Doing Something Right" Technique
Confronting Non-Performance
Key Learnings and Action Plan

Module Seven: Empowerment

Gaps
Purpose
Pockets of Excellence
Empowerment Obstacles
Obstacle Strategies
"Calling the Issue"
Employee Interview
Empowerment Support Interview
Action Plan

Module Eight: Teamwork

Managing Our Time
Tower Building
Teamwork
Action Plan

Module Nine: Action Planning

Summary
Gap Analysis
Box Exercise
Closing Statements
Evaluation

**IDENTIFY A SERVICE LEADER YOU ADMIRE.
WHAT IS THE “CUSTOMER EXPERIENCE” THEY OFFER
THAT THEIR COMPETITORS HAVE FAILED TO COPY?**

What is their “Customer Experience”?

Do they have any serious competition?

AWESOME CUSTOMER EXPERIENCE

What is it?

What is your organization's definition of an awesome customer experience?

CUSTOMER EXPERIENCE LEADERSHIP

CUSTOMER EXPERIENCE STANDARDS: What is expected around here?

- a. Clearly defined job standards
- b. Clear responsibilities and accountabilities

COACHING: How am I doing?

- a. Candor
- b. Coaching and development
- c. Feedback on performance (daytoday/year end, as needed)
- d. Rewards, recognition for accomplishments

EMPOWERMENT: What if...?

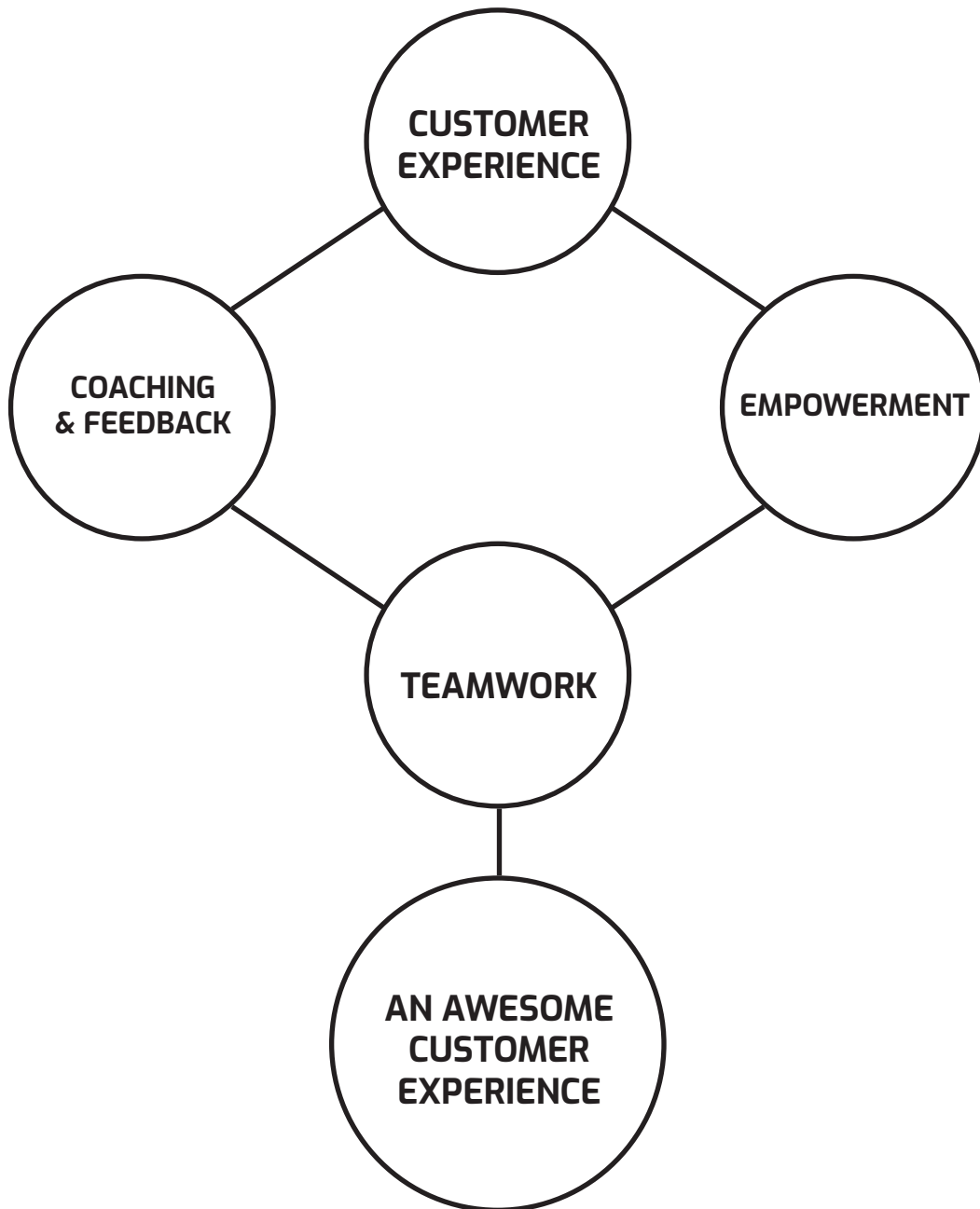
- a. A clear sense of mission regarding customers/service
- b. An expectation of/permission to take initiative

