



Creating a Customer Service Culture

A Human Resources Approach

Introductions

- About the presentation
- About me



Customer Service Basics

- What is customer service?
 - Definition





Customer Service Basics

Providing genuine
service that

ANTICIPATES

customer's needs



Customer Service Basics

- What is customer service?
 - Definition of a customer

Customer Service Basics

Anyone that
impacts the
business operations
at your location

Customer Service Basics

- What is customer service?
 - The Customer Service Principle

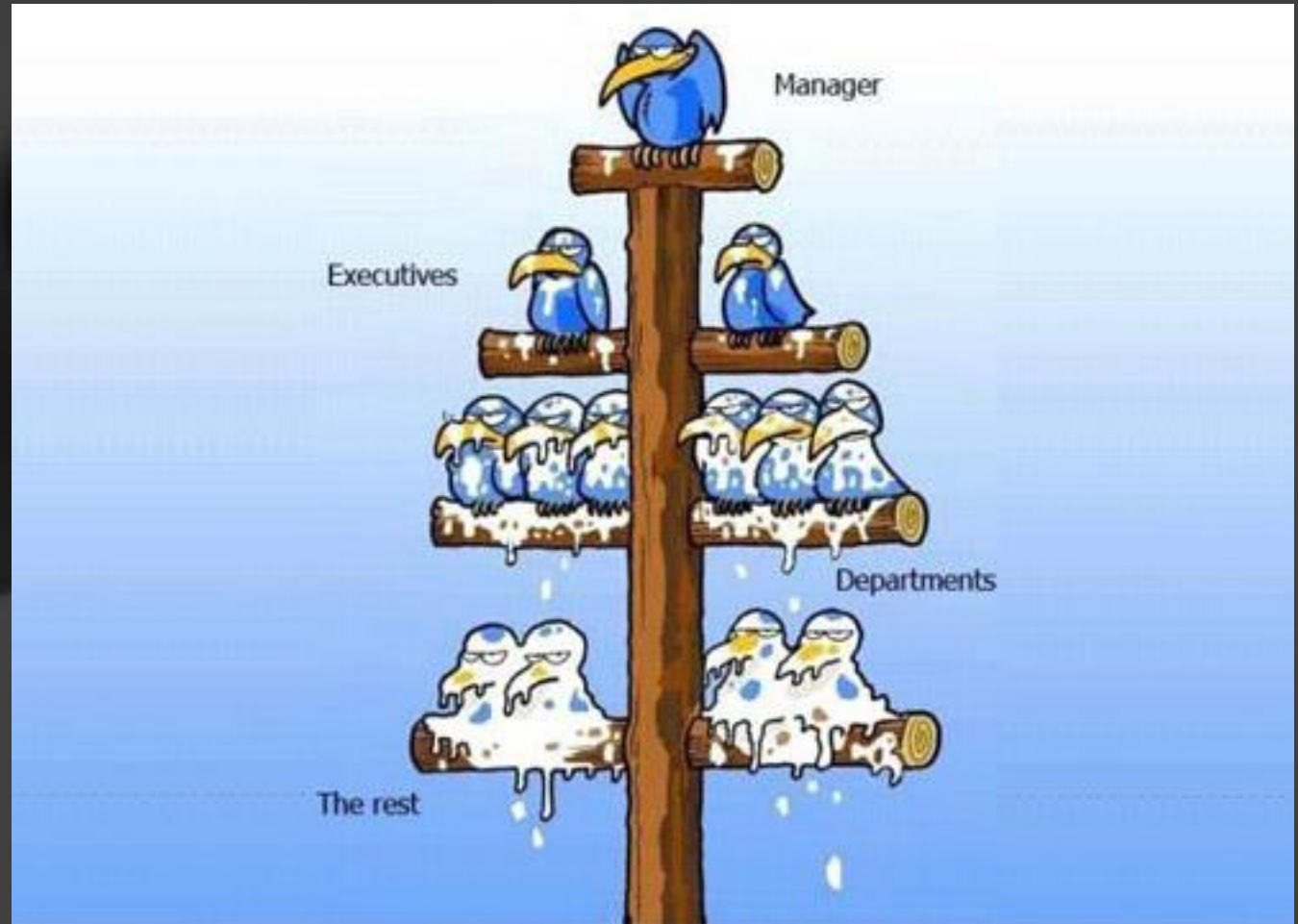
You do not work for your **company**. You work for your **customers**.

Customer Service Basics

- What is customer service?
 - **Who** is responsible for Customer Service at your organization?

