

# Becoming Customer Driven

- **Do your customers stay your customers?**
- **Do they give you great references?**
- **Do they actively participate in your marketing and customer satisfaction initiatives?**

*Learn about  
Customer Focused  
Cross-Functional  
Teams on page 3*

## **With Workitect's three-step process, you will:**

- Uncover your organization's service quality strengths and areas for improvement and recognize how your organization's commitment to service is perceived by employees and customers.
- Confirm commitment from senior management to do what it takes to make quality service a priority and convert the commitment into action plans that create lasting change and a true customer focus.
- Provide employees with the competencies needed to achieve world-class customer relations and retention.

## **ASSESSMENT**

The organization provides your management with an outside expert's view of strengths of your current programs and opportunities for improvement in service quality and customer satisfaction. As a result of the assessment, you will receive specific recommendations for steps that your organizations can take to make long-term, lasting improvements in the level of customer satisfaction.

The analysis you receive gives you the benefit of our experience in helping organizations provide quality service and successfully achieve world-class customer relations. With that experience, we have developed a series of guidelines and standards that are applied to your organization and serve as the benchmark for our comprehensive report.

The report is prepared after our consultants thoroughly study all of the pertinent materials available, and conduct face-to-face interviews with representatives from every level in your organization (top management, supervisors, front line, and support staff.)

The result of this process is a detailed, accurate picture of your present level of service quality.

## **Vital Information**

Your assessment will give you the information you need to:

- Lay a solid foundation on which to build your organization's service thrust.
- Dissect your current service efforts and paint an accurate picture of service efforts to date.
- Recognize both the strengths and the potential barriers to achieving world class customer relations.

## **An In-Depth Examination**

Our assessment includes an in-depth examination of 8 key aspects of your organization, which have been developed to assess where your organization stands as you strive to improve service quality and customer satisfaction.

- **Strategy:** Do your strategy and goals ensure that current and future customer requirements will be met; are your vision and mission clear; do they have the commitment of the top management team?
- **Tasks:** Are specific tasks clearly identified that will lead to achieving the service strategy and goals?
- **People and training:** Do people have the skills and knowledge to do the tasks, i.e. to deliver world class service quality?
- **Structure:** Does the structure permit the right people to work together on the tasks?
- **Information:** Is the information people need to carry out our assigned tasks available?
- **Performance Management:** Are desired behaviors rewarded or punished? Are undesired behaviors rewarded or punished?
- **Decision Making:** Do decisions reflect knowledge, experience and a bias for action?
- **Culture:** Which cultural values, assumptions and behaviors influence the results?

## PLANNING

Even if the service quality message is loud and clear, just saying it doesn't make it so. For your service thrust to succeed, you will need commitment from your senior management team. When senior management takes the customer service challenge seriously, the news ripples throughout the organization and you see action.

The planning phase consists of a two-day strategy session in which senior managers establish a plan for improving customer satisfaction and retention, and confirm their commitment to work toward achieving service excellence.

Your senior management team will discuss specific recommendations based on the assessment. This is an in-depth workshop in which your team decides which recommendations to implement and which ones to re-examine. The assigns responsibilities for implementation and sets a timetable for both short and long-term objectives.

### A Move to Action

In the planning session your senior managers will:

- Affirm your organization's service quality goals.
- Create a strategic plan for service excellence throughout the organization.
- Discuss perceived differences and barriers to achieving your objectives.
- Agree, disagree, assert, inspire and cement support for your service goals.
- Implement service action plans to make service excellence a reality.

### You'll Face Challenging Issues

Some of the issues you'll tackle in the session:

- Your long-term commitment to customer satisfaction.
- How you measure levels of customer satisfaction.
- Communicating your commitment throughout the organization.
- Modifying policies and procedures as needed.
- Taking steps to reduce the level of bureaucracy.
- What culture changes need to occur to foster service excellence.

## TRAINING

Workitect's integrated training programs are customized to your needs and instill a set of organizational values, a common language and a spirit of teamwork that creates "positive memorable experiences" for your customers. More importantly, our programs give people skills that your customers will notice. A typical curriculum would include the following programs:

### Retaining Valuable Customers

*2 days For all employees*

Employees identify internal and/or external customers and learn how to provide them consistently caring and professional service. They acquire the skills to turn unproductive customer interactions into positive memorable experiences and learn the four things customers want. They also are given the skills to reduce stress, problem solve and build rapport with customers.

### FOCUS Coaching

*2 days For Supervisors*

Our two-day FOCUS Coaching training program teaches employees and managers the essential skills of Reflective Listening, Strategic Questioning, Stretch Challenging, Performance Challenging, Encouraging and Focus Coaching. These skills are applied to the coaching of customer-contact and support employees in the continued use of skills learned in the Retaining Valuable Customers program.

### Managing Customer Retention

*3 days For Middle Managers*

Managers learn the skills to turn customers focus goals into plans for action by making extraordinary service a priority at every level. Teams within the organization learn to accept the goal of creating an organization-wide customer focus. Management teams acquire the philosophy and skills they need to move from strategies and goals to actual application and results.

## AN APPLICATION:

### A Customer Focused Cross-Functional Team That Meets With The Customer

For a major manufacturing company, we facilitated a process in which cross-functional teams were organized to meet with major customers to identify and solve customer problems.

Each ten-member team attended a six-day workshop that covered the following:

**Days 1 & 2** Learning to function as an effective team

**Day 3 AM** Prepare for customer meeting

**PM** Meet with the customer team

**Day 4** Analysis of customer issues

**Day 5** Problem solving and action planning

**Day 6 AM** Presentation of plan to executive sponsor

**Scheduled** Presentation of plan to customer, with discussion and feedback

**Result:** Increased customer satisfaction and retention. Problems that had been previously “unsolvable” were fixed. Collaboration between the supplier and customer increased. Multi-million dollar accounts that were in danger of being lost were saved.

**Note:** Hearing straight from a customer’s mouth about his or her experiences with your product or service makes a huge impression on a supplier team. It is much more powerful than written surveys, and it begins a meaningful dialogue between the parties. The process usually strengthens a good relationship and repairs a bad relationship.