TEAM WORK: How can we cooperate?

- a. Collaborative problem solving
- b. Permission to cross lines

AWESOME CUSTOMER EXPERIENCE MANAGEMENT

Add in top circle Awesome Customer Experience Standards



Customer service is defined as the total customer experience a customer has with every part of your company and employees at all times... before and after the sales & services.

WHO GETS TO DECIDE?

1. Customer service is a function of your customer's perceptions, not YOUR quality service standards.

In other words, the customer gets to decide if he or she has received a quality product or service. Even though all of your standards may have been met, if the customer doesn't feel well served, your customer service is poor.

The general purpose of an awesome customer experience is:

- a. Having overly happy customers
- b. Customer retention
- c. New customer development
- d. Increasing market share

Expressed in terms of attitude, superior service is:

- A customer first mindset
- A positive attitude
- Personalized responsiveness
- Basic respect
- Reliability
- Professional acumen
- People orientation
- Resourcefulness
- Speed

2. Customer satisfaction is ultimately the result of the sum total of the customers' experiences with your organization.

“It isn't what you think you know that's important. It's what customers think that matters, even if they are illogical, uninformed, or witless.”

“Good service only has to do with what customers believe it to be. Few executives truly understand what good service is, nor are they close enough to their own employees to understand how bad and inconsistent service is.”

Achieving Excellence Through Customer Service, page 112

Customers come back to a place that has provided a quality experience for them. Thus managers need to focus not on tangibles as ends in themselves, but on how all the particulars combine to create a certain experience.

3. The benefits of superior service are:
 - Customer loyalty leading to increased market share and return on sales
 - Increased sales and profit
 - Higher customer count and more new customers
 - Savings in marketing, advertising and promotion budgets
 - Fewer complaints in an environment receptive to complaints; more complaints resolved, customers stay
 - More frequent sales, repeat business, larger sales, order upgrading, reordering
 - Positive company reputation
 - Differentiation

THE BENEFITS OF CUSTOMER EXPERIENCE (CONT.)

- Improved employee morale and productivity because customers respond positively to them
- Improved employee relationships: people talk to each other because they are in better moods, doing work they more often enjoy
- Fewer employee grievances, absenteeism and tardiness
- Less employee turnover

FOOTPRINTS

A college was having difficulty with students walking on the grass. They announced, and then put up signs saying, “Don’t walk on the grass,” all to no avail.

Finally someone pointed out that the reason people were walking on the grass is that since the original campus was built, new buildings had been added thus altering the traffic flow. The old sidewalk didn’t work anymore.

They proposed a number of sophisticated ways to analyze the new pedestrian traffic flow, but then an engineer told them, “That is too complicated. All you have to do is wait until it snows and don’t plow for two days.” They took his advice. It snowed. They didn’t shovel or plow and the new patterns became clear – footprints in the snow.

The engineer then pounded stakes in the ground to mark the new paths. In the spring he laid out the new sidewalks, planted new grass, and solved the problem.

“UBER”

Uber the world’s largest ride-sharing company. It is based in San Francisco, California which started in March 2009. Uber went public on May 9, 2019.

Uber’s disruptive technology explosive growth, and constant involvement in controversy make it one of the most fascinating companies to emerge in recent years.

