

# How to Build a Motivated Service Culture

Chemical Customer Service Management Group 2018



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## Overview

- > Welcome
  - Introduction
- > Presentation Structure
  - What brings us here today - Introductions
  - The 5 Pillars of a Service Culture
  - Developmental Coaching Approach
  - Measurement and Service Consistency
  - Practical Exercises
  - Group Contributions

## Overview

The 5 Pillars of a Service Culture



Developmental Coaching Approach



Measurement and Service Consistency



Questions and Answers

## The Five Pillars of a Service Culture

1. Shared Service Vision and Values
2. Service-focused Leaders
3. Consistent Service Delivery and Measurement
4. Developmental Training and Coaching
5. Constant Systemic Improvement and Reinforcement

## Shared Service Vision and Values

Don't underestimate the value of a shared vision when you are developing a motivated culture.

Service vision example:

- > We inspire, educate and outfit for a lifetime of outdoor adventure and stewardship (REI)
- > Stand for Something Good (Shake Shack)


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### The Shadow of a Leader



### Research and Notes



Regarding Employee Development and Engagement

“Culture eats strategy for breakfast.”  
– Peter Drucker


*Employee Satisfaction =  
Customer Satisfaction =  
Financial Performance*

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### Consistent Service Delivery and Measurement



“What gets measured, gets managed”

*but ...*

“Measure what matters”

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### Coaching Increases Productivity

By providing your agents with the personalized training, feedback and information they need to perform at their best, your contact center will perform at its best.

Studies show that training alone increased productivity by 22.4% while training plus coaching increased productivity by 88%.\*

\*Source: International Personnel Management Association

### To manage or coach? What's the difference?

**Managing** 

**Developmental Coaching** 

### Developmental Coaching

**Characteristics of Developmental Coaching:**

- ◆ A collaborative mindset
- ◆ Balanced communication styles in directing and supporting
- ◆ A focus on respect and accountability
- ◆ Drawing out associates for the purpose of developing, understanding and creating a model of further communication



### Five Best Practices of Developmental Coaching

| Best Practice | Concept |
|---------------|---------|
| 1. Inform     |         |
| 2. Build      |         |
| 3. Model      |         |
| 4. Create     |         |
| 5. Own        |         |



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### The \_\_\_\_\_ Form

1. Monitoring
2. Observation
3. Evaluation
4. Coaching
5. Vision Alignment




### The \_\_\_\_\_ Form


1. Monitoring reads and checks numbers, temperature, parameters, pressure
  - Machines, heart rates, blood pressure, weather, hallways, lines and borders
2. Coaching develops and improves
  - Fitness, teams, orchestras, plays, yourself and other living systems



## Group Coaching Exercise #1

**Assessment and Calibration Feedback:**

- > Listen and assess call on a 1 to 50 point scale
  - 50 = achieved 'vision' and wowed the customer
  - 1 = Discouraging and of the lowest quality
- > Make some notes as if you were listening for a coaching session to follow



## Group Coaching Exercise #2

**Divide into triads**

- > Coach
- > Associate
- > Observer

Capture a learning point or an observation you think the group might value.


## Summary Points:

- > How people are managed is motivational, training + coaching improves productivity 88%
- > The "QA" form is a Vision Accountability Tool directing people about their choices; empowering people is vital to creating a motivated culture
- > Developmental coaching requires the coach to be accountable for agent results not scores
  - Building a motivated service center is more than just telephone statistics
  - Don't spend more time scoring than listening and coaching

## How to Build a Motivated Service Culture

*Thank you!*

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