

BENCHMARKING™
**Customer
Service
COMPETENCE**

Benchmarking Customer Service Competence

Sample Inc

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INTRODUCTION

Benchmarking Customer Service Competence™ is a 360 Degree Profiling tool for BENCHMARKING and MEASURING individual and organisational customer service performance against a Customer Service Delivery Competency Standard.

To be able to improve, you first have to be able to measure.

To facilitate development and improve performance within the workplace, Benchmarking Customer Service Competence™ uses:

- A generic Customer Service Delivery Competency Standard as its basis. The standard includes 8 units and 38 elements of competence.
- A 360 Degree view of performance that seeks the view of many in determining performance and removes the bias of using single focus ratings.
- An international norming database covering 10 industry groups.

The Customer Service Delivery Competency Standard was developed in conjunction with 30 different organisations covering 10 Industry Groups, spread over three continents. This broad approach has allowed the development of a Competence framework that can be applied generically across Industries, and cultures.

This report contains five sections:

1. The **Competence Framework** against which you were measured
2. **Results Overview** showing how you compare to an international population, and how you were rated by yourself, your Manager, and a group of "Others' nominated by you. "Others' may include your Peers and your Customers
3. Top **Strengths** and **Opportunities** for Development as seen by each rater group
4. **Results by Unit with Development Notes:** A breakdown of each Unit into Elements and Questions including Rater Comments and Development Notes. Development Notes are included for those Elements of Customer Service behaviour where one or more of your rater groups scored you in the bottom 40% of the International Sample Group. Each Development Note includes:
 - a. **Desired Behaviour** for the Benchmark for performance for this Element, that is, what the organisation is looking for from your performance in this area.
 - b. **Recommended Actions** are "start-points' for you to begin improving your performance in this area. Simple processes or actions that you can implement now.
5. A **Personal Development Plan** for you to begin planning your own development.

Reading your report

The BCSC profile is based on behavioural measures, which means that:

- There are no right or wrong answers
- The profile is not "good" or "bad" ; rather it is a matter of appropriateness to a particular job, task, function or situation
- An individual may test differently over time and under differing conditions (e.g. in different jobs; after training and development has taken place)
- The individual can **choose** to change their profile to be more suitable to a current (or future) job if they so desire

Development Notes:

Development notes are included only for those Elements of Competence where your score places you in the lowest 40% of the International Sample Group. If no Development Notes appear for this Unit of Competence your scores indicate you are performing on or above the average.

SECTION 1: THE COMPETENCY FRAMEWORK

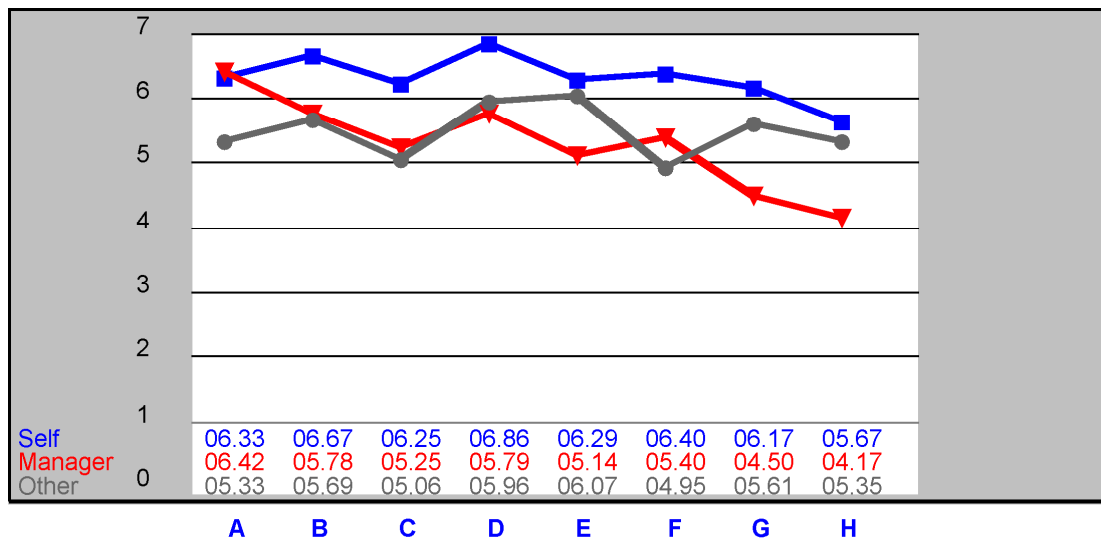
UNIT 1	UNIT 2	UNIT 3	UNIT 4	UNIT 5	UNIT 6	UNIT 7	UNIT 8
Implement Service Principles	Demonstrate Service Values	Demonstrate a Proficient Knowledge of their Product/ Service	Create a Positive Impression	Communicate Effectively	Promote Solutions	Adapt to Change	Manage Difficult Situations
Element 1.1 Identify the importance of a satisfied customer to the success of the organisation	Element 2.1 Apply ethical practice	Element 3.1 Identify how the product or service compares to others in the industry	Element 4.1 Make a positive first impression	Element 5.1 Use a customer service language	Element 6.1 Identify customer need	Element 7.1 Recognise the impact of change on service delivery	Element 8.1 Apply the correct process for managing difficult situations
Element 1.2 Exceed customer expectations	Element 2.2 Take personal & shared responsibility for outcomes	Element 3.2 Identify trends or changes that may impact the service transaction	Element 4.2 Make the customer the first priority	Element 5.2 Actively listen to the customer	Element 6.2 Sell benefits to satisfy needs	Element 7.2 Adjust service delivery to varying expectations and types of customers	Element 8.2 Effectively manage more than one customer at a time
Element 1.3 Value the internal as well as the external client	Element 2.3 Service is proactive	Element 3.3 Identify features and benefits of the product or service	Element 4.3 Display a positive frame of mind	Element 5.3 Effectively question the customer	Element 6.3 Match appropriate solution to satisfy need	Element 7.3 Turn negatives into positives	Element 8.3 Deal with the unexpected event
Element 1.4 Seek opportunities to add value		Element 3.4 Efficiently operate systems and procedures associated with the service transaction	Element 4.4 Make a positive last impression	Element 5.4 Accurately interpret body language	Element 6.4 Onsell to add value	Element 7.4 Adjust to changing environment	Element 8.4 Sensitively convey bad news
				Element 5.5 Keep the customer informed throughout the transaction	Element 6.5 Control the critical point between buying and leaving (handle objections)		Element 8.5 Process customer complaints
				Element 5.6 Build rapport with the customer	Element 6.6 Deliver after sales support		
© Copyright 1995-2004 Christine & Alan Rands				Element 5.7 Draft basic correspondence in response to a customer need, request or complaint	Element 6.7 Be agreement (close) oriented		