EVERYONE

Typical Organizational Chart



Make sure your organizational chart does **NOT** look like this!

Customer Service Org Chart



Customer Service Basics

- **Four elements of Customer Satisfaction**

- A perfect **'product'**
- Delivered by caring, **friendly** people
- In a **timely** fashion
- With the **support** of an effective problem resolution process

Let's Talk about Expenses

- **Creating the culture is not a **cost** – it is an **investment****
- Advertising / promotions
- Cost to recruit a new customer
- Cost to train a new employee

Customer Service Basics

• The Culture Defined

- The elements of a successful culture
 - Must have **buy-in** from everyone
 - You must know your **current situation**
 - You need **support** from the “top”

Customer Service Basics



Customer Service Basics



The Customer Experience

- **Assessing your current experience**

- Experience and **Loyalty**
- **Meeting** needs?
- **Solving** problems?
- **Anticipating** wants?
- Knowing the **'whys'** and expected outcomes
- **Tools**
 - Mystery shopping, surveys, competitor visits

The Customer Experience

- **Planning for Improvements**

- Find **gaps** between actual experiences and expected outcomes (perception vs reality)
 - What went **wrong**?
 - What went **right**?
 - Identify **obstacles** to change
 - **Brainstorm** on changes

The Customer Experience

You **must** involve
those who
actually **interact**
with the
customers

The Customer Experience

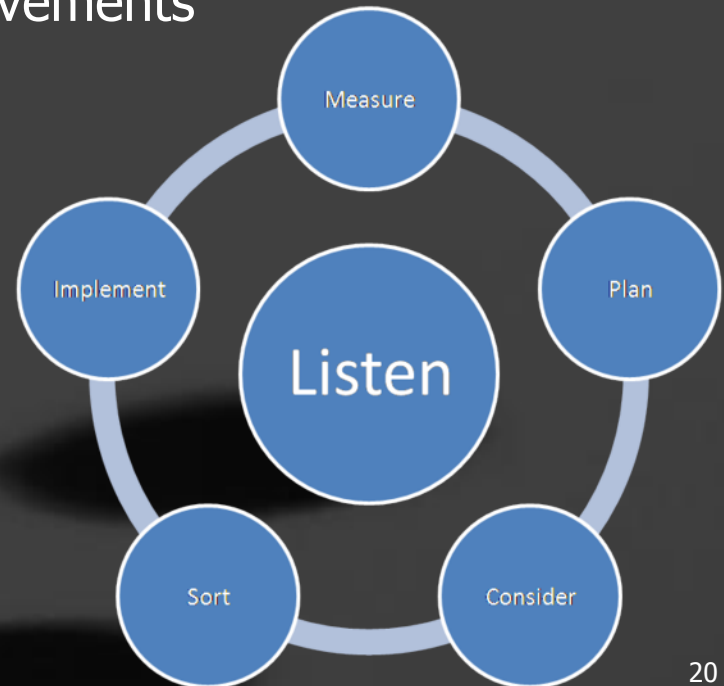
• **Implementing the Plan**

- Make the changes
 - **Train** first
 - Get **buy-in**
 - **Show** expectations
 - Get **input**
 - Management must **model** the behavior

The Customer Experience

• Reviewing the Situation

- **360** degree review
- Develop feedback **tools**
- Back to **plan** for improvements



Get the Right People on Board

- **Recruit better**

- Select **talent** not skills
- **Resist** temptation
- Develop **Selection Discipline**



Top 5 Traits for Service Positions

1. Genuine personal warmth

2. Empathic skill

3. Optimistic, upbeat attitude

4. Team orientation

5. Conscientiousness

Service Position Case Study

31st May 2011

Sainsbury's Supermarkets Ltd
33 Holborn
London
EC1N 2HT

Dear
Sainssssssssssssssssssssbbbbbrrryys.

Why is tiger bread c\alled tiger bread?
It should be c\alled giraffe bread.

Love from Lily Robinson age 3 ½

Handwritten signature in blue ink, appearing to read 'Lily Robinson'.

