

Selling Service INSIDE the Organization

Ready to get everyone on-board to deliver superior service inside the company? Begin the process by conducting an informal assessment. Use this tool in your next staff meeting. Ask each person to complete it honestly, with either a *yes* or *no* response.

Once everyone has completed the instrument, start a roundtable discussion of each item. Chart responses and use them as the basis for action planning. Pay particularly close attention to items that have a high number of negative answers. These items represent the service hot spots in your company.

Plan on addressing the service hot spots one at a time. Trying to do them all at once will overwhelm you and your entire team. Here is an action planning model that works:

- Identify an objective related to the hot spot in question. Your objective is the target you want to hit. It is the strategic direction that drives every action.
- Establish 2-3 clear, concise goals that will result in reaching your objective. Goals direct the day-to-day operations that result in fulfilling the strategic intent dictated by your objective.
- Develop clear action steps for each goal. These steps detail how you plan to make that goal reality.
- Assign responsibility and time parameters to each action step. Be specific about who is responsible for each piece of the goal.
- Implement the action steps.
- Modify the steps based on experiences with implementation.
- Evaluate successes and failures to date. Start the process over to stay focused on continuous service improvement.

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Internal Service Awareness...

Provide a candid response to each statement.

Employees at all levels have the tools to satisfy customers.

Y N

Complaints don't need to be escalated because employees address them on the spot.

Y N

Managers encourage, even require, interdepartmental cooperation.

Y N

Every meeting in every department integrates an element of customer service.

Y N

We use cross-departmental approaches to meet customer needs.

Y N

Rewards, both formal and informal, are consistent with our service philosophy.

Y N

We sanction behavior that is inconsistent with our service philosophy.

Y N

Senior managers work with middle managers and supervisors on meeting and exceeding service goals.

Y N

Senior managers work to ensure that everyone understands our service philosophy.

Y N

Service goals are integral in our strategic plan.

Y N

Everyone knows our customer satisfaction scores because we talk about them.

Y N

Guess-work isn't good enough; we measure every aspect of service.

Y N

Managers go the extra mile to deliver service to employees so that employees do the same with customers.

Y N

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