SECTION 2: RESULT OVERVIEW

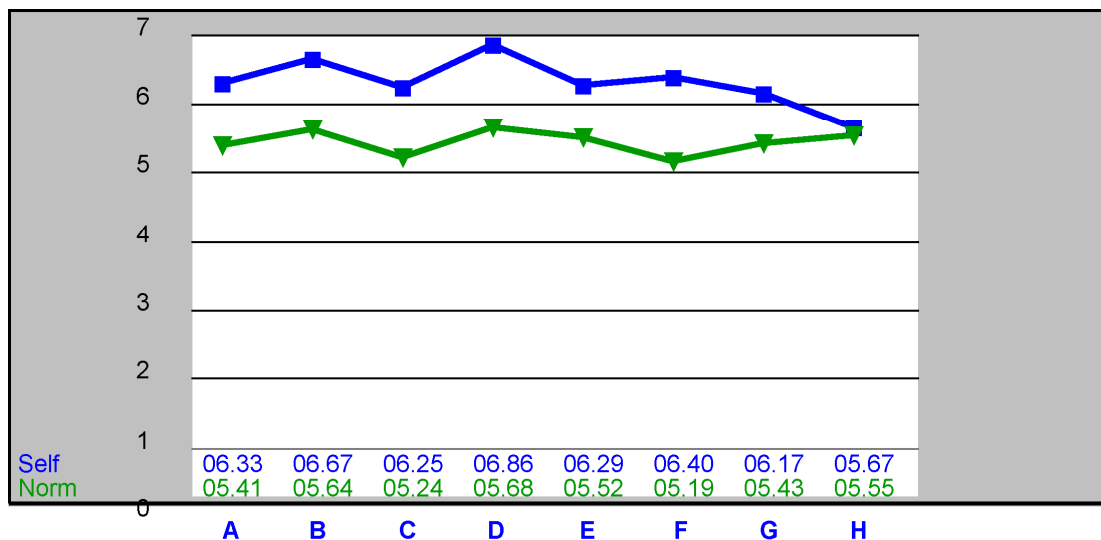
Your overall score for each of the eight Units of Competence are graphed and compared to an International Sample Group (ISG) that was assembled to represent a wide variety of customer service situations. This section of the report shows:

- Part 1: Self score compared to your Manager Score and your Other Score. Each view is represented by a separate line.
- Part 2: Self score compared to all self scores in the ISG.
- Part 3: Manager score compared to all Manager scores in the ISG.
- Part 4: Other score compared to all Other scores in the ISG.

Part 1



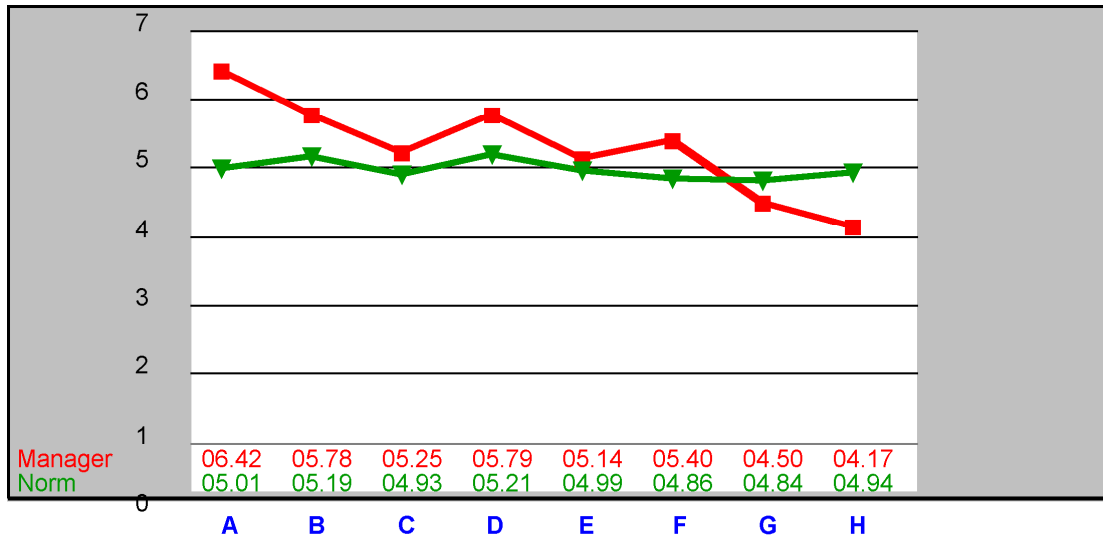
Part 2



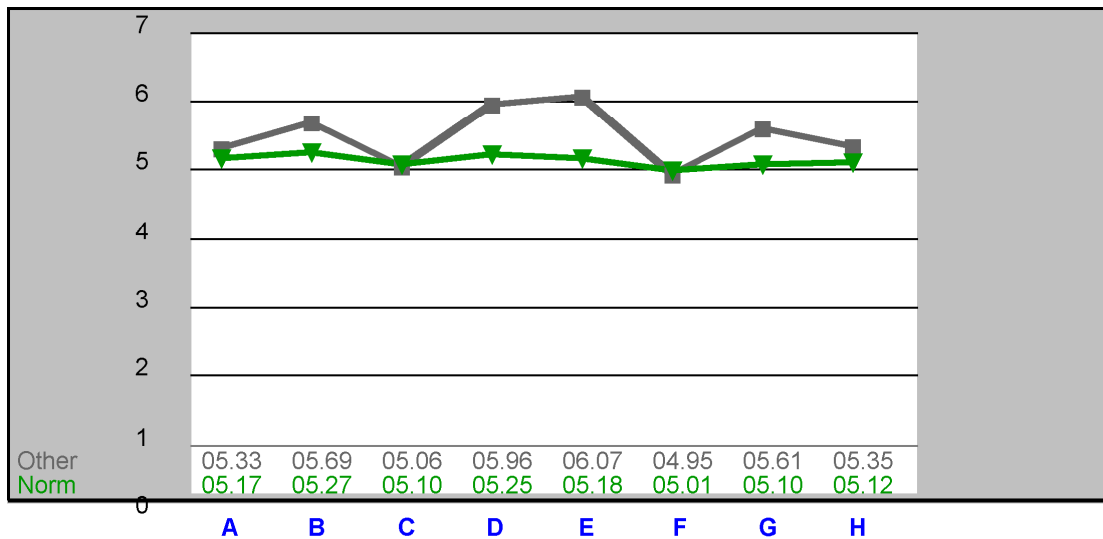
Legend

- A:** Implement Service Principles
- B:** Demonstrate Service Values
- C:** Apply a Proficient Knowledge of Product-Service
- D:** Create a Positive Impression
- E:** Communicate Effectively
- F:** Promote Solutions
- G:** Adjust to Change
- H:** Manage Difficult Situations

Part 3



Part 4



Legend

- A:** Implement Service Principles
- B:** Demonstrate Service Values
- C:** Apply a Proficient Knowledge of Product-Service
- D:** Create a Positive Impression
- E:** Communicate Effectively
- F:** Promote Solutions
- G:** Adjust to Change
- H:** Manage Difficult Situations

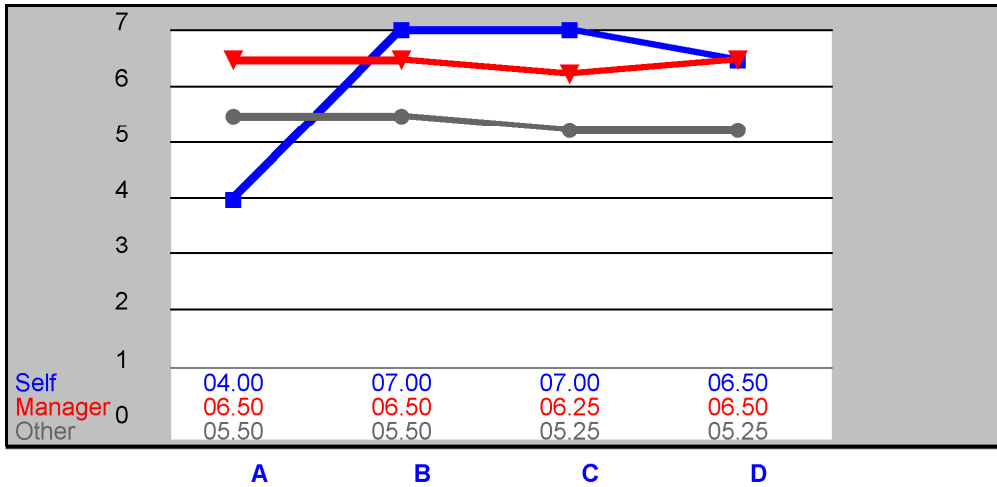
SECTION 3: STRENGTHS AND OPPORTUNITIES

Detailed below are your highest scoring (Strengths) and lowest scoring (Opportunities for Development) behaviours as reported by your raters. Next to each behaviour is listed the Unit and Element of Competence to which it belongs and the rater group(s) that identified the Strength or Opportunity.

Item	Competency Unit/Element	Identified by	Average across all Views
Strengths			
Presents a neat and clean appearance	Positive Impression, First Impression	Self	6.57
Respects and values the customer's ethnic, cultural and religious background demonstrating no difference in approach to service regardless of the customer's background	Service Values, Ethical Practice	Self, Other	6.43
Displays integrity and respect for the rights of others	Service Values, Ethical Practice	Self, Manager	6.43
Applies honesty and fair dealing in customer service situations	Service Values, Ethical Practice	Self, Manager	6.29
Presents a neat and clean workplace	Positive Impression, First Impression	Self, Other	6.29

SECTION 4: RESULTS BY UNIT INCLUDING DEVELOPMENT NOTES

Unit 1: Implement Service Principles



	Never	1	2	3	Sometimes	4	5	6	Always	7	Response Distribution					NA					
A Satisfied Customer Equals Organisational Success																					
1. Links the importance of a satisfied customer to the success of the organisation																					
Self	4.00	[Bar chart showing score 4.00]										1									
Manager	6.50	[Bar chart showing score 6.50]																	1	1	
Other	5.50	[Bar chart showing score 5.50]																2	2		
B Exceed Customer Expectations																					
2. Exceeds the service expectations of the customer																					
Self	7.00	[Bar chart showing score 7.00]																			1
Manager	6.50	[Bar chart showing score 6.50]																		1	1
Other	5.50	[Bar chart showing score 5.50]										1	1	1	1						
C Value the Internal and the External Customer																					
3. Gives the same level of service to internal and external customers																					
Self	7.00	[Bar chart showing score 7.00]																			1
Manager	6.50	[Bar chart showing score 6.50]																		1	1
Other	5.25	[Bar chart showing score 5.25]																3	1		
4. Values equally the role each staff member has in the delivery of quality service to the external customer																					
Self	7.00	[Bar chart showing score 7.00]																			1
Manager	6.00	[Bar chart showing score 6.00]																	1	1	
Other	5.25	[Bar chart showing score 5.25]										1	1	2							

	Never							Sometimes							Always							Response Distribution						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
D Seek Opportunities to Add Value																												
5. Looks for opportunities to add value to the service being provided																												
Self	7.00																											
Manager	6.50																											
Other	5.50																											
6. Adds value by offering options and alternatives, even if a solution (product or service) cannot readily be supplied																												
Self	6.00																											
Manager	6.50																											
Other	5.00																											

Comments:

Q1 Links the importance of a satisfied customer to the success of the organisation

Other

- While customer satisfaction plays a big part in the success of any organisation - Jayne is not blind to the many other factors involved with regards to what makes an organisation successful.

Q2 Exceeds the service expectations of the customer

Other

- Jane provides excellent customer service that leaves customers more than satisfied.
- This is not always necessary or practical - Jayne is a busy person.

Q3 Gives the same level of service to internal and external customers

Other

- External customers occasionally get more attention, but that's where the \$ really comes from anyway.

Q5 Looks for opportunities to add value to the service being provided

Other

- Jane is getting better at this.

Q6 Adds value by offering options and alternatives, even if a solution (product or service) cannot readily be supplied

Manager

- Jane has shown a real improvement in this area.

Other

- Jane is getting better at this

Development Notes:

Unit: **Implement Service Principles** Element: **Customer Importance**
Identified by: **Self**

Desired Behaviour

Every service interaction has a positive outcome that ensures the retention of that person as a valued customer of the business. Every customer is approached on the basis that their expectations of product or service delivery may differ.

Recommended Action

Ensure that you understand the link between satisfied customers and the success of the business and therefore the security of your job. Ask yourself: What would happen if our customers stopped coming because they found better service elsewhere? Ensure that you understand that all people are different and have different expectations in the delivery of service.

	Never							Sometimes							Always							Response Distribution						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
C Service is Proactive																												
13. Initiates contact with the customer																												
Self	6.00																											
Manager	6.00																											
Other	5.25																											
14. Leads and directs the service transaction																												
Self	7.00																											
Manager	6.00																											
Other	5.50																											
15. Anticipates the customer's needs or problems																												
Self	7.00																											
Manager	5.00																											
Other	6.00																											

Comments:

Q7 Applies honesty and fair dealing in customer service situations

Other

- Jane is an honest worker.

Q9 Respects and values the customer's ethnic, cultural and religious background demonstrating no difference in approach to service regardless of the customer's background

Other

- Jane treats all customers equally and shows respect for all cultural backgrounds.

Q11 Accepts responsibility in difficult situations without laying blame or justifying regardless of where the fault lies

Manager

- Jane has shown a real improvement in this area.

Other

- Jane is getting better at accepting responsibility.
- Jane is getting much better at accepting responsibility for negative outcomes

Development Notes:

Comments:**Q16 Can demonstrate how their service or product compares to others in the Industry****Manager**

- Jane has demonstrated a real improvement in her product and industry knowledge and continues to keep up to date with new innovations and products on the market. well Done!

Other

- Jane is improving her skills at demonstrating the benefits of services and products.

Q18 Can demonstrate the features (physical description-what the product or service is) and benefits (advantages-what the product does that the customer needs doing) of their service or product**Manager**

- Jane's product knowledge has dramatically improved.

Development Notes:

Unit: **Apply a Proficient Knowledge of Product-Service** Element: **Identify Trends**
Identified by: **Other**