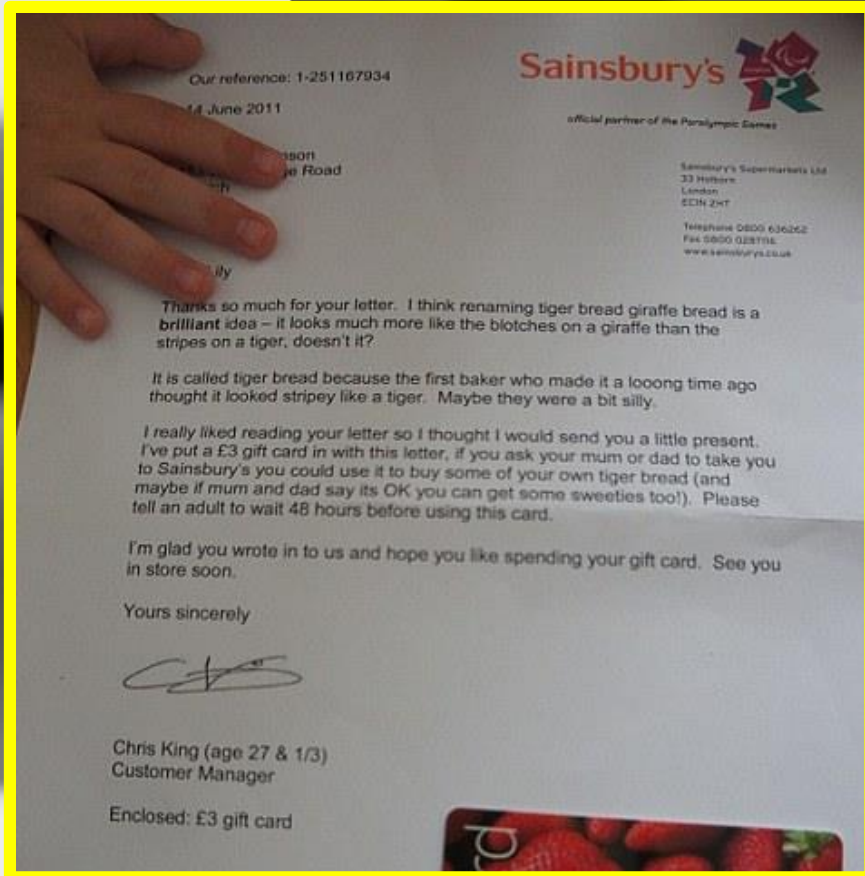
Sainsbury's Supermarket

Dear Sainssssssbbbbbrrryys,

*Why is tiger bread c/alled
tiger bread? It should be
c/alled giraffe bread.*

*Love, from Lily Robinson
age 3½*

Service Position Case Study



Response Received

Definitely written by a leader with a service culture.

What stands out about this letter to you?

How can you create a 'Lily Moment' at work?

Get the Right People on Board

- **Train better**

- **Powerful** orientation process
- Build '**brand ambassadors**'

Know what the first day of work is like for your employees

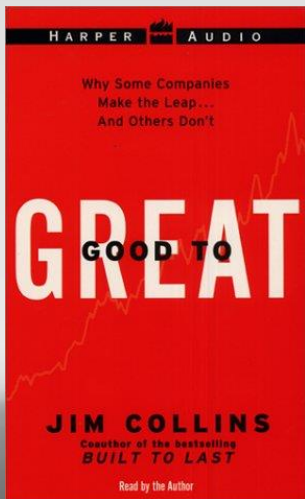
The **STORY OF JIM**

**You never get
another DAY ONE!**

Get the Right People on Board

- **Replace Better**

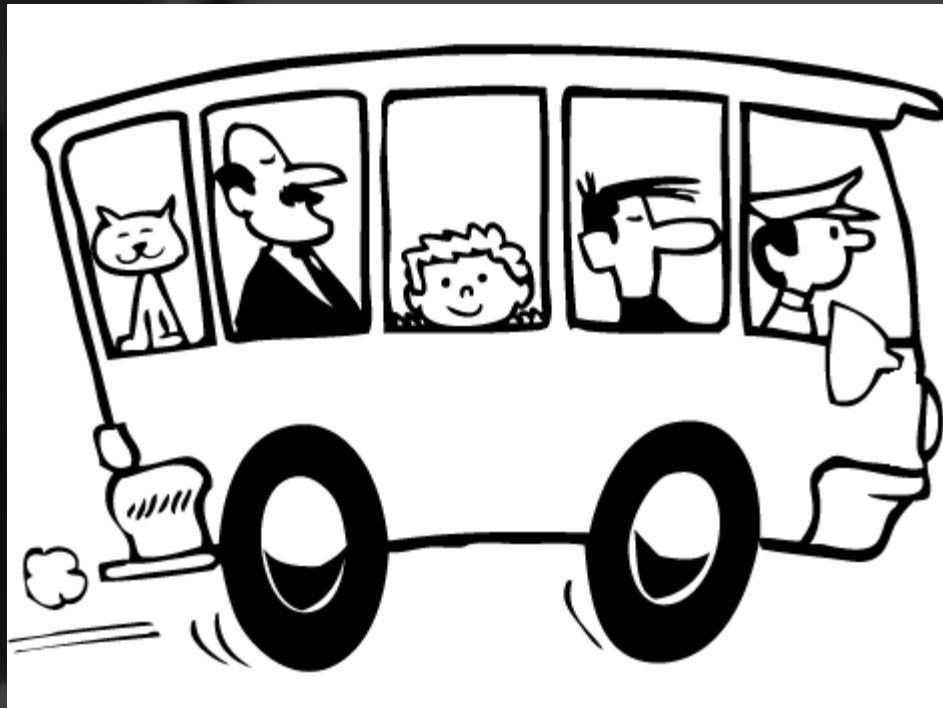
- Cannot get **buy-in**? Gift them!
- **Daily** routine
- **Non**-performers

