

Date

12 April 1989

ROUTING AND TRANSMITTAL SLIP

TO: (Name, office symbol, room number, building, Agency/Post)		Initials	Date
1.	ADDA 7D24 Hqs	<i>ka</i>	12 APR 1989
2.	ADDA 13 APR 1989	<i>mu</i>	
3.			
4.			
5.			

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

Roy:

The session [] conducted at the
 OP Conference [] was not taped, however,
 attached are copies of the slides that he
 showed.

Tim

DO NOT use this form as a RECORD of approvals, concurrences, disposals,
 clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

EO/OP

5041-102

OPTIONAL FORM 41 (Rev. 7-76)

Rae - FYI

This is the presentation given by
STAT [redacted] on Customer Service.

Obviously it would be better to have
all his words on tape, but.... We
hired him when I was in OP and he
spoke to our monthly "all hands"
in the bubble... also a good presentation
STAT [redacted] really seems to know his stuff and
projects a dynamic image to the
audience. [redacted]

TRENDS IN THE WORKPLACE

DD/A Registry
89-0641X

- A Direct Movement Towards A Service Economy
- An Influx of Technology Into Both Factories and Offices
- Increased Information Processing
- Changes in Organizational Structures
- Demographic Shifts
- Diversity in the Population
- Changing View of Career Paths
- Work Force Quality Mixed
- Quality of Worklife Questioned
- Health and Wellness
- More Investment in Human Capital

DDA REGISTRY
FILE: Sub-3

Organizational Needs/Problems

- Employees feels stuck/lack career mobility
- Unclear career paths
- Managers feel inadequate in coaching their employees about career plans
- Employees unaware of how to manage their careers
- Little planning for succession
- Rapid turnover of nonexempt employees
- Loss of promising employees
- Need to adapt to rapidly changing technology
- Lack of "bench strength" in managerial ranks

*"Satisfying customers is a journey
not a destination"*

Leonard Berry

It's a process, not an event

In order to succeed you must have

- A Vision
- A Strategy
- Specific Actions
- Continuity
- A Means of Evaluation

Performance Management Corporation

April 6, 1989

What gets in the way of satisfying customers?

- Habits
- Mind-set that you can't change overnight
- The process of work
- Time pressure
- People don't know why they should change
- Believe that service is just another fad

Performance Management Corporation

April 6, 1989

Four basic questions you must ask internal customers

- What do you do with my output?
- What do you need from me?
- Are there any gaps between what you need and what you get?
- How will we know when your needs have been successfully met?

Performance Management Corporation
April 6, 1989

Nine Customer Service Skills

- Makes the customer feel important
- Listens and responds to customer feelings
- Asks for ideas and offers suggestions
- Acknowledges the customer
- Clarifies details about the situations
- Meets (or exceeds) customer's needs
- Makes sure customer is satisfied
- Preparation
- Follow-through

Research study by DDI

Performance Management Corporation
April 6, 1989

Customer Service Competencies

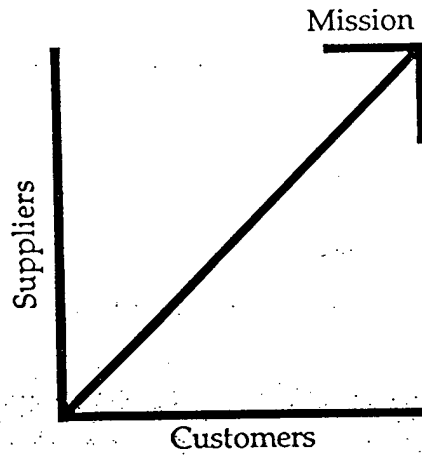
<input type="checkbox"/> Clear Communication	4.05	<input type="checkbox"/> Job Knowledge	4.10
<input type="checkbox"/> Customer Sensitivity	3.92	<input type="checkbox"/> Judgement	3.82
<input type="checkbox"/> Decisiveness	3.87	<input type="checkbox"/> Motivation	3.97
<input type="checkbox"/> Energy	3.84	<input type="checkbox"/> Persuasiveness	3.56
<input type="checkbox"/> Flexibility	3.71	<input type="checkbox"/> Planning	3.76
<input type="checkbox"/> Follow-up	4.09	<input type="checkbox"/> Resilience	3.84
<input type="checkbox"/> Impact	3.80	<input type="checkbox"/> Integrity	3.97
<input type="checkbox"/> Initiative	3.67	<input type="checkbox"/> Analyze	3.71
		<input type="checkbox"/> High Standards	3.93

Research study by DDI

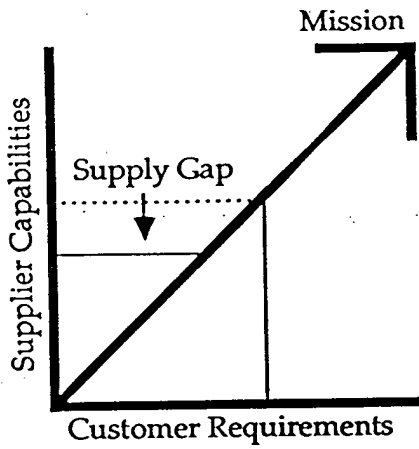
Performance Management Corporation
April 6, 1989

The Alignment Process

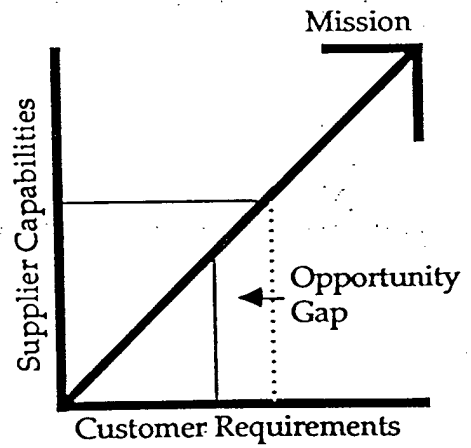
ALIGNMENT



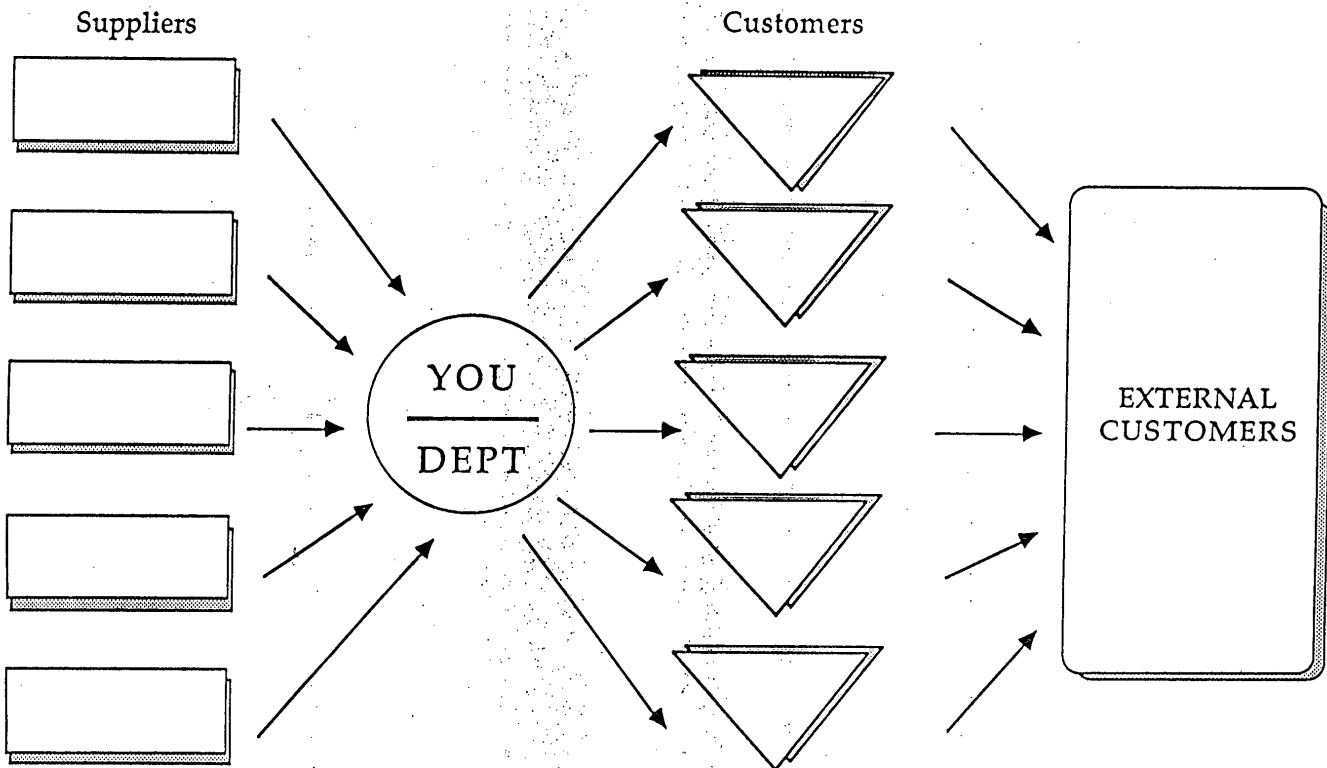
SUPPLY GAP