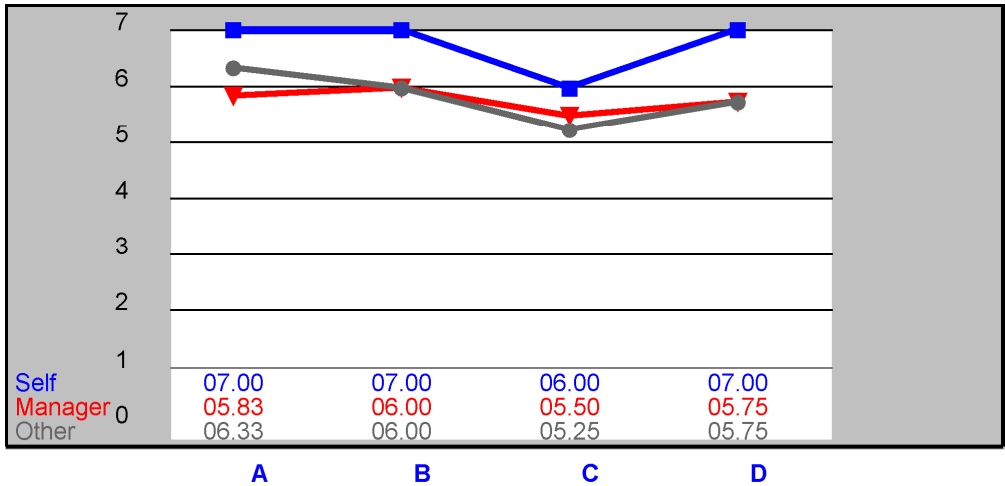
Desired Behaviour

Changes within the industry, or from government regulations, either currently or projected have been identified. The effect of current or projected fashion trends on the product or service have been defined. Changes within the industry, or from government regulations, are monitored or tracked for likely impact on the provision of product or service delivery.

Recommended Action

Become aware of change in the Industry or from government regulations that may affect the delivery of quality service. Read trade or industry magazines. Read internal staff magazines and company reports. Ask your technical product people to keep you up to date with changes or possible changes to products and services. If this is a major consideration for your product you may consider setting up a focus group with the service and technical people to discuss the effects of change.

Unit 4: Create a Positive Impression



	Never							Sometimes							Always							Response Distribution						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
A Make a Positive First Impression																												
20. Presents a neat and clean appearance																												
Self	7.00																										1	
Manager	6.50																										1	
Other	6.50																										2	
21. Presents a neat and clean workplace																												
Self	7.00																										1	
Manager	5.50																										1	
Other	6.50																										2	
22. Greets each customer promptly and politely																												
Self	7.00																										1	
Manager	5.50																										1	
Other	6.00																										2	
B Make the Customer the First Priority																												
23. Makes the customer their first priority in all service situations																												
Self	7.00																										1	
Manager	6.00																										1	
Other	6.00																										1	
C Display a Positive Frame of Mind																												
24. Listens attentively in negative situations and proposes positive options																												
Self	6.00																										1	
Manager	5.50																										1	
Other	5.25																										3	

	Never							Sometimes							Always							Response Distribution																							
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	NA																
D Make a Positive Last Impression																																													
25. Customers leave the service transaction with an expectation of coming back to enjoy the service another time																																													
Self	7.00																																												
Manager	5.50																															1													
Other	5.50																																3												
26. Customers leave the service transaction agreeing that their expectations have been met and or exceeded																																													
Self	7.00																																												
Manager	6.00																																	1											
Other	6.00																																		1							2			

Comments:

Q20 Presents a neat and clean appearance

Other

- Jane is always neat and tidy
- Jayne always looks great!

Q21 Presents a neat and clean workplace

Other

- Naturally.

Q22 Greets each customer promptly and politely

Other

- Jayne is very polite.

Q24 Listens attentively in negative situations and proposes positive options

Other

- Jayne can always see the bright side - part of her charm really.

Q26 Customers leave the service transaction agreeing that their expectations have been met and or exceeded

Manager

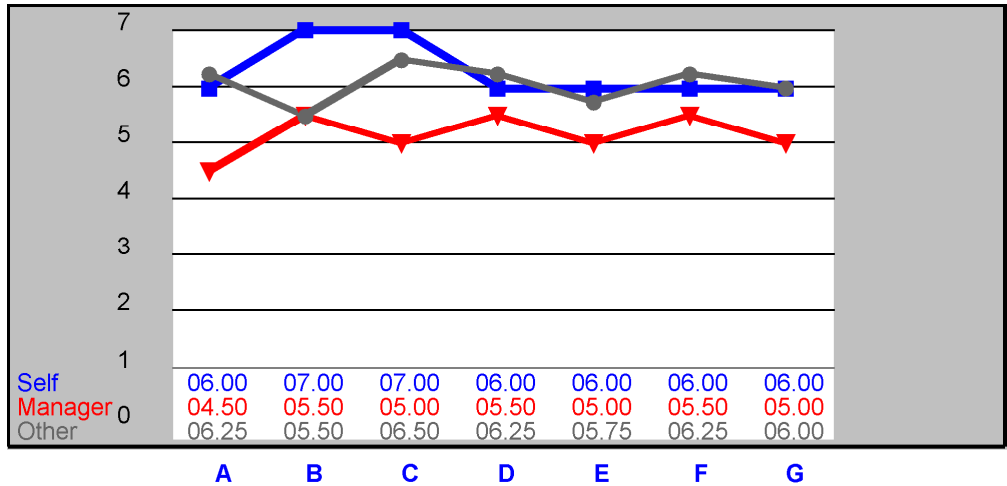
- As far as I have observed customers are extremely happy with the service Jane has to offer.

Other

- Jaynes customers are always more than satisfied.

Development Notes:

Unit 5: Communicate Effectively



	Never							Sometimes							Always							Response Distribution																																										
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	NA																																			
A Use a Customer Service Language																																																																
27. Uses a 'customer friendly' language																																																																
Self	6.00																												1		1		3		1																													
Manager	4.50																												1		1		3		1																													
Other	6.25																												1		1		3		1																													
B Actively Listen to the Customer																																																																
28. Checks details of the transaction with the customer to ensure relevance and accuracy																																																																
Self	7.00																												1		1		1		1																													
Manager	5.50																												1		1		1		1																													
Other	5.50																												1		1		1		1																													
C Effectively Question the Customer																																																																
29. Uses non-offensive questions that suit the situation and shorten the time taken to understand the customer need																																																																
Self	7.00																												1		1		2		2																													
Manager	5.00																												1		1		2		2																													
Other	6.50																												1		1		2		2																													
D Accurately Interpret Body Language																																																																
30. Gains clues to the customer's buying or emotional state by watching the customer's body language																																																																
Self	6.00																												1		1		3		1																													
Manager	5.50																												1		1		3		1																													
Other	6.25																												1		1		3		1																													

	Never			Sometimes			Always			Response Distribution						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	NA	
E Keep the Customer Informed																
31. Keeps the customer informed with relevant and accurate information throughout the service transaction																
Self	6.00															
Manager	5.00										1			1		
Other	5.75											2		1	1	
F Build Rapport with the Customer																
32. Puts the customer at ease																
Self	6.00													1		
Manager	5.50										1				1	
Other	6.25												3		1	
G Draft Basic Correspondence in Response to Need																
33. Uses plain English in a polite manner and focuses on the needs of the customer when writing to the customer																
Self	6.00													1		
Manager	5.00									1					1	
Other	6.00												4			

Comments:

Q27 Uses a 'customer friendly' language

Other

- She wouldn't have it any other way.

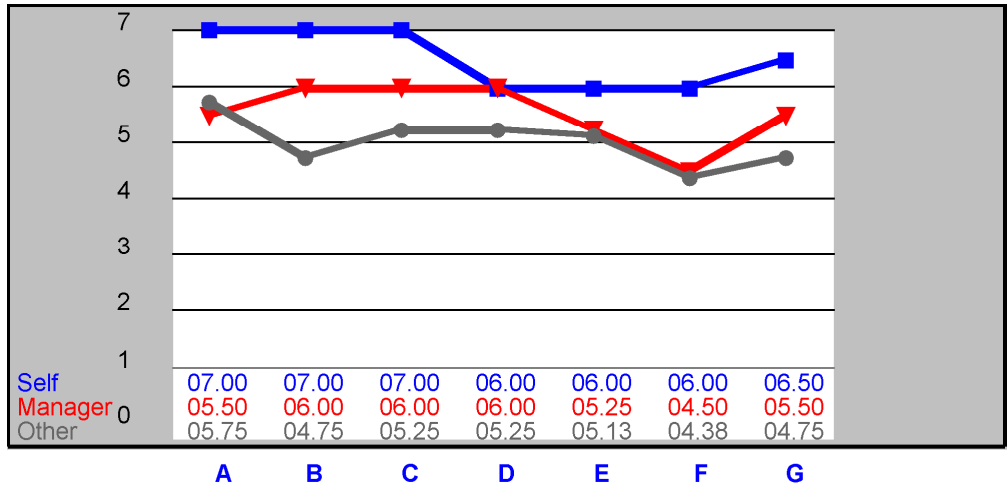
Q30 Gains clues to the customer's buying or emotional state by watching the customer's body language

Other

- Jane is good at picking up on Body Language

Development Notes:

Unit 6: Promote Solutions



	Never		Sometimes			Always		Response Distribution							
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	NA
A Identify Customer Need															
34. Quickly determines both the real needs of the customer and the motives (reasons behind) driving the customer's need															
Self	7.00	[Bar chart showing score 7.00]													
Manager	5.50	[Bar chart showing score 5.50]													
Other	5.75	[Bar chart showing score 5.75]													
											1				1
											1				1
										1		2			1
B Sell Benefits to Satisfy Need															
35. Promotes what the organisation can do or provide in order to meet the customer's specific need															
Self	7.00	[Bar chart showing score 7.00]													
Manager	6.00	[Bar chart showing score 6.00]													
Other	4.75	[Bar chart showing score 4.75]													
												1			1
											1	3			1
C Match Appropriate Solution to Satisfy Need															
36. Finds the best solution (products-services offered by the organisation) for each individual customer need															
Self	7.00	[Bar chart showing score 7.00]													
Manager	6.00	[Bar chart showing score 6.00]													
Other	5.25	[Bar chart showing score 5.25]													
															1
											1				1
										3		1			
D Onsell to Add Value															
37. Looks for opportunities to offer additional services or products to satisfy secondary or extra need															
Self	6.00	[Bar chart showing score 6.00]													
Manager	6.00	[Bar chart showing score 6.00]													
Other	5.25	[Bar chart showing score 5.25]													
															1
											1				1
										1	1		2		

	Never						Sometimes					Always			Response Distribution						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	NA						
E Control Critical Point Between Buying and Leaving																					
38. Uses objections positively as an opportunity to clarify customer need																					
Self	6.00																				
Manager	6.00																				
Other	5.25																				
39. Answers objections to the customer's complete satisfaction																					
Self	6.00																				
Manager	4.50																				
Other	5.00																				
F Deliver After Sales Support																					
40. Provides ongoing support after initial contact or sale with customer																					
Self	6.00																				
Manager	5.00																				
Other	4.25																				
41. Follows up on the service transaction to ensure the customer is satisfied																					
Self	6.00																				
Manager	4.00																				
Other	4.50																				
G Be Agreement (Close) Oriented																					
42. Asks for the customer's acceptance of, agreement to, the solution offered																					
Self	7.00																				
Manager	5.50																				
Other	4.75																				
43. Completes the transaction to the satisfaction of all parties																					
Self	6.00																				
Manager	5.50																				
Other	4.75																				

Comments:

Q35 Promotes what the organisation can do or provide in order to meet the customer's specific need

Manager

- Well done Jane!