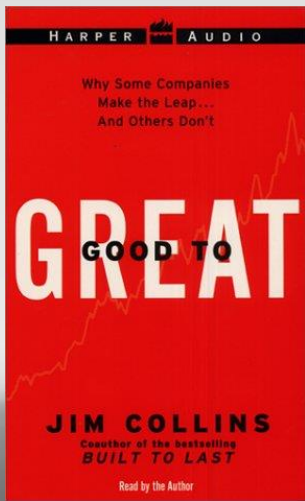


Right People on the Bus

- **Get the right people on board**

- Find the **right** talent
- **Constantly** search

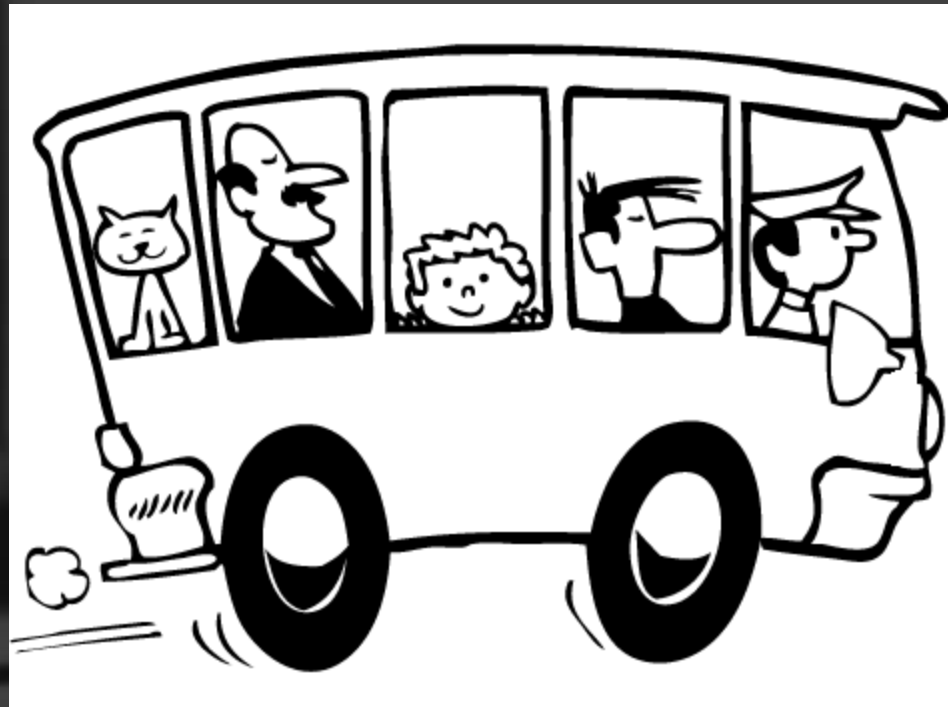


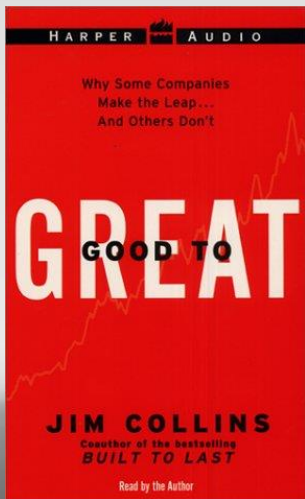


Right People on the Bus

- **Get the wrong people off the buss**

- **Prevent** you from moving forward
- **Ditch** or neutralize





Right People on the Bus

- **Get the right people in the right seats**

- Use **talent matching**
- Seek new **roles**, then **empower**



Get the Right People on Board

• Leadership by Example

- Leaders need to **set the tone**
- Must be part of the **orientation process**
- **“Walk the walk”**

Great Service Leaders

- **Five Characteristics**

- **Vision**

- **Alignment**

- **Standard Setting**

- **Support**

- **Motivation**

Get the Right People on Board

- **Deal with Cynics**

- I will kill all the cynics with my great optimism...



The Best Moral Leaders

- **Involve** people in the design of their work
- Enhance **pride** in their work
- Enhance **purpose**, not just function
- Support '**communities**'
- Support **involvement**



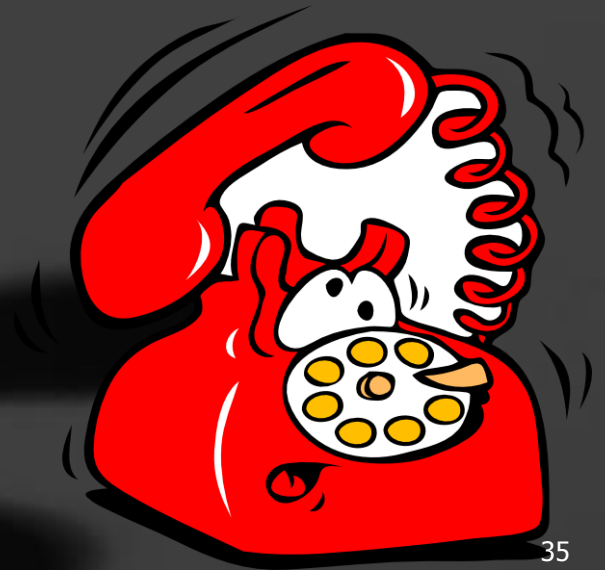
Creating the Culture

- Saying the Right Things
- Function vs Purpose
- Doing the Right Things

Saying the Right Things

• Phone Etiquette

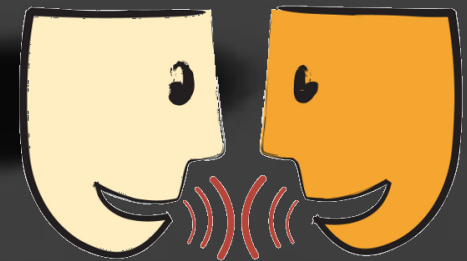
- Need to set standards
 - **Number** of rings
 - Standardized **greetings**
 - **Personal** conduct
 - Usage of a **name**
 - **Promises** and deliveries



Saying the Right Things

- **Face-to-Face Etiquette**

- Establish **language lexicons**
 - Words and phrases you do say
 - And those you DON'T
- **10-Foot-Rule**
- Conflicts with **Ringing Phones**
- **Body Language**



Saying the Right Thing

- **Signage**

- **Tour** your facility
- Get **creative**
- **Engineer** language
- No **NEGATIVES**



Saying the Right Thing



FlashFunpages.com

Saying the Right Thing

- **Policies**

- Set by humans, can be changed by humans

- **NEVER EVER EVER EVER**
say 'because it is policy'

- Make sure your **policies are fair**, reasonable and implemented consistently

Let Me Tell You What I CAN Do

- When you can't fulfill the customer's request
 - Explain the reason
 - Show empathy
 - Let the customer know what you CAN do (offer an alternative solution)

Let Me Tell You What I CAN Do

- **1st COLOR**
 - You can't give the customer information on his ex-wife's account balance because it would be illegal
- **2nd COLOR**
 - You can't wire flowers to the customer's sister in Boston without first receiving payment
- **3rd COLOR**
 - You can't sell weight loss products to the customer because she must first be evaluated by a dietician

Function vs Purpose

- **Function**

- **What do you do** at work each and every day?

- **Purpose**

- **Why do you do** what you do each day?

Doing the Right Things

• Job Descriptions

- What are they?
- In a customer service culture, they need to be different
- Other duties as required? NOPE
- Follow Southwest Airlines lead... they say

**Whatever YOU need
to do to enhance the
overall operation**



Doing the Right Things

• Empowerment

- Means keeping **promises**
- Must have **empowered** front line employees
- **Trust them** to make the right call
- **Train them** to handle situations

A Customer Service Story



Recap

- Customer service principle
- Organizational chart
- Customer service culture
- Assess your current experience
- Load the bus
- Saying the Right Things
- Function vs Purpose
- Doing the Right Things