



# *Improving the Quality of Our Internal and External Service*

# *Expectations*



- ***Understand the enormous relationship between quality service and organizational success.***
- ***Identify the factors that define quality service.***
- ***Learn methods to impact, personally and organizationally, job procedures that define quality service and organizational success.***

# *What do we wish to achieve with this training?*

**Capable People**



**That can Impact and Improve the Work Process**



**That Pay Attention to the Factors**



**That Define Quality Service, Satisfaction and Loyalty of the Customer**



**Which Determines Organizational Success**



**And a Better Life for Everyone!!!**

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# *What is Quality?*

## *Exploring Experiences*

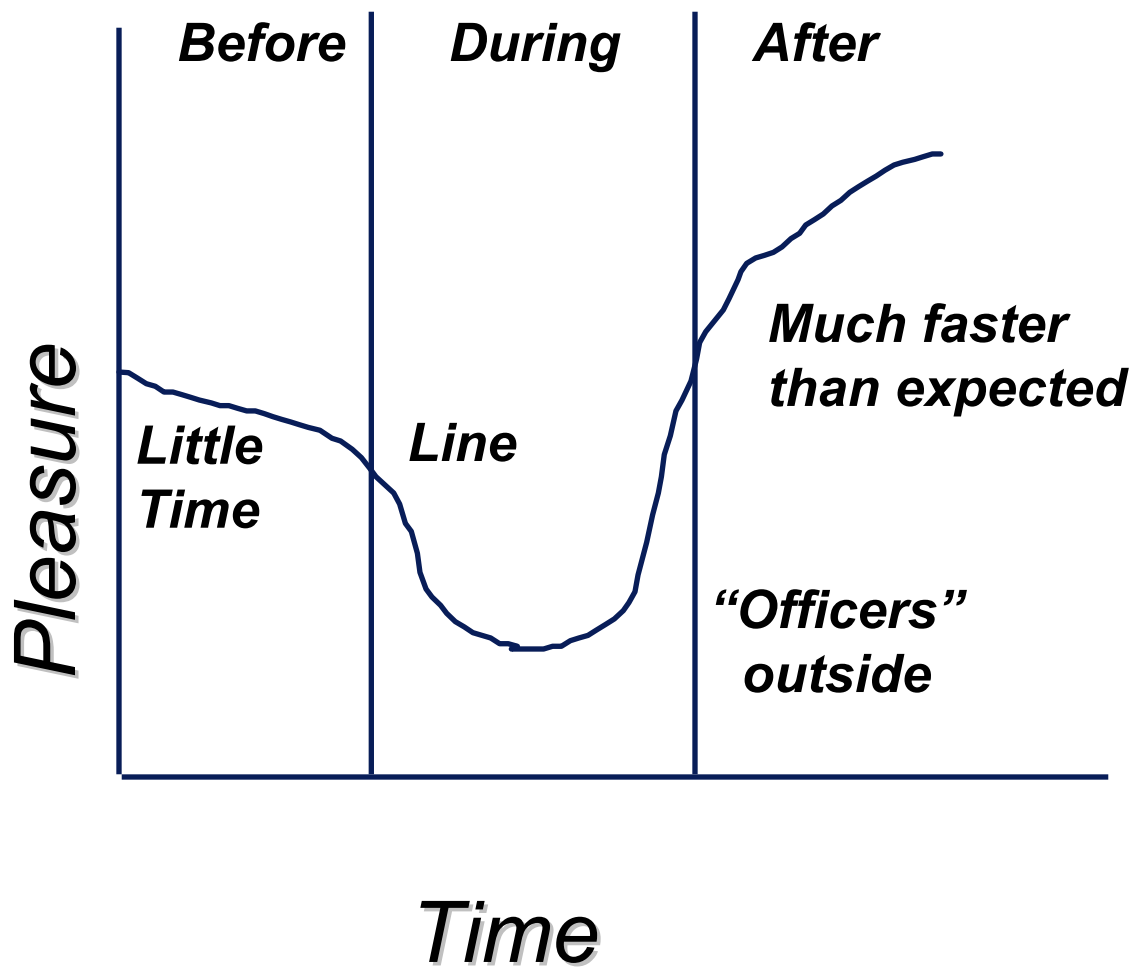
- *Share an experience where you as a client, received a product or service of poor quality.*
- *Share an experience where you as a client received a product or service of excellent quality.*
- *How can we define quality?*

# *Quality*

*It is the perception of pleasure, personal and dynamic, which a customer experiences in relation to a product or service.*

# *The Perception of Pleasure*

## *Example: Bank's Drive-In Service*



# *Quality*

## *Additional Definitions*

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□ *Our Product: A Solution*

□ *Example: Financial Services*

# *Model of Total Satisfaction of the Client*

- Identify who is your client.*
- Understand their needs.*
- Improve the procedures that respond to those needs.*
- Measure the results.*
- Continue with your efforts.*

# ***The Psychology of Influence***

- *Rules (they help us save time and energy about thinking how to act)*
  - *Reciprocity*
  - *Commitment and consistence*
  - *Social Test*
  - *Affability*
  - *Authority*
  - *Scarcity*
  - *Personal interest - Value*



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***Model of Total  
Satisfaction of the  
Client - Step 1***

***Identify who are  
your clients***

***Identify Understand  
Improve Measure Continue***

# *What is a process?*

- *A series of actions carried out to obtain a result - add value.*



# *Who is a Provider?*

- Person or organization that carries out an action (adds a value) as part of a process.*
- When this provider is part of our organization we call him internal; otherwise he is external.*

# *Who is a client?*

- Person or organization that uses the services or products of another person or organization (receives a value).*
- When this client is part of our organization we call him internal; otherwise he is external.*
- It can be final or intermediate, according to his position in the process.*

# *What is the client provider chain?*

- All the providers and clients, internal and external, that form part of a process.*
- To comply with the requisites of internal clients is just as important as to comply with those of the external clients.*
- When we clarify these interdependencies, we can identify where the quality desired (value level) by all the clients, is created (internals and externals).*
- This allows us to develop and implement improvement plans.*

# *Identification of Clients - Exercise*

- Identify no more than four classifications of final clients (external).*
- Do it according to similar needs that those clients try to satisfy in our organization.*

# ***The Psychology of Influence: Reciprocity***

- *Rule: We must repay what someone gives us.*
  - *Christmas cards*
  - *Hare Krishna - flower at the Airport.*
  - *Free samples at the supermarkets.*
  - *Meetings for sales at home.*



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***Model of Total  
Satisfaction of the  
Client - Step 2***

***Understand the  
Clients Needs.***

***Identify Understand***

***Improve Measure Continue***

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# *Quality Service*

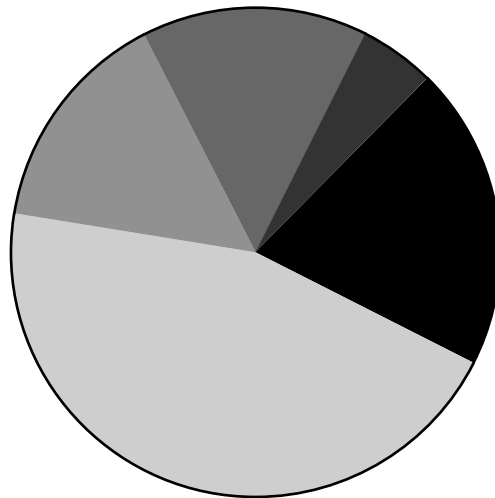
## *Steps to Improve:*

### **2. *Understand what the client wants, approach him:***

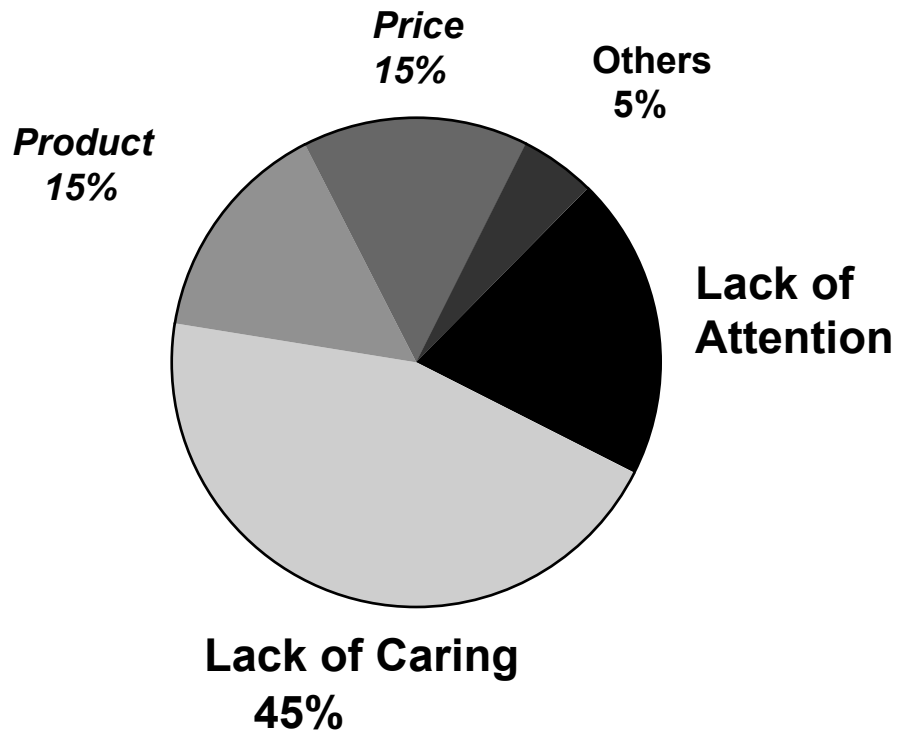
- Know the product or service well and the needs that it fulfills (see interview: clarify the clients demands).*
- Understand clearly the steps of the process to serve this client (use flow chart).*
- Identify and prioritize the important elements of the experience of how this client receives the product.*