Global ridesharing has disrupted modern transportation as we know it. It all started in Paris in 2008 when two friends Travis Kalanick and Garrett Camp were unable to get a cab. Uber was founded on a single

idea, “what if you could request a ride from your phone.”
Identify three footprints you are aware of in your organization:

1.

2.

3.

Footprints are emerging needs.
(Where are your customers “going anyway”?)

SERVICE WORKER ATTITUDES

CUSTOMER FIRST MINDSET

- Puts needs of customer first
- Ensures customer needs are met
- Goes out of one's way (to the point of being inconvenienced) to ensure satisfaction

POSITIVE ATTITUDE

- Demonstrates enthusiasm
- Displays a "can do" attitude
- Takes setbacks in stride

PERSONALIZED RESPONSIVENESS

- Strives to understand customer's preferences and expectations
- Takes into account customer's situation when providing customer information

BASIC RESPECT

- Shows common courtesy to all, regardless of appearance or other personal characteristics
- Avoids embarrassing anyone
- Respects other's need for time and personal space

SERVICE WORKER ATTITUDES (cont.)

RELIABILITY

- Takes time to do the job right
- Demonstrates reliability/dependability
- Does what is BEST rather than what is EASIEST

PROFESSIONAL ACUMEN

- Strives to be as knowledgeable, as possible, about job related issues in order to serve customers
- If lacking knowledge, knows who to contact and is w to contact others to get information illing

PEOPLE ORIENTATION

- Takes initiative in establishing rapport
- Demonstrates a personal interest in someone by making eye contact, smiling, calling them by name, etc.

RESOURCE FULNESS

- Resolves problems
- Suggests alternatives
- Bends rules, when appropriate, to resolve or avoid problems

CREATING CUSTOMER COMFORT

One definition of customer service is to MEET NEEDS AND CREATE COMFORT. Meeting needs is a given; creating comfort is a function of enabling the customer to feel a sense of control when he or she is interacting with your organization.

Specifically, customer comfort is a function of three things:

- 1. KNOWING “THE DRILL”:** Knowing the procedures, learning where things are or how the establishment operates. When customers “know the drill” they feel that they are in control of their experience. Employees at all levels should know “their drill” as well.
- 2. KNOWING THE PRODUCT or SERVICE:** People who are knowledgeable about their products and services can communicate that confidence with accurate, true information.
- 3. RAPID RESPONSE or SPEED:** People who are concerned and attentive to customer needs must take action quickly.

KEEP YOUR HAND ON THE HORSE

People who groom horses report that it is essential that they groom with one hand while always keeping the other hand on the horse. If you do this, the horse always knows where you are. If you take your hand off the horse, he may become skittish and try to kick you.

Customers are similar. However subtly or overtly, always retain contact with the customer so that you can respond quickly when the time comes.

“Keeping your hand on the horse” means developing a system in which customers always feel taken care of or “in contact” with your system, your organization, your people.

List examples in your organization.

CUSTOMER COMFORT

(For those with direct contact with customers)

Please write a statement of 20-25 words that describes the ideal customer experience from a “customer’s comfort” point of view when dealing with you or your organization.

(For those with Internal Customers)

Please write a 20-25 word statement that you believe would describe the ideal awesome customer experience when dealing with your department.

GAP ANALYSIS

A “gap” is the difference between what you have and what you want. What are the gaps between your current service and the superior service you would like to see?

Identify three main areas where you believe a gap exists.

Then describe what must be done or happen to close the gap.

Next, what do you believe the effect on “customer comfort” would be.

Metro Bank UK in London was launched July 29, 2010 by Vernon Hill formerly founder of Commerce Bank (p 260-267, Achieving Excellence Through Customer Service). This is the first new bank in London in 153 years. In 2010 it opened 4 new stores. By 2010 it had 80% brand awareness with NO advertising. The “Big Five” banks own about 85% of the market.

Commerce Bank was sold to TD Bank in 2007 as America's Most Convenient Bank. Vernon Hill founded the bank in 1973. He replicated his success story in London with Metro Bank. While CEO of Commerce Bank it became the 15th largest bank in the US.

Metro Bank UK identified gaps by eliminating banker hours. They are open Monday-Friday 8 AM - 8 PM. Saturdays 8 AM until 6 PM and Sundays from 11 AM until 5 PM with full banking services. They also open 10 minutes early and close 10 minutes late.

