



IMPROVING INTERNAL CUSTOMER SERVICE

AUDIENCE

*Managers of staff departments,
or staff department teams*

LENGTH

Three days

FORMAT

*Combination of theory and
workshop activities that
produce an action plan*

CLASS SIZE

Up to 20 participants

FACILITATION

Plum consultant

MATERIALS

*Participant workbook,
pre-work*

An interactive and practical workshop that helps staff organizations become more customer focused by taking on change agent roles and making internal customer service a priority at every level of the organization.

Staff department managers can be key contributors, or barriers, to an organization's effort to provide high levels of service and quality to external Customers. By providing high levels of service to each other and to operating units that interface directly with customers, staff departments help create a customer-focused culture that produces dominance in the marketplace and superior financial results.

Service Excellence workshop helps managers develop service quality strategies and action plans to meet the needs of their internal "customer." The program also helps remove departmental barriers that can impede responsiveness to the external Customer.

Service Excellence workshop helps teams within your organization accept the goal of creating an organization-wide customer focus. It explains to your managers the benefits of improving internal service quality. And it gets your management teams "on board" by teaching them the philosophy and giving them the skills they need to translate ideas and objectives into workable action steps – and visible results.

This workshop can ensure better managed, more memorable service to external Customers (big "C") and internal "customers" (small "c") by showing managers how to:

- Translate strategic commitments into a manageable process for enhancing internal service.
- Think and behave like a change agent or consultant providing a service to a client/customer, rather than acting like a policeman would, to add value to the organization.
- Develop a mission, service strategy and action plan for each work unit after identifying the needs and expectations of the internal "customer."
- Apply specific skills and strategies in a focused way to develop and execute their service-quality action plans.
- Celebrate, reinforce and maintain desirable behaviors in department employees.
- Communicate and "market" each department's services, and obtain support from peers and top management.

continued on reverse ...



THE PROGRAM

Service Excellence workshops are implemented through a series of learning modules, each focusing on a combination of skills and concepts. A senior Merit consultant leads participants through the implementation process.

Module 1

Introduction:

Why Improve Internal Service?

How changes in expectations affect customer satisfaction... the criteria external and internal customers use to evaluate the service they receive... what makes service superior... the differences between managing service delivery and product delivery... adapting service delivery to the needs of customers... how staff departments have an impact on external Customers.

Module 2

Determining Internal "customers" Needs:

Determining who are internal "customers" ... what departments expect from each other... the critical points in any service transaction and how to improve those transactions... gathering, analyzing and responding to internal feedback to improve service in visible ways.

Module 3

Establishing "Consulting" Relationships:

Contracting with internal clients/"customers" to meet the needs of both parties... learning and using consulting and interpersonal skills.

Module 4

Valuing the Unit's Services:

Thinking like an entrepreneur... competing with external sources for the business of internal "customers"... defining the essential purpose of the department... obtaining and utilizing ratings from internal "customers" of the importance and reliability of current services.

Module 5

Defining the Unit's Mission and Service Strategy:

Examining the characteristics and purpose of a service strategy... gaining consensus on a mission statement... developing a service strategy as one component of a vision framework.

Module 6

Auditing the Service Delivery System:

Organizing the delivery of a work unit's service to be consistent with the service strategy... identifying strengths and weaknesses of the delivery system... outlining the "moments of truth" and "cycles of service" that internal "customers" experience... identifying weak or missing parts of the service cycle and enhancing internal "customers'" experiences... identifying ways to "recover" from a service failure.

Module 7

Establishing Service Standards:

Focusing employees attention on providing superior service... promoting positive relationships between employees, managers and other functions... establishing a philosophy for service standards within the work unit and minimizing "robotics" while complying with standards.

Module 8

Improving Service Processes:

Using quality improvement tools for the continuous improvement of service processes... applying group problem-solving tools, including work-flow analysis and organizational mapping.

Module 9

Maintaining High Levels of Service:

Reinforcing behaviors that create superior service and celebrating good service delivery... recognizing staff contributions to keep both morale and service standards high.

Module 10

Gaining and Keeping Organizational Support:

Building and maintaining solid working relationships with line managers and other staff departments... "marketing" the unit's services... communicating and selling the value of the services... partnering with key people.

SPECIAL FEATURES

Each program is customized in order to reinforce (and not duplicate) systems and processes already in place. For example, if employees have already been taught specific quality-improvement tools, we will incorporate those tools into this program.