Other

- Jane is improving in this area.

Q37 Looks for opportunities to offer additional services or products to satisfy secondary or extra need

Other

- Jane is getting better at this.

Q38 Uses objections positively as an opportunity to clarify customer need**Other**

- Jane is improving in this area.

Q39 Answers objections to the customer's complete satisfaction**Other**

- Jane is getting better at handling objections and complaints. She deals with them in a calm way and listens to what the customer has to say.
- Sometimes it is difficult to satisfy an objective customer - Jayne is usually very good at this - but she cannot be expected to be 'wonder woman' and gain a perfect result everytime - especially when dealing with objective people.

Q41 Follows up on the service transaction to ensure the customer is satisfied**Manager**

- A real improvement in her follow up procedures.

Other

- If time allows for this - I don't think it's a priority for Jayne.

Development Notes:

Unit: **Promote Solutions** Element: **Support**
Identified by: **Other**

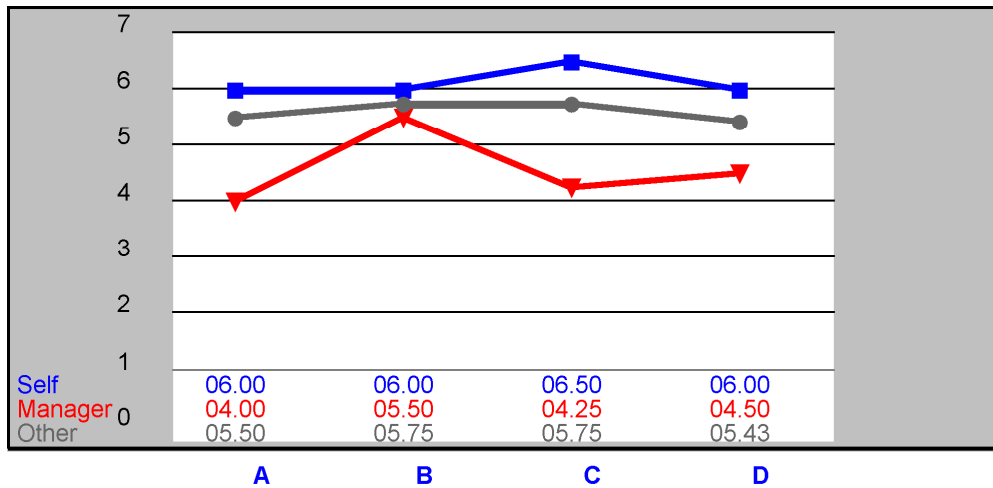
Desired Behaviour

Varying methods of after sales support are clearly outlined. After sales support is offered, and where accepted, is delivered with every sales transaction. Support methods can be matched to customer need.

Recommended Action

Provide ongoing support after initial contact or sale with customer. Follow up on the service transaction to ensure the customer is satisfied. Ask your manager if there are processes or procedures for customer service follow-up. If such systems do not exist either suggest them yourself or set-up a discussion group to come up with ideas for delivering after service support.

Unit 7: Adjust to Change



	Never						Sometimes					Always			Response Distribution						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	NA						
A Recognise Impact of Change on Service																					
44. Recognises that change is ongoing and a necessary part of quality service improvement																					
Self	6.00																				
Manager	4.00														1 1 1 1						
Other	5.50														1 1 1 1						
B Adjust Service to Expectations and Types of Customer																					
45. Adjusts the level and type of service to suit the varying expectations and types of customers																					
Self	6.00														1						
Manager	5.50														1 1						
Other	5.75														2 1 1						
C Turn Negatives into Positives																					
46. Shows initiative by offering alternatives																					
Self	6.00														1						
Manager	4.00											1			1 1						
Other	6.00														1 2 1						
47. Does not offer excuses or level blame but immediately sets about solving the problem																					
Self	7.00														1						
Manager	4.50											1			1 1 1 1						
Other	5.50														1 1 1 1						

	Never		Sometimes			Always		Response Distribution								
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	NA	
D Adjust to Changing Environment																
48. Readily adopts new processes for improving service																
Self	6.00 												1			
Manager	4.50 								1						1	
Other	5.25 										1	2		1		
49. Reviews, and modifies where necessary, processes and procedures to meet the needs of the changing marketplace																
Self	6.00 													1		
Manager	4.50 									1				1		
Other	5.67 											2		1	1	

Comments:

Q44 Recognises that change is ongoing and a necessary part of quality service improvement

Other

- Jane is coming to realise that change can be beneficial and that it is an unavoidable part of work.
- Jane is getting much better at dealing with change.
- Jayne is usually very receptive to changes of procedures and systems and whatnot - that's just a part of life.

Q45 Adjusts the level and type of service to suit the varying expectations and types of customers

Other

- Jayne read's people very well and is great when it comes to modifying her 'style' to best suit them.

Q46 Shows initiative by offering alternatives

Other

- Jane is continually improving in this area.

Q47 Does not offer excuses or level blame but immediately sets about solving the problem

Other

- Jayne is very 'results' oriented - she just doesn't see the point in wasting time on that stuff.