They went from zero deposits on July 29, 2010 to \$20 billion within 12 years with 79 stores and over 2,600,000 customers.

Visit their website www.metrobankonline.co.uk.

Another role model is Chewy.com Call 800-672-4378 and you will find live, knowledgeable, friendly people who will answer the phone in 1-3 rings. No voice mail.

Gap 1

To Do

Effect

Gap 2

To Do

Effect

Gap 3

To Do

Effect

VOICE MAIL/SOCIAL MEDIA

1. Do you personally love voice mail?
2. If you have voicemail, do your customers love it or hate it?
3. What does voicemail cost your organization in lost business with hang ups, calls not returned and unhappy customers?
4. What effect would eliminating voice mail and having the phone answered in 1-2 rings by a live, friendly, intelligent person have on customer comfort and revenue?
5. How has social media impacted your organization?
6. What can you do to prevent negative social media ratings and comments?

SERVICE POINTS AND FLASH POINTS

A “customer experience” or a “critical impression” is, very simply, a key moment when a customer is in a position to make a judgment about your level of service.

Specifically, a critical impression occurs any time a customer comes in contact with your business or its representatives and then uses that opportunity to judge the quality of your organization, your service, or products.

Some examples of critical impressions are:

- When a customer, on arriving, is greeted (or not greeted)
- When a customer looks or feels confused
- When something goes wrong, complaints or issues are raised
- When a customer asks a question, requests information
- When policies, rules and procedures hinder awesome service

Some critical impressions we can predict. Others we cannot. Thus, we need to distinguish between the predictable and the unpredictable.

1. Predictable we'll call SERVICE POINTS

2. Unpredictable we'll call FLASH POINTS

SERVICE POINTS AND FLASH POINTS (CONT.)

The keys to effective quality service are:

1. IDENTIFY your key SERVICE POINTS.

Key service points are those that are predictable and constant. They will always need to be covered. You can implement a systematic approach to cover these points.

2. ANTICIPATE your key FLASH POINTS.

These flash points are not predictable. They occur spontaneously and are a function of circumstances. There is no systematic way to anticipate these points. They will most likely tend to be volatile.

3. MASTER your key predictable service points and EMPOWER your employees to RESPOND to the key unpredictable flash points.

SHIFTING IMPRESSIONS OF CUSTOMER EXPERIENCE

STANDARD OPERATING PROCEDURE PREDICTABLE/SERVICE POINTS	UNPREDICTABLE/ FLASH POINTS
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1. Operations run policy
2. Customers had to follow the organization's rules
3. Customers adapted to "Standard Operating Procedure"

Your employees need to be empowered to handle flash points. Employees have to bend and break rules to handle flash points.

SERVICE POINTS

Example:

Supermarket

All of us at some time during the month go to a supermarket. We could also use a bank or restaurant for this learning exercise.

Supermarkets spend thousands of dollars weekly with newspaper, TV and radio advertising. They typically operate on a one percent profit margin. There are usually a variety of supermarkets to choose from within a few miles of each other. Why do we go to our supermarket? Is it location? Price? Parking? Cleanliness?

Service? Quality of produce or meat? Selection of food specials? Ease of getting in and out quickly? Speed of check out?

1. What things do you see in the parking lot? (Clean, well lit, ample parking, easy to get in and out of, etc.)
2. Now, as you enter the store what are the first things you see? (Carts, sale items, ads for items on special, etc.)
3. Where is the milk? (Why is it in the back?)
4. As you get to the checkout, what do you see? (Impulse items, such as gum, magazines, candy, etc.)

5. Did the cashier recognize you, call you by name? As you paid if you paid by check or credit card did the employee use your name? If you were at a membership club like Costco, did they use your name when you gave them your membership card?

6. What are some of the things you would do to create customer comfort and superior service in the supermarket you frequent?

OUR CUSTOMER EXPERIENCE SERVICE POINTS

There are 5-15 things we must do well everyday, otherwise we shouldn't be in business.

Make a list of the key quality standards/service points in your operation that customers are most likely to regard as important.

Create your own names or terms for these quality standards or service points. Generate an initial list below.

An organization or team	As Individual