# *Why do Clients leave?*

*Price*  
*Product*  
*Care*  
*Attention*  
*Others*



# *Why do clients leave?*



# *Options for Obtaining the Customers Input*

- *Focal Groups*
  - *Representative groups*
  - *Clients advice*
- *Complaints*
  - *Verbal*
    - *to representatives*
    - *line 800*
    - *video booths*
  - *Written*
- *Comment Cards*
- *Calls or visits to clients*
- *Internal surveys - informal conversations*
- *Undercover - Mystery Shoppers*
- *External Surveys*
- *Others...*

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# *Complaints - Listening to the Customer's Voice*

- *Complaints-golden opportunity to improve*
- *Only 4% of the upset customers complain.*
  - *For each customer that complain, there are 24 customers that feel the same way and that don't complain. (24 x number of complains).*
- *If they are not identified and attended, over 15 x those 24 x (60-90 %) will not return.*
- *If they are attended over 20 x of those will return (82%).*

Copyright 2003 *It costs 5 times more to replace a customer than to conserve him/her.*  
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# *Why don't many upset customers complain?*

- 1. They will not do anything to improve.*
- 2. There are no channels that facilitate or promote this.*
- 3. Scared of getting into trouble.*

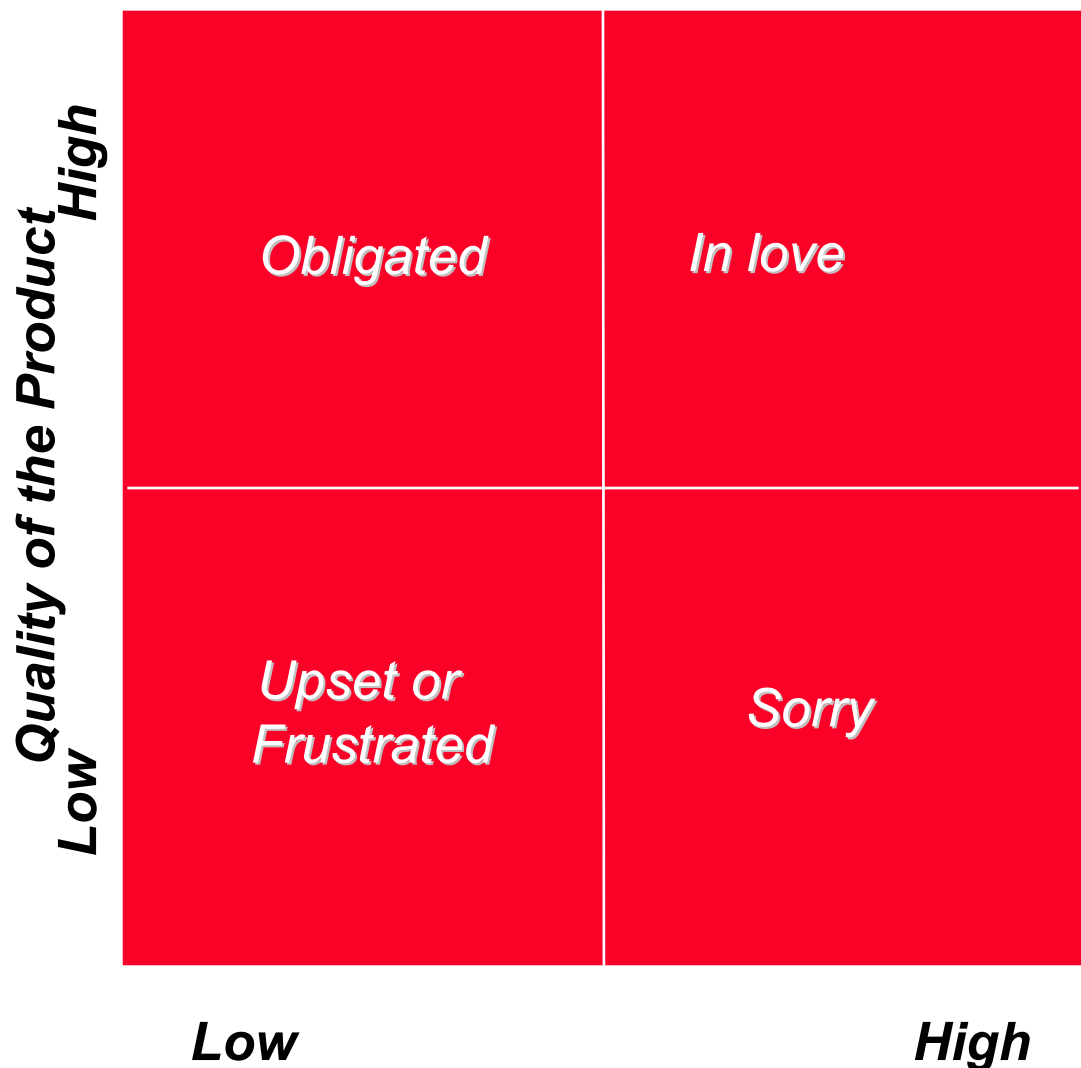
*What can we do to improve this situation of not informing nuisances?*

*What should we do with customers identified as upset or unsatisfied ?*

# *Factors that Affect our Efficiency to Understand what the Customer Wants.*

- *Dispersed facts - information is not consolidated responsibly.*
- *Efforts are not systemized, lack of coordination.*
- *Procedures to gather facts tell us a lot about the customers, not about what the customer's want.*
- *There is no internal or external benchmarking with the facts.*
- *We do not include information of the customers and prospectors that we lost or customers of our competitors.*

# *Relationship between the Presence of the Components of Quality and the Customers Feelings.*



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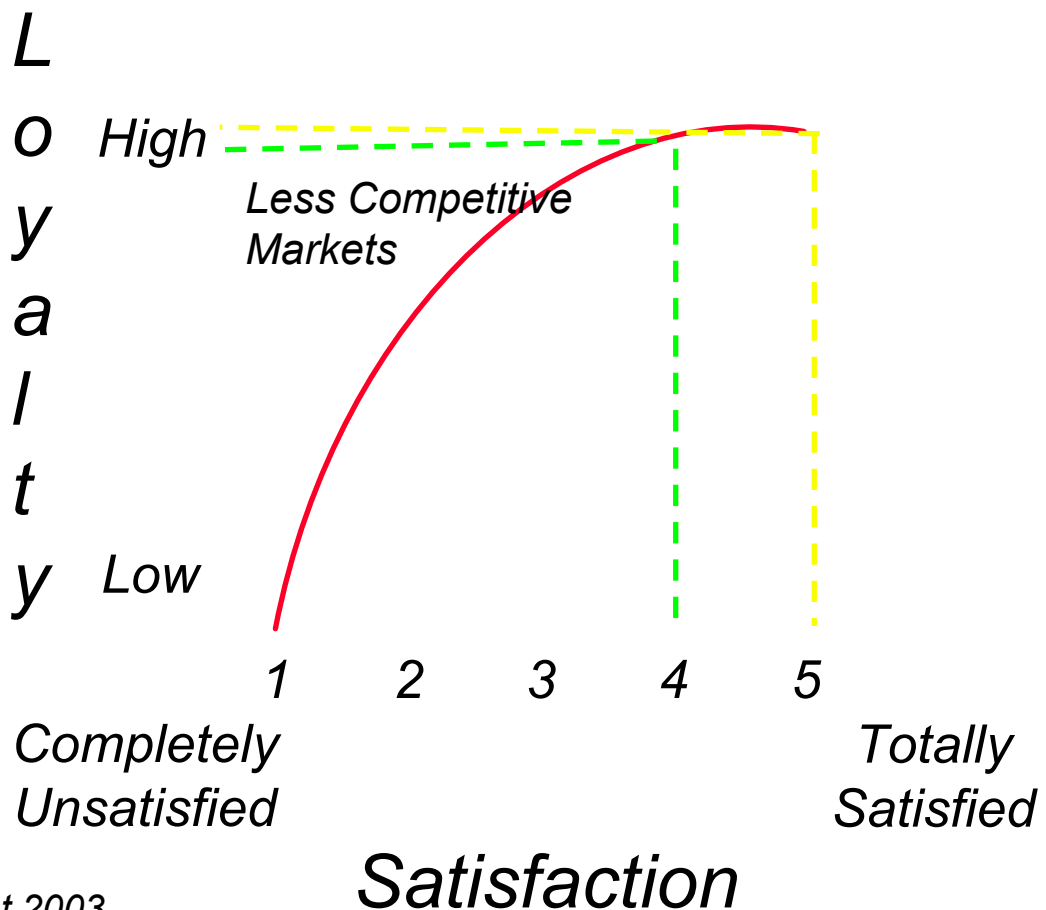
**Quality of the Service**

# *Quality: Feeling and Durability of the Relationship*

- *Obligated - We leave when we find a better product or price.*
- *Sorry - We leave when we feel sorry for ourselves as clients.*
- *Upset and/or frustrated - We leave immediately even if we have to invent the alternatives.*
- *In love - We stay until love lasts.*

# !!! Danger!!!

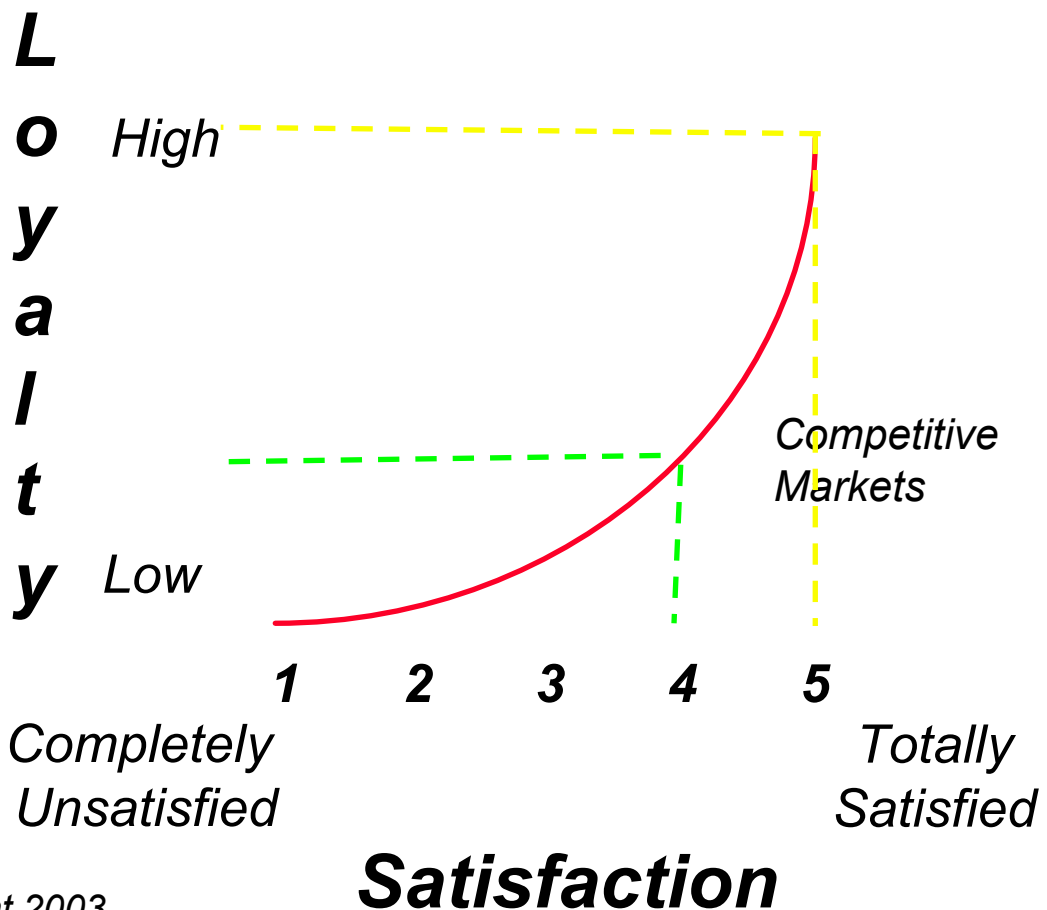
## □ Loyalty vs. Satisfaction



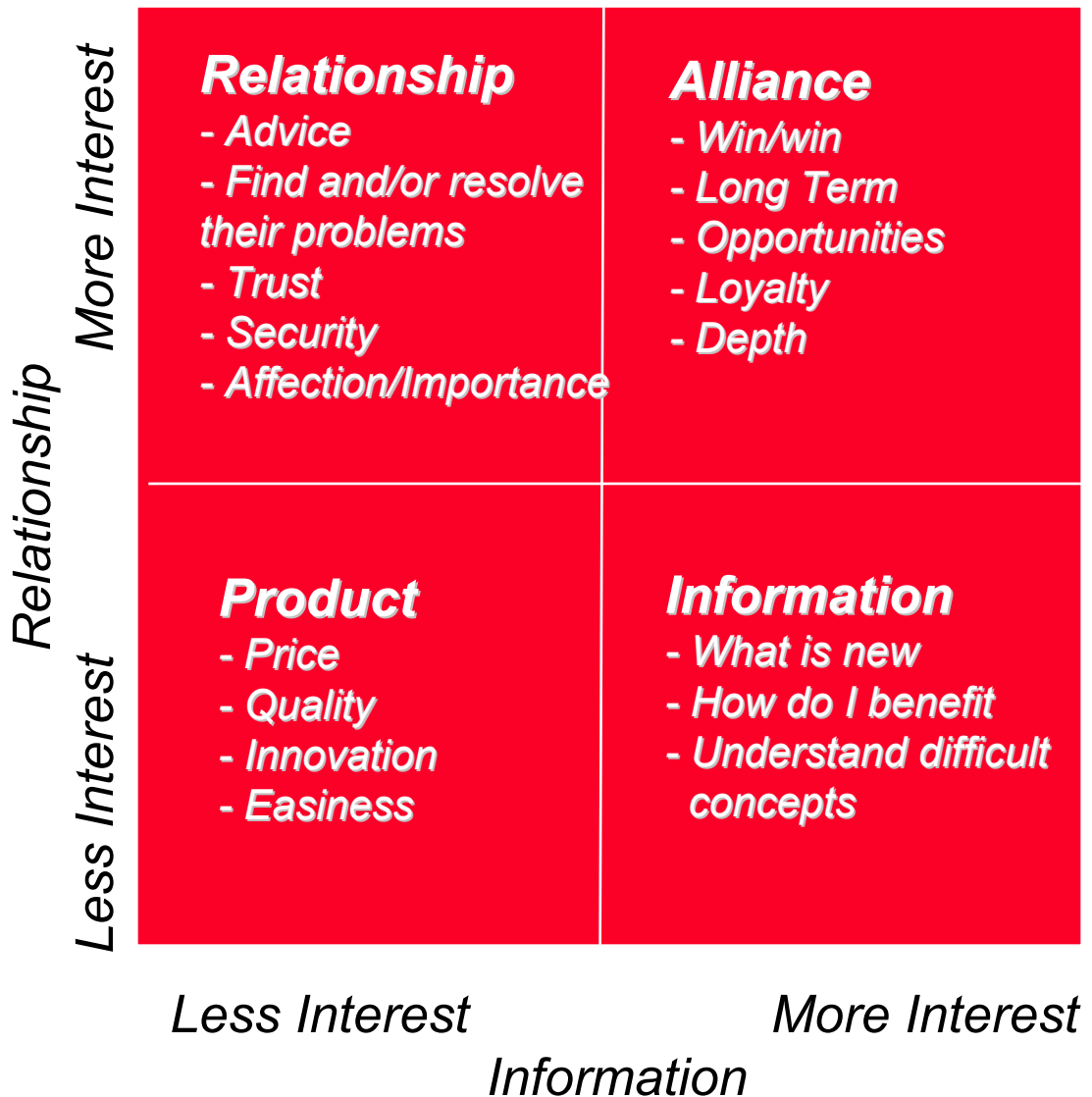
# !!! Danger!!!

## *A Satisfied Customer Is Not So Loyal*

- Only total satisfaction creates a high level of loyalty.



# *Value of the Service: What does the customer look for?*



# *Identify the Elements that define the Experience of Quality Service-Instrument*

*Pleasure with the experience  
of the following service \_\_\_\_\_*

*Elements:      Before    During    After*

*Accessibility*

*Security*

*Value*

*Caring*

*Surprise*

*Time*

*Flexibility*

*Availability*

*Others ...*

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# *Clarify the Demands of Customers: Interview*

*The provider asks his/her customer:*

- 1. Of the services or products that we supply you, which characteristics, attributes or elements are the most important for you?*
- 2. What should be improved?*
- 3. How are we going to measure what we have to improve (if we can)?*
- 4. In which areas are we excellent (if any)? How do you know that?*

# *Instruments to Understand the Customer*

## *5 x What does that means?*

- *Choose a critical element for the perception of pleasure in relation to service.*
- *Ask: 5 x What does that mean?*

# *Exercise - Quality Service*

## *Steps to Improve:*

- *In small groups and in consensus, we will choose a critical service of our job areas and we will apply step 2 to improve the quality of service.*

- *Game Rules:*

*The exercise is real, we will expect that you implant it in your work areas.*

*Everyone has to participate actively.*

*Honor the time assigned.*

*Prepare yourself to present it formally.*

# *The Psychology of Influence: Commitment and Consistency*

- *Rule: Once we make a decision or take a stand, we have auto-pressure to maintain it.*
- *Guardians at the beach (study):*
  - *4 of 20 interfere without asking them to take care of our belongings*
  - *19 of 20 interfere if we ask them ahead of time to take care of our belongings*
  - *Toys in January*

***Model of Total  
Satisfaction of the  
Customer - Step 3  
Improve the  
procedures which  
attend the  
customers needs.***

***Identify Understand***

***Improve Measure Continue***

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# *Quality Service*

## *Steps to Improve:*

3. *Study and improve each of the critical elements of the experience of service:*

- What level of execution does the customer expect?*
- How do these expectations compare with the reality of our service?*
- How do these expectations compare with the reality of our competitors?*

# *Quality Service*

## *Steps to Improve*

### *Step 3 (continuation)*

- If the offer is the same or beneath the expectations of the customer and/or of the competition:*
  - Identify the procedures that should fill those expectations.*
  - Inquire into organizations that are the best in executing similar procedures and use them as learning resources.*
  - Learn from other sources, study alternatives, improve the selected alternative or invent a new one (use creativity) experiment and implant.*

# *Quality Service*

## *Steps to Improve*

### *Step 3 (continuation)*

- Advance into the future: What else will the customers need?*
  - Use creativity*
  - Surprise and keep surprising*
  - Experiment and implant*
- Include everyone in the effort*
  - Cover all the areas*
  - Focus on both internal and external customers*
  - Give participation to all the members of your organization*

# *When there is a Lack of Pleasure – What causes it?*

- *IDC Syndrome*
  
- *Organizational System*
  - *Method*
  - *Material*
  - *Team*
  - *Preparation*
  - *Knowledge*
  - *Training*
  - *Recruitment*
  - *Politics*
  - *Type of Supervision*
  - *Organizational Structure*
  - *Innovation*
  - *Much more ...*

# *Exercise - Quality Service*

## *Steps to Improve:*

- *In small groups and in consensus, we will apply to the selected process, step 3 to improve the quality of service. Include a plan of implementation.*
- *Game Rules:*
  - *The exercise is real, we expect that you implant it in your working area.*
  - *Everybody has to participate actively.*
  - *Honor the time assigned.*
  - *Prepare yourself to present it formally.*

# *Step 2 - Understand*

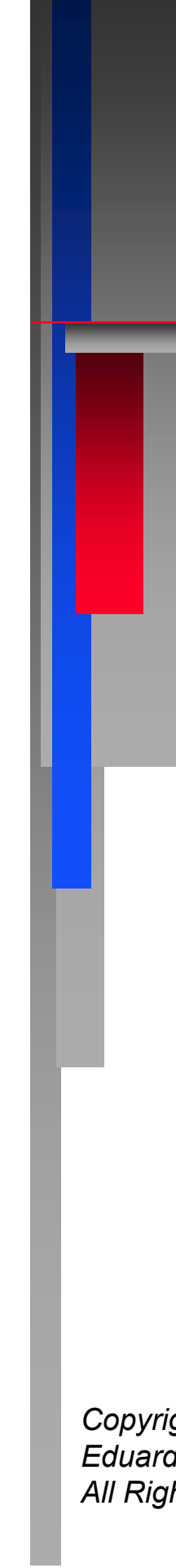
- Select Critical Service*
- Identify needs it is fulfilling*
- Understand how we provide the solution (flow chart)*
- Understand 3 critical elements to that service experience. page 31)*
- Prepare to share your findings with the group*

# *The Psychology of Influence: Social Test*

- *Rules: We accept something as correct while we observe others doing it.*
  - *95% of people imitate, 5% initiate.*
  - *Donors "planted" in the activities of collection.*
  - *38 observe while a woman is being killed in the street.*
  - *910 kill themselves in Jonestown in 1978.*

# ***The Psychology of Influence: Authority***

- *Rule: We tend to follow orders, without thinking or questioning, of persons with relative authority.*
  - *Progressive “Electroshock” (up to 450 V), without pity, in memory experiment.*
  - *12 % errors in medicine doses at hospitals*
    - *Drops for ear infection in “Rear” instead of in “Right Ear”*
    - *The monkeys and the caramels*
- *Deference towards titles, clothing, jewelry and luxury cars.*



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*Model of Total  
Satisfaction of the  
Customer - Step 4*

***Measure the results  
of our efforts.***

***Identify Understand***

***Improve Measure Continue***

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# *Quality Service Steps to Improve*

## *4. Measure the progress*

- Quantify the improvements.*
- Make adjustments and corrections.*
- Share the results (good and bad), the acquired knowledge and the success.*
- Celebrate the achievements.*

# *Steps 3 - 4*

## *Improve/ Measure Results*

- *Select relevant elements that need improvement.*
- *Improve the process drastically.*
- *Develop an Implementation Plan*



- *Establish a method to measure results*

- *Establish a follow up structure/methodology.*
  - *Leader/Coordinator*
  - *Communication Mechanism (Phones, fax #'s)*
  - *Time and Place of Next 2 meetings.*
- *How are we going to celebrate success.*

# *Exercise - Quality Service*

## *Steps to Improve:*

- *In small groups and in consensus, we will apply to our selected process, step 4 to improve the quality of service.*
- *Game Rules:*
  - *The exercise is real, we expect that you implant it in your working areas.*
  - *Everyone has to participate actively.*
  - *Honor the time assigned.*
  - *Prepare yourself to present it formally*

# *The Psychology of Influence: Affability*

- *Rule: We say yes more easily to those whom we like.*
- *We like people that have something in common with us:*
  - *We should be sensitive to:*
    - *Age*
    - *Style*
      - *modern or traditional*
    - *Form of communicating*
      - *talks fast, slow, loud, lower...*
    - *State of mind*
      - *Happy, upset, in a hurry...*



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***Model of Total  
Satisfaction of the  
Customer - Step 5***

***Continue the effort  
to improve our  
quality in service.***

***Identify Understand***

***Improve Measure Continue***

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# *Other Areas to Consider*

- *Organizational Culture*
- *Personality and self-esteem of the service professional*
- *Knowledge about the psychology of the customer*

# *Pre-requirements for a Culture of Service*

*Organizational Auto Analysis: 0 - 10 (100%)*

1. *We have a shared vision of our future* \_\_\_\_\_
  2. *There's active participation of everyone in making decisions.* \_\_\_\_\_
  3. *We give extreme importance to both our internal and external customers.* \_\_\_\_\_
  4. *We work in teams in our work area.* \_\_\_\_\_
  5. *We form teams with other divisions.* \_\_\_\_\_
  6. *Our organization makes effective efforts to improve the quality.* \_\_\_\_\_
  7. *There's open communication, sincere and confidence in all directions.* \_\_\_\_\_
  8. *We have time to serve the customers well, improve the procedures and develop ourselves.* \_\_\_\_\_
  9. *The Corporations first priority is the satisfaction of the customer, in words and in real actions.* \_\_\_\_\_
  10. *We enjoy and feel proud of our job.* \_\_\_\_\_
- Total Points** \_\_\_\_\_

# *How can we improve our Service Culture?*

- *Discuss in your sub-group:*
  - *Which areas of our service culture should be priority to improve (maximum 3)?*
  - *What interferes with improving them?*
  - *What should our leaders do in order to facilitate this change?*
  - *What am I going to do from now on, to facilitate this change?*

# *Exceptional Service Typical “Employee Profile”*

*Auto Analysis: 0 - 10 (perfect)*

1. *You like serving and working with people.* \_\_\_\_\_
  2. *You are empathic and sensitive.* \_\_\_\_\_
  3. *You go beyond the needs of the customer and look for their satisfaction.* \_\_\_\_\_
  4. *You express your thoughts with clarity and simplicity.* \_\_\_\_\_
  5. *Pronounce and enunciate well.* \_\_\_\_\_
  6. *Listen actively and perceive all the details.* \_\_\_\_\_
  7. *Question and investigate in order to understand.* \_\_\_\_\_
  8. *You control your emotions.* \_\_\_\_\_
  9. *Manage stress well and maintain a high level of energy  
- you do not give up.* \_\_\_\_\_
  10. *You are educated, respectful, responsible, and have a great sense of humor.* \_\_\_\_\_
- Total** \_\_\_\_\_

# *Model of Mental Scheme Change*

- *Establish confidence*
- *Present facts*
- *Promote self-evaluation and revise your scheme*
  - *knowledge*
  - *associations*
- *Support the planning of change and its implementation.*

# *Develop Confidence*

- *Understand and respect the individual.*
- *Pay attention to small details - to the emotions and feelings.*
- *To comply with the commitments.*
- *Maintain the expectations clear.*
- *Live what we preach.*
- *Ask for forgiveness honestly.*
- *Forgive with love.*

# *The Psychology of Influence: Scarcity*

- *Rule: The opportunities appear to be more valuable when they are less available*
  - *Experiments with chocolate cookies*
  - *Romeo and Juliet*
  - *Ordinance of 1975 at a county of Miami against the detergents with phosphates black market and big inventories, even though substitutes function the same.*
  - *It is part of the psychology of reactance-we fight against the restrictions of our liberty.*
  - *Risk is nourished by a big loss.*

## **Exercise**

# ***The Psychology of Influence: Personal Interest- - Value***

- *The knowledge of the psychology of influence should only be used to give an effective message about a product or service that really adds a great value.*
- *Exercise in consensus: How can we use our knowledge about change in behavior, establish confidence and influence, in order to increase the loyalty of our internal and external customers?*

# *The Customer will feel better if.*

- I receive him well.*
  - How?*
- Do all that is possible to understand him/her*
  - How?*
- I help him/her feel important.*
  - How?*
- The environment is of his/her liking.*
  - How?*
- I thank him/her for his/her visit.*
  - How?*
- I invite him/her to return.*
  - How?*

# *End of this Journey...*

- *Thoughts and reactions regarding this training.*
- *Possible changes in our work strategies as a result of this experience.*

