

**LEADING  
EMPOWERED TEAMS  
FOR SERVICE  
QUALITY**

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**LEADER GUIDE**

## Leading Empowered Teams for Service Quality

### Objectives

- To define an approach for meeting the intellectual and emotional needs of customers
- 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

## Course Outline

### Module One: Introduction

Welcome

Course Objectives

Action Plan

BFO — Blinding Flash of the Obvious

### Module Two: Quality Service Defined

Superior Service Quality Defined

Keys to Quality Service

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: Quality Service Standards

Parallel Lines Exercise

## Course Outline (cont.)

### Module Five: Feedback

Bells

Feedback

“Catching Someone Doing Something Right” Technique

Confronting Non-Performance

Key Learnings and Action Plan

### Module Six: Empowerment

Gaps

Purpose

Pockets of Excellence

Empowerment Obstacles

Obstacle Strategies

“Calling the Issue”

Employee Interview

Empowerment Support Interview

Action Plan

### Module Seven: Teamwork

Managing Our Time

Tower Building

Teamwork

Action Plan

### Module Eight: 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?

## Quality Customer Service

What is it?

What is your organization's definition of superior customer service?

## Quality Leadership

QUALITY SERVICE STANDARDS: What is expected around here?

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

FEEDBACK: How am I doing?

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

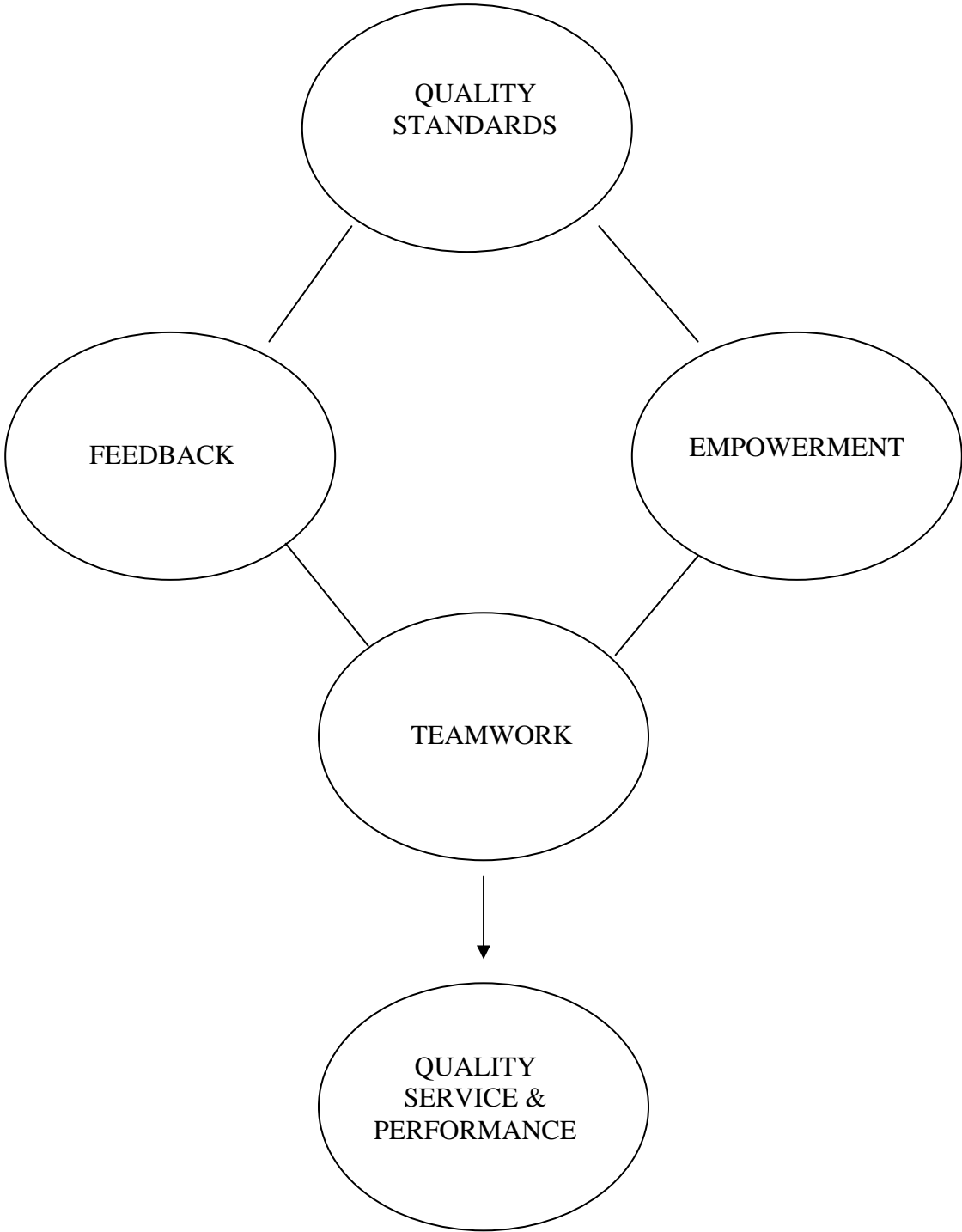
EMPOWERMENT: What if...?

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

TEAMWORK: How can we cooperate?

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

# Quality Management





*Customer service is defined as meeting and exceeding the customer's intellectual and emotional needs and expectations, and then adding value.*

## 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 superior service 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 120*

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
- 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