**CUSTOMER SERVICE – FILL-IN-THE BLANK: SESSION 2**

**Customer Service: Skills for Success – 7th Edition**

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**Chapter Two: Contributing to the Service Culture**

A Service Culture is a service \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ made up of various factors, including the values, beliefs, norms, rituals, and practices of a group or organization.

Any policy, procedure, action, or inaction on the part of your organization and its employees contributes to the service \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Your \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is crucial to your success and that of your organization.

Attitudes are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ responses to people, ideas, and objects. They are based on values, differ between individuals and cultures, and affect the way people deal with various issues and situations.

Successful organizations are Customer-Centered and focus on individual \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Customer-Centric is a term used to describe service providers and organizations that put their customers first and spend time, effort, and money identifying and focusing on the needs of current and potential \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

An organization’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ culture is made up of many facets, each of which affects the customer and helps determine the success or failure of customer service initiatives.

Many major organizations have become more customer-centric and stress \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ with customers.

Many elements define a successful service organization.

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
7. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
8. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Service Philosophy or \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: The succinct direction or vision of an organization that supports day-to-day interactions with the customer.

Most successful organizations have written mission and vision statements that \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ the questions of “What does the organization do?” and “Why does it exist?”

Mission Statement: An organization’s mission statement defines its \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ or objectives and how it will attain them.

Vision Statement: A vision statement communicates an organization’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and purpose and explains what the organization wants to be.

Leadership, real and perceived, is crucial to service \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Employee Roles and Expectations: The specific communications or \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that indicate what is expected of employees in customer interactions and that define how employee service performance will be evaluated.

Many tasks and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are assigned to frontline service providers.

As a service professional, you are the “\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_” of your organization in all interactions that start with a customer contact.

For you and your organization to be successful in providing superior service to your external and internal customers, your roles and expectations must be defined and communicated clearly in terms of the following characteristics, sometimes referred to as RUMBA:

**R**\_\_\_\_\_\_\_\_\_\_\_\_\_ – **U**\_\_\_\_\_\_\_\_\_\_\_\_\_ – **M**\_\_\_\_\_\_\_\_\_\_\_\_\_ – **B**\_\_\_\_\_\_\_\_\_\_\_\_\_ – **A**\_\_\_\_\_\_\_\_\_\_\_\_\_

As customers have matured in their knowledge of service standards and what they expect of providers, they look for certain \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in those who serve.

Customers expect service employees to have the following qualifications and competencies:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Policies and Procedures: The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that establish how various situations or transactions will be handled.

Although there are many local, state, and federal regulations with which you and your organization must comply, many policies are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Organizations hang up fancy posters and banners \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ “The Customer is No.1” or “We’re Here to Serve YOU!”

But at the moment of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, when customers come into contact with employees, they frequently hear, “Please take a number so we can better serve you,” “I can’t do that,” or (on the phone) “ABC Company, please hold – CLICK.”

Products and Services: The materials, products, and services that are state of the art, competitively priced, and meet the needs, wants, and expectations of a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ customer base.

If customers perceive that you offer reputable products and services in a professional manner and at a competitive price, your organization will likely reap the rewards of \_\_\_\_\_\_\_\_\_\_\_\_\_ and positive “press.”

Motivators and Rewards: Monetary rewards, material items, or feedback that prompts employees to continue to deliver service and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ at a high level of effectiveness and efficiency.

In any employee environment, people work more effectively and productively when their performance is recognized and adequately \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Management Support: The availability of management to answer questions and assist frontline employees in customer interactions when necessary. Also, the level of management involvement and enthusiasm in coaching and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ the professional development of customer service representatives.

A key role for a manager, supervisor, and/or team \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is to provide effective, ongoing coaching, counseling, and training to you and your peers.

Look for a strong mentor in your organization, and ask them to provide \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and help you grow personally and professionally.

When searching for someone to mentor you, look for these characteristics:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Employee Empowerment: Providing EEs with the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to make on-the-spot decisions that will facilitate efficient and timely customer service based on training they receive and criteria established by supervisors.

Employee Empowerment is one way for a supervisor to help ensure that service providers can \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ quickly to customer needs or requests.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the term used to describe the giving of decision-making and problem-resolution authority to lower-level employees in an organization.

Such authority allows on-the-spot responsiveness to the customer while making service representatives feel trusted, respected, and like an important part of the **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.**

Training: Instruction or information provided through a variety of techniques and vehicles that teach knowledge or skills, or attempt to influence employee attitude toward excellent service delivery and achieving customer \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The importance of effective training cannot be overstated. It is an \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ component of any organizational culture that supports customer service.

The first step a company should take in creating or redefining its service \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is to make sure it knows who its customers are and how it plans to attract and hold those customers.

It is not just your organization’s responsibility to ensure the success of \_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_.

As a service professional, you have to be familiar with the organization’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and work toward helping make them successful.

From the perspective of a customer service professional, ask yourself the following questions to help clarify your role:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The best way to create a service culture is to get everyone in the organization involved in planning and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Policies and practices that say, “We care” or “You’re important to us” can help \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ effective customer service.

Service Delivery Systems are a combination of people, technology, and other internal and external elements that make up your organizations’ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of getting its products and services to customers.

Three key factors involved in effective service delivery include: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The type of delivery system used (direct or indirect \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_) is important because it affects staffing numbers, costs, technology, scheduling, and many other factors.

In a customer-oriented environment, it is important that organizations gauge their service effectiveness continually, as perceived through the eyes of their \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

To perform effectively as a customer service professional, you will need a plan.

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
7. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
8. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
9. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
10. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
11. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Seven Things Customers Want:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
7. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Before you can identify what a customer wants, you have to ask appropriate questions and then actively \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to their responses.