



**Learn, Innovate, Optimize: Super
Service Tailors Solutions to Fit Needs**



**By: Marketing & Business
Development Group
– MJ Learning**

All Content © MJ Learning: www.mjlearning.com Phone 847 438 9366 | Email: info@mjlearning.com

Introduction

A. O. Smith Corporation is a global leader applying innovative technology and energy-efficient solutions to products marketed worldwide. It is the largest manufacturer and marketer of water heaters in North America. It also supplies water treatment products in the Asian market

Part of their vision is to deliver total satisfaction to their customers around the world. MJ Learning was contracted to optimize mission performance while controlling costs. To this end MJ Learning performed their Learn, Innovate and Optimize strategy. They did this in three steps:

1. LEARN — Understand the organization's culture, people, processes, history, and business requirements
2. INNOVATE — Tailor solutions leveraging present knowledge, proven toolkits, and past experiences
3. OPTIMIZE — Improve solutions by balancing best fit (e.g., cost, schedule, return) with desired goals.

To support AO Smith in their vision to deliver total satisfaction to their customers around the world, and at the same time create extraordinary value for their stakeholders, MJ Learning delivered Super Service to over 230 AO Smith employees so they could become the best employees: productive, innovative, and customer focused (both internal and external).

MJ Learning delivered Super Service to over 230 AO Smith employees. They also trained approximately 25 managers to deliver Super Service to other teams and new employees. Managers were also provided with a Super Service Managers Toolkit – a 12-month fortification tool which enables managers to continue teaching the tools and skills provided in Super Service.

The objectives of Super Service are shown below, and since reading the emails and talking with Super Service graduates, the objectives have been fully accomplished:

- Create a motivating environment where success is the responsibility of every employee
- Increase the bottom line by building profitable customers
- Enhancing customer trust, confidence, and loyalty
- Bring energy and enthusiasm to every customer encounter, internal and external
- Understand and anticipate the customer's needs and expectations
- Fire up employees to give their personal best, even on Monday
- Enhance job satisfaction

This White Paper provides information about:

1. Measuring Results to Insure ROI
2. Measureable Results Testimonials
3. Super Service Train-the-Trainer program
4. Twelve month Super Service follow up
5. Sample of Survey Results
6. Agenda Topics for the Super Service Program
7. Practical Ways to Provide Super Service

Measuring Results to Insure Return on Investment (ROI)

To measure the impact of Super Service’s learning systems we suggested tracking the following on a monthly, quarterly and annual basis:

- | | | |
|------------------------|------------------------------|---------------------------|
| 1. Sales | 7. Customer Satisfaction | 11. Tardiness |
| 2. Market Share | 8. Repeat Business | 12. Absenteeism |
| 3. Profit | 9. Employee Turnover | 13. Workers Comp Claims |
| 4. Defection Rate | a) Actual number | 14. Grievances |
| 5. Customer Count | b) Cost to replace employees | 15. Claims |
| 6. Customer Complaints | 10. Shrinkage/Theft | 16. Performance Standards |

Measurable Results (ROI) Testimonials

The following testimonials are just a small sample of what employees say about how Super Service training and the follow up modules affect their day-to-day interactions at AO Smith:

“I have learned so much from Super Service that I am more productive on a daily basis. I also learned how to successfully handle irate customers so that we both walk away from the situation feeling good.”

“A lot of my customers love to say irritant words like, “you people” or “you”. After Super Service I am able to listen without taking it on board. I now use a firm but pleasant tone to provide a solution. I don’t give energy to their words. I apologize for anything we may have done and I help provide a win-win solution.”

“Having the knowledge and ability to understand the “animal” brain has enabled me to also improve certain areas in my marriage and relationships with both my biological and step children. When life at home is not good, work suffers. Super Service helped me in both areas of my life.”

“One service agent was having a really bad day. By the time he called into our company he was cussing up a storm. I remained calm and did not take it personally. I apologized for his trouble and when he made a comment that he hoped his complaint would stop with me, I asked him for his email address. I told him I would handle his complaint and get back to him with a solution.

It wasn’t the easiest issue to solve. It had to do with the adhesive backing on the rating/serial plates. But we did get it resolved. I now have one very happy service agent. It just makes sense to follow up and follow through.”

Train the Trainer

One of the reasons Super Service is so successful is how it creates a culture of excellence. When the managers are trained to facilitate Super Service, they really understand the concepts, the philosophy and how it can help create a culture of service.

From a place of knowledge managers are able to teach their teams and also provide coaching and follow up in real time. As things come up in the workplace, a certified Super Service manager can provide the tools and skills to create solutions.

Measureable Results Indicator:

- **Increased sales**—turn your team into a profit machine by building strong win-win relationships with customers.
- **Increased customer loyalty**—be your industry’s provider of choice and increase your company’s market share
- **Increased employee loyalty**—attract and keep top talent in a corporate climate where success is everyone’s responsibility.

The 12-Month Super Service Manager’s Toolkit Includes...

The 12-Month Super Service Individual Toolkit is a CD-ROM, which enables managers to keep the concepts of Super Service thriving. Specifically it provides twelve individually planