



Factors driving customer service performance

- Leadership and customer service
- Policy and standards
- Planning and implementing customer service requirements
- Monitoring, adjusting and reporting customer service performance
- Reducing unacceptable customer service

Process

- Review the actions for each factor.
- Identify three things we do well and three things we could do better.
- In relation to the things we could do better, ask – what needs to happen? What do I need to initiate?

Improve Customer Service



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Leadership and customer service

- What we can and cannot do in relation to customer service is defined, explained, understood and applied.
- We express and explore all perceptions about customer service issues in a balanced, objective and factual manner.
- The background and the reasons behind customer service decisions that affect the ways we do our work are explained and accepted.
- We show commitment to customer service decisions and we follow through on those decisions.
- There are no repercussions (overt or covert) if we speak honestly and openly about unacceptable customer service practices or behaviours.
- We facilitate conformance with the best customer service practices where there are conflicting opinions.
- Customer service decisions that need to be made are made even though they may not please all work group / team members.
- Decisions that have an adverse effect on customer service are reversed or modified.
- Both the positive and negative consequences of planned customer service changes are discussed openly.
- Background issues that may be a root cause of unacceptable customer service behaviour at work are identified and resolved.
- In relation to new customer service initiatives or customer service changes, we clarify what the work group / team will do and why.
- Clear direction on customer service issues is provided to the work group / team and individuals when the situation requires it.
- Support in relation to customer service issues is provided to the work group / team and individuals when the situation requires it.
- We improve customer service practices in the light of changing circumstances and changing customer expectations.
- We identify and eliminate or modify blockages to better customer service performance.
- Best customer service practices are not compromised by workload and production demands.
- Attitudes and behaviour detrimental to customer service are identified and resolved.
- When required, people receive adequate counselling, training, coaching or mentoring related to customer service behaviour.

Improve Customer Service



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- We identify and acknowledge examples of outstanding customer service.
- We constantly measure the achievement of desired customer service outcomes.
- We actively listen when discussing issues that affect customer service.
- We demonstrate the customer service behaviours we expect of others.

Improve Customer Service



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Policy and standards

- We know what is required of us in relation to company policy, practices and customer service standards.
- The reasons why company policy, practices and customer service standards exist are clarified and accepted.
- Complex information relating to customer service are summarised into meaningful information.
- Relevant information affecting our ability to provide outstanding customer service is communicated effectively for all team members.
- We understand and apply the information provided.
- The expectations of a supervisor / team leader in relation to customer service are clarified and executed.
- The expectations of team members to provide outstanding customer service are clarified and executed.
- The implications and consequences of disgruntled customers are clarified and accepted.
- We assess what team members know in relation to company policy, practices and customer service standards.
- Changes in customer service requirements are assessed and their impacts communicated to affected persons.
- Necessary changes are made to policy, systems and procedures, and customer service standards.

Improve Customer Service



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Planning and implementing customer service requirements

- Strategies and work practices to ensure compliance with customer service policy and customer service standards are planned and implemented.
- Relevant people are consulted during the planning stage.
- Key customer service issues needing to be considered during the planning stage are identified.
- The obstacles to providing outstanding customer service are identified and resolved.
- We are aware of the most common causes of unsatisfied customers or of customer complaints.
- Control strategies to optimise customer service are planned and executed.
- We know and execute the customer service strategies and customer service requirements.
- We comply with policy and customer service performance standards.
- The consequences of not complying with customer service requirements are clearly explained and accepted.
- We identify where individuals are unsure about their responsibilities in relation to customer service.
- People who need assistance in managing their responsibilities are coached or mentored.
- Senior management do what needs doing to support the achievement of outstanding customer service.
- We explore what we need to do better in relation to planning and implementing customer service requirements.

Improve Customer Service



Monitoring, adjusting and reporting customer service performance

- Actual and potential customer services problems are identified, reported promptly and are rectified.
- We have identified and discussed the most common types of incidents with the potential for complaints or lost custom.
- The causes of customer service problems and deficiencies are identified and resolved.
- Corrective or preventative actions appropriate to the size of the problems and the potential risk are taken to eliminate the causes of actual or potential incidents.
- The reasons for reporting incidents and exploring causes are discussed and accepted by work group / team members.
- People are informed of the results of improvements in customer service performance.
- Information on customer service issues and performance is reported and recorded in accordance with organisational requirements.
- Work group / team members monitor, adjust and report customer service performance, as required.
- Those work group / team members who require assistance to monitor, adjust and report customer service performance receive training, coaching or mentoring.
- Systems, records and reporting procedures are maintained according to company requirements.
- The records and statistics that we keep are effective (e.g., incident rates, complaints).
- Records and statistics are analysed effectively and used by the appropriate people to improve customer service.
- Customer service performance records are maintained and followed through effectively.
- Customer service performance / incidents / complaints are tracked over time to identify trends.
- Statistics are analysed, communicated effectively and follow up action to improve customer service applied, where necessary.
- Incident reports are kept in an appropriate form and used to improve customer service.
- We record data relating to customer service to track performance towards achieving objectives and targets.
- Changes resulting from corrective or preventative action are made to documented procedures.
- Those changes are followed through with the relevant people.

Improve Customer Service



Reducing unacceptable customer service

- Things we do which could damage customer service are identified and remedied.
- We identify (without blame) where most unacceptable customer service occurs in the processing of work.
- The consequences of unacceptable customer service on us and others are discussed and agreed.
- The causes of unacceptable customer service are identified and remedied.
- Ways to reduce unacceptable customer service are explored and executed.
- We identify those people who need additional coaching or training to help them eliminate unacceptable customer service in their work.
- Faulty equipment which may cause unacceptable customer service are identified and remedied.
- Faulty systems or procedures which may cause unacceptable customer service are identified and remedied.
- Pressures and demands that contribute to unacceptable customer service are identified and reduced, modified or eliminated.
- Attitudes and behaviours that contribute to unacceptable customer service are identified and changed.
- We take particular action to prevent incidents where there is a high degree of monotony and repetition which could lead to unacceptable customer service.
- We discuss with other areas the things they do which appear to contribute to unacceptable customer service.
- We collaborate with other areas to eliminate or modify unacceptable actions.
- We push to make changes to things that need to change in relation to customer service.
- We identify, define, document and monitor the application of key systems and procedures which must be followed to eliminate unacceptable customer service.
- We explore and execute better ways to perform unacceptable activities.
- Standard customer service procedures and customer service standards for the key things we do are agreed and applied.
- We agree ways to check that all people comply with customer service procedures and standards.
- We check regularly that all people are complying with customer service standards.
- The efforts of those who act to reduce unacceptable activities are acknowledged and recognised.
- Senior management do what needs doing to help reduce unacceptable activities.