Development Notes:

Unit: **Adjust to Change** Element: **Change**
Identified by: **Manager**

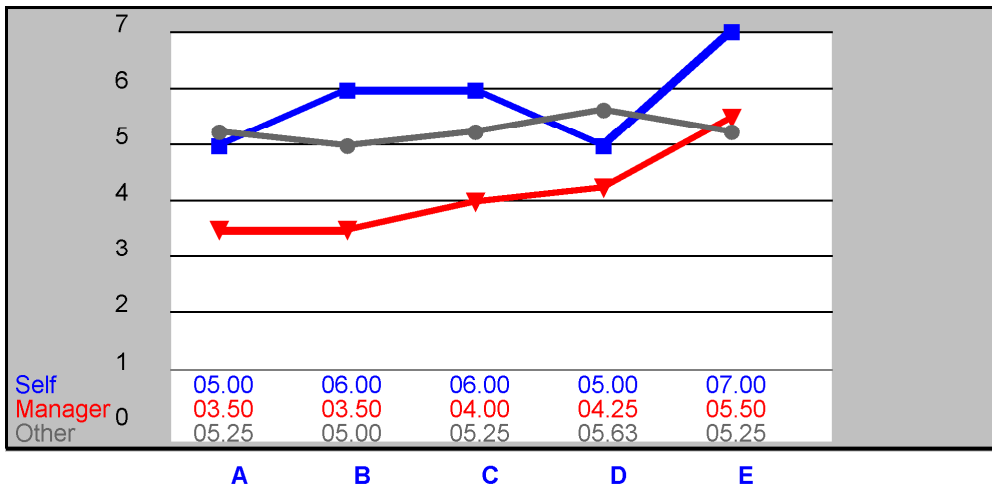
Desired Behaviour

That change is a necessary component of quality service improvement is accepted and valued.
That people resist change is recognised and valued. The influences for change at the workplace are identified. The benefits of change to the organisation and to the individual are identified.

Recommended Action

Analyse how change makes you feel. How do these feelings translate to your customer and your workmates? Ask the training department if they have courses or material (books, videos etc) that deal with change management.

Unit 8: Manage Difficult Situations



	Never		Sometimes			Always		Response Distribution							
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	NA
A Correct Process for Managing Difficult Situations															
50. Manages difficult situations by addressing the customer's emotion before suggesting an acceptable solution															
Self	5.00														
Manager	3.50										1				
Other	5.25										3				
B Manage More Than One Customer at a Time															
51. Is able to manage more than one service transaction or customer at a time															
Self	6.00														
Manager	3.50										1				
Other	5.00										3				
C Deal with Unexpected Events															
52. Adapts or adjusts procedures and processes when something unexpected happens															
Self	6.00														
Manager	4.00										1				
Other	5.25										1				
D Sensitively Convey Bad News															
53. Values and respects the customer's feelings and privacy when giving bad news															
Self	5.00														
Manager	4.50										1				
Other	5.50										1				

	Never							Sometimes							Always							Response Distribution						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	NA						
54. Gives bad news early and honestly																												
Self	5.00							[Bar]																				
Manager	4.00							[Bar]														1						
Other	5.75							[Bar]														1 1 1 3						
E Process Customer Complaints																												
55. Processes customer complaints according to company policy																												
Self	7.00							[Bar]																				
Manager	5.50							[Bar]														1 1 1						
Other	5.25							[Bar]														3 1						

Comments:

Q50 Manages difficult situations by addressing the customer's emotion before suggesting an acceptable solution

Other

- Jane deals with difficult customers by calming them and making them feel that their concerns are being heard.

Q51 Is able to manage more than one service transaction or customer at a time

Manager

- Jane has become more efficient since managing more than one transaction at a time and has still kept up her great level of service. A real improvement in this area.

Q54 Gives bad news early and honestly

Manager

- Jane does not procrastinate as much as she used to and is showing a little more confidence in this area.

Other

- Jane does not avoid bad news. She knows that it is better to deal with it as soon as possible.

Development Notes:

Unit: **Manage Difficult Situations** Element: **Manage Difficulties**
Identified by: **Manager**

Desired Behaviour

Difficult customers are handled with empathy and understanding. Difficult situations are resolved to the mutual satisfaction of the customer and the organisation. Difficult situations are resolved without recourse to emotion, justifying or laying of blame. Personal or written follow-up is offered for every difficult situation, and, where accepted by the customer, implemented.

Recommended Action

Seek out those people in your organisation who manage difficult situations well - model your behaviour on them. Ask your manager-workmates to give you feedback on your own performance in this area. Encourage workmates to share their success stories.

Unit: **Manage Difficult Situations** Element: **Queues**
Identified by: **Manager**

Desired Behaviour

Tolerance levels of different customers is determined. A priority for dealing with the queue is established. All customers are kept informed of the reasons for the delay. Customers are regularly updated as to progress and improvement. Potential conflicts are identified and positive responses formulated.

Recommended Action

Learn techniques for managing more than one service transaction or customer at a time. Be alert for organisations who try new and innovative ways of managing queues and peak periods - what can you learn from them?

Unit: **Manage Difficult Situations** Element: **Unexpected Events**
Identified by: **Manager**

Desired Behaviour

Procedures and processes are adapted to accommodate the extraordinary requirements of the unexpected event. Methods are improvised to meet and exceed the expectations of the customer involved in the unexpected event where normal procedures are not appropriate.

Recommended Action

Be willing to adapt-adjust procedures and processes when something unexpected happens. Check with your manager what limitations exist in terms of company policy on how far things can be adjusted in extraordinary circumstances. Encourage your workmates to share success stories.

SECTION 5: MY PERSONAL CUSTOMER SERVICE DEVELOPMENT PLAN

I commit to improving my performance in the following 3 areas within the next six months.

- 1. _____
- 2. _____
- 3. _____

I will be able to measure my improvement by:

In order to make my plan work I will need the following assistance:

From my team

From my manager

From the organisation

Signed: _____ Dated: _____

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