



Factors driving customer service performance

- Empowerment and customer service
- Communication affecting customer service
- Persuading and influencing
- Workplace relationships and customer service
- Cooperation and 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?

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Empowerment and customer service

- We communicate our expectations of customer service behaviour and standards within our work group.
- We are empowered to deliver the required standard of customer service.
- If mistakes occur, we encourage learning and improvement with no threat of punishment.
- Our expressed opinions help other people to improve their customer service behaviour.
- We openly discuss our attitudes and beliefs about customer service in our workplace.
- We regularly assess our assets and liabilities in delivering outstanding customer service and apply remedial action.
- Our work environment contributes to the provision of outstanding customer service.
- People are clear on the non-negotiable customer service behaviours expected of our work group.
- We encourage people to be responsible for the consequences of decisions they make about customer service.
- We encourage people to find resolutions to customer service problems they are capable of resolving.
- We avoid sarcasm and putting others down when people are attempting to improve customer service.
- We challenge negative group-talk about issues affecting customer service.
- We feel empowered to say “No” where appropriate.
- We feel empowered to identify and raise customer service issues.
- We feel empowered to suggest improvements to customer service.
- We feel empowered to always follow correct procedures (no pressure to cut corners).
- We are appropriately consulted and involved in decisions affecting our customer service.
- We are trusted to make decisions on customer service and act appropriately within the scope of our role.
- We are clear about where and in whom authority is vested.
- The customer service information we need to work safely is received and applied.
- We are aware of our own customer service responsibilities and the customer service responsibilities of other work group / team members.

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- We respect the customer service accountabilities of customer service representatives through our support.
- We take responsibility for customer service outcomes.
- The outcomes of incidents are advised to all work group / team members.
- We are given opportunities to develop our customer service skills and knowledge.

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Communication affecting customer service

- The reasons for and the benefits of improving communication affecting customer service are agreed.
- We explore where, how, when, with whom and why communication in relation to customer service is breaking down.
- The nature, format and timing of our communication requirements in relation to customer service issues are agreed and followed through.
- We consult with other areas to agree our and their communication requirements in relation to mutual customer service issues.
- Ways to improve communications in relation to customer service within our work area are explored and followed through.
- Ways to improve communication about customer service with other areas that affect the way we do our work are explored and followed through.
- Instances where communications in relation to customer service issues are untimely, inaccurate or insufficient are identified and resolved.
- Pending issues or changes affecting customer service are discussed as soon as we are aware of them.
- We include those people who are less able to articulate their thoughts about customer service issues or uncomfortable about expressing their views in a group situation.
- Formal lines of communication about customer service issues between other relevant areas are established and followed.
- The positive and negative consequences of the methods used in our workplace to communicate about customer service issues - both formally and informally – are discussed and used to make improvements.
- We check to see what customer service actions or customer service information are required to assist our day-to-day operations.
- We consult with others about customer service decisions which will affect them before the decision is made.
- We ask questions to obtain information about customer service issues.
- The communication processes required to enhance customer service are clarified and employed effectively.
- New and better ways to improve customer service communication are implemented and followed through.

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Persuading and influencing

- Assumptions about customer service situations are identified and compared against the known facts.
- Facts are separated from opinions or inferences in discussions about customer service situations.
- We explore why and where assumptions have come from.
- Pre-conceived ideas about customer service situations are challenged constructively.
- We express what we are really thinking and feeling about a customer service situation.
- We encourage others to express what they are really thinking about customer service situations by stressing the importance of doing this and that we are genuinely interested.
- Even if what others are really thinking is something uncomfortable but important to customer service we would rather know than not know.
- We ask people where and why they feel unable to change their behaviour in relation to customer service.
- We explore what it is that people are afraid might happen or what it is they are fearful of losing by changing their customer service behaviour.
- We explain how what we are proposing will provide benefits for customers, us and others.
- Any negative aspects of changes in relation to customer service and the consequences on all relevant people are explored.
- We check how people feel about things once the situation has been explored in greater depth.
- We check the level of conviction and commitment to changes in relation to customer service.
- We confirm what people will do as a result of discussions about changes to customer service practices.
- In discussing customer service, we look for the best argument, not to win the argument.
- In discussions on customer service, we ask others to explain how they came to their view or to expand on their view.
- We make our own reasoning clear by saying how we arrived at our view and on what it is based.
- We achieve better ways of thinking about customer service by providing different background, information, knowledge, perspectives and interpretations.

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- We explore what it is about the customer service situation, about me or others that is making open exchange difficult.
- We explore what we see as possible limitations in our thinking about customer service.

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Workplace relationships and customer service

- How workplace relationships impact on customer service is clarified and accepted.
- We agree the things we do which detract from effective workplace relationships and customer service.
- Areas where co-operation could be better to improve customer service are identified.
- Actions we need to take to improve co-operation are agreed and implemented.
- Discuss ways to improve workplace relationships.
- Share our perceptions of another's behaviour if their behaviour is counter-productive.
- Agree the things, behaviours that influence effective workplace relationships.
- Acknowledge where relationships have been damaged and agree a strategy to work together.
- Seek feedback on our own responses to a conflict situation.
- Tell people what we are honestly thinking and feeling.
- Ask others about the things we do that detract from effective workplace relationship.
- Discuss with senior management what they can do to assist in improving workplace relationships.
- Ask others to honestly tell us what they are thinking and feeling.
- Ask others to give us feedback about our own performance.
- Clarify and agree where there are differences of perception about situations and issues.
- Agree to undertake a process to improve the relationship.
- Agree where relationships could be better.
- Focus only on the behaviour that may be damaging the relationship and not the person.
- Tell others how we react to their style.
- Identify the things each person does that cause the other party concern or grief.
- Discuss the benefits of better relationships and the 'downside' of a poor working relationship for both of you.
- Avoid saying things that may damage the dignity and self-respect of others when attempting to resolve contentious issues.
- Acknowledge things that happened in the past that have damaged relationships so that both parties can move forward.

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Cooperation and customer service

- Discuss the benefits of improving co-operation.
- Discuss how individual roles impact on others within the organisation.
- Identify and discuss how what we do fits within the work flow process for others in the organisation.
- Identify those areas in other departments with which we have contact.
- Ask others what we need to do to help them do their job to the required standard.
- Discuss with others what they need to do to help us do our jobs to the required standard.
- Discuss new, different and better ways to help us achieve others' requirements of us.
- Identify where and when better co-operation is needed between individuals or areas.
- Identify where co-operation between individuals or areas is poor.
- Discuss how co-operation can be improved.
- Provide feedback when co-operation is poor or breaking down.
- Inform people in other departments about any changes/issues that will directly or indirectly affect them.
- Speak positively about all others within the organisation.
- Thank people when they have helped us.
- Identify the impact and consequences of poor co-operation between individuals.
- Provide feedback to the team and others on how we have helped others.
- Discuss within the team the work requirements of each individual.
- Ask ourselves what we do that might be counter-productive to co-operation.
- Ask others what we do that is counter-productive to others.
- Discuss within the team the best ways to implement required changes to the way we do things that will improve co-operation.
- Implement new, different and better ways to do things to provide co-operation.
- Check that the new changes now become a standard practice for what we do.
- Provide feedback on how our changes have helped others.
- Discuss with senior management the support required to implement changes to improve co-operation.