OPPORTUNITY GAP



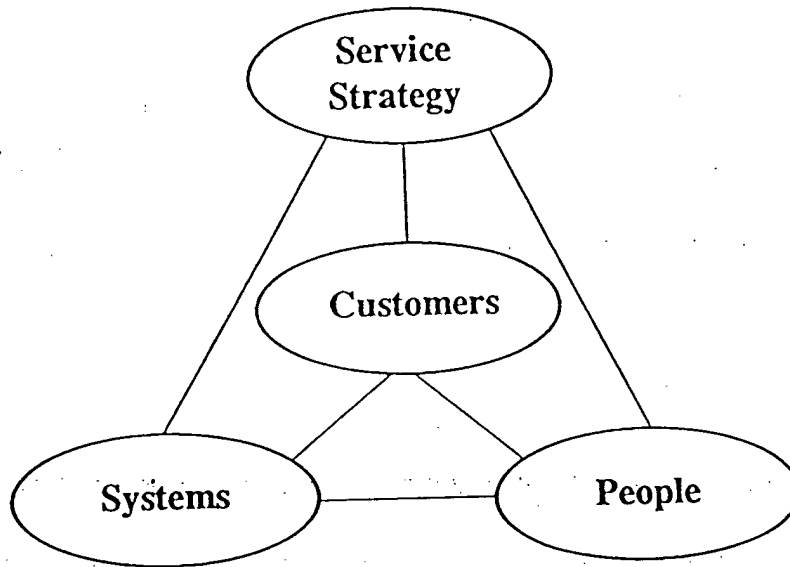
Internal Customer Service Model



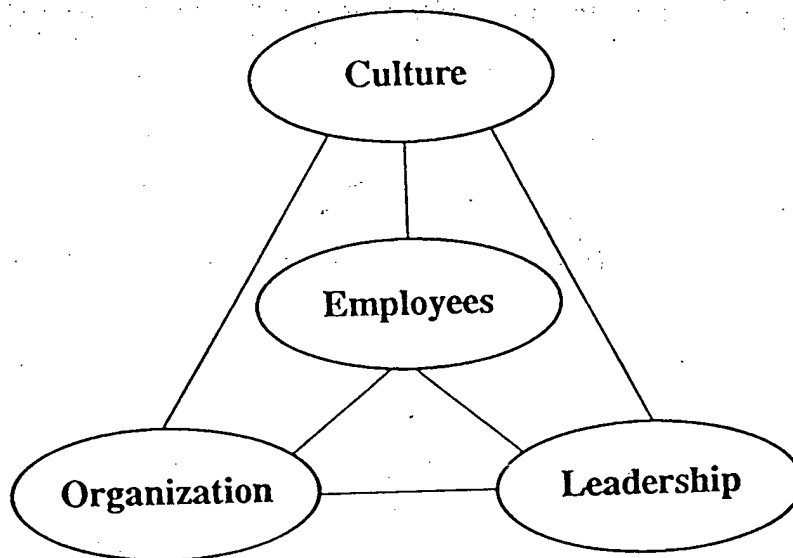


A GRAPHIC LOOK AT CUSTOMER SERVICE

The Service Triangle:^{1.}



The Internal Service Triangle:

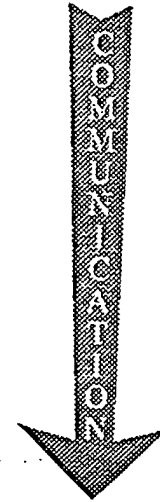
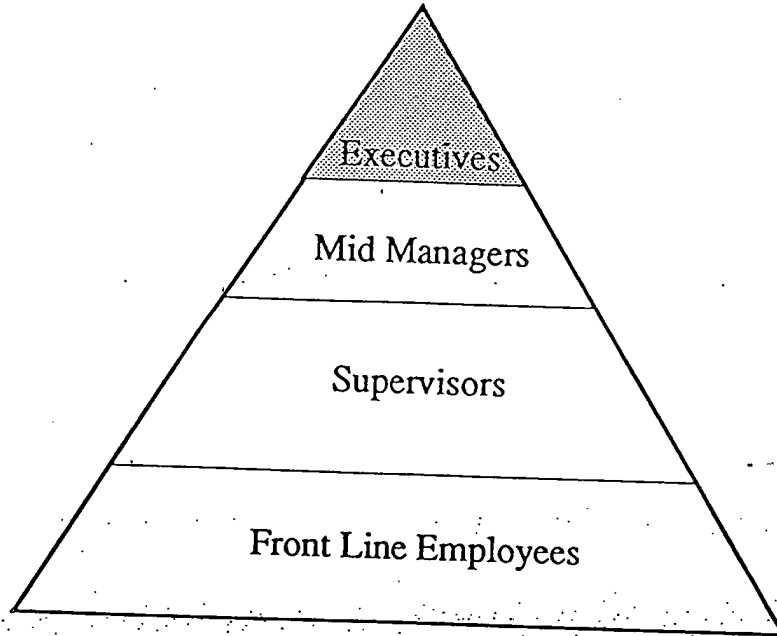


1. Karl Albrecht & Associates

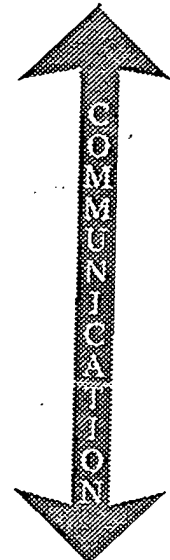
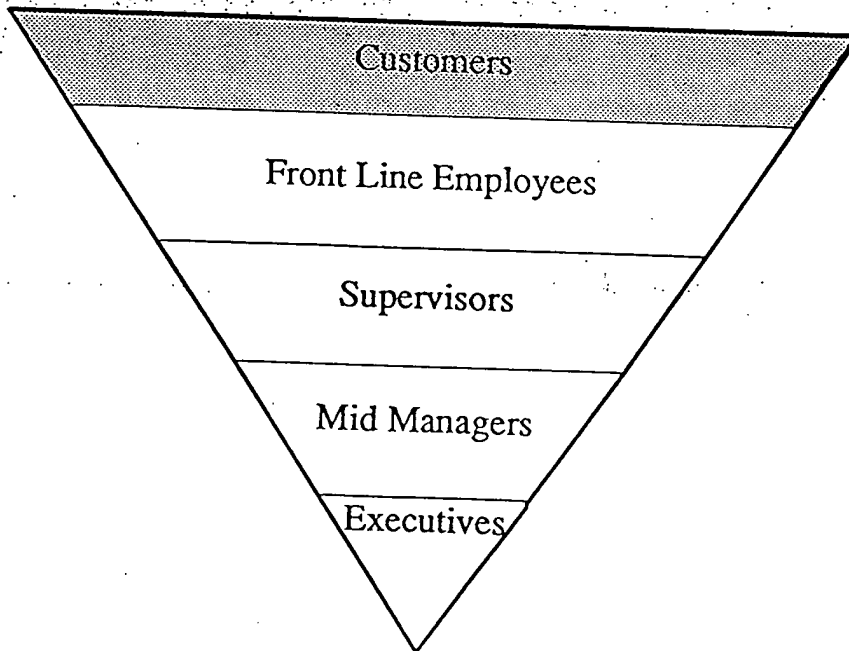


A GRAPHIC LOOK AT CUSTOMER SERVICE

Traditional Management Model



Customer Service Management Model



KEY QUESTIONS

VISION

- What do we stand for?
- Who are our "customers"?
- How do we want them to perceive us?
- What are we trying to accomplish?

STRATEGY

- How do we create linkage in our work?
- Who's our target audience?
- How do we gain upper management commitment for our work?
- What obstacles do we have to overcome?
- How do we check out our strategy?

ACTIONS

- What are the actions that we must take?
- How do we package these actions so they are a cohesive package?
- Where can we pilot these actions before we roll them out on the grand scale?

CONTINUITY

- How do we build linkages into our work?
- How do we make our work more than a single event?

EVALUATION

- How do we measure the effectiveness of our results?