



### 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?



## Empowerment and customer service

1. We communicate our expectations of customer service behaviour and standards within our work group.
2. We are empowered to deliver the required standard of customer service.
3. If mistakes occur, we encourage learning and improvement with no threat of punishment.
4. Our expressed opinions help other people to improve their customer service behaviour.
5. We openly discuss our attitudes and beliefs about customer service in our workplace.
6. We regularly assess our assets and liabilities in delivering outstanding customer service and apply remedial action.
7. Our work environment contributes to the provision of outstanding customer service.
8. People are clear on the non-negotiable customer service behaviours expected of our work group.
9. We encourage people to be responsible for the consequences of decisions they make about customer service.
10. We encourage people to find resolutions to customer service problems they are capable of resolving.
11. We avoid sarcasm and putting others down when people are attempting to improve customer service.
12. We challenge negative group-talk about issues affecting customer service.
13. We feel empowered to say “No” where appropriate.
14. We feel empowered to identify and raise customer service issues.
15. We feel empowered to suggest improvements to customer service.
16. We feel empowered to always follow correct procedures (no pressure to cut corners).
17. We are appropriately consulted and involved in decisions affecting our customer service.
18. We are trusted to make decisions on customer service and act appropriately within the scope of our role.
19. We are clear about where and in whom authority is vested.
20. The customer service information we need to work safely is received and applied.
21. We are aware of our own customer service responsibilities and the customer service responsibilities of other work group / team members.
22. We respect the customer service accountabilities of customer service representatives through our support.
23. We take responsibility for customer service outcomes.
24. The outcomes of incidents are advised to all work group / team members.
25. We are given opportunities to develop our customer service skills and knowledge.



## Communication affecting customer service

1. The reasons for and the benefits of improving communication affecting customer service are agreed.
2. We explore where, how, when, with whom and why communication in relation to customer service is breaking down.
3. The nature, format and timing of our communication requirements in relation to customer service issues are agreed and followed through.
4. We consult with other areas to agree our and their communication requirements in relation to mutual customer service issues.
5. Ways to improve communications in relation to customer service within our work area are explored and followed through.
6. Ways to improve communication about customer service with other areas that affect the way we do our work are explored and followed through.
7. Instances where communications in relation to customer service issues are untimely, inaccurate or insufficient are identified and resolved.
8. Pending issues or changes affecting customer service are discussed as soon as we are aware of them.
9. 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.
10. Formal lines of communication about customer service issues between other relevant areas are established and followed.
11. 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.
12. We check to see what customer service actions or customer service information are required to assist our day-to-day operations.
13. We consult with others about customer service decisions which will affect them before the decision is made.
14. We ask questions to obtain information about customer service issues.
15. The communication processes required to enhance customer service are clarified and employed effectively.
16. New and better ways to improve customer service communication are implemented and followed through.



## Persuading and influencing

1. Assumptions about customer service situations are identified and compared against the known facts.
2. Facts are separated from opinions or inferences in discussions about customer service situations.
3. We explore why and where assumptions have come from.
4. Pre-conceived ideas about customer service situations are challenged constructively.
5. We express what we are really thinking and feeling about a customer service situation.
6. 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.
7. Even if what others are really thinking is something uncomfortable but important to customer service we would rather know than not know.
8. We ask people where and why they feel unable to change their behaviour in relation to customer service.
9. 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.
10. We explain how what we are proposing will provide benefits for customers, us and others.
11. Any negative aspects of changes in relation to customer service and the consequences on all relevant people are explored.
12. We check how people feel about things once the situation has been explored in greater depth.
13. We check the level of conviction and commitment to changes in relation to customer service.
14. We confirm what people will do as a result of discussions about changes to customer service practices.
15. In discussing customer service, we look for the best argument, not to win the argument.
16. In discussions on customer service, we ask others to explain how they came to their view or to expand on their view.
17. We make our own reasoning clear by saying how we arrived at our view and on what it is based.
18. We achieve better ways of thinking about customer service by providing different background, information, knowledge, perspectives and interpretations.
19. We explore what it is about the customer service situation, about me or others that is making open exchange difficult.
20. We explore what we see as possible limitations in our thinking about customer service.



### Workplace relationships and customer service

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





### Cooperation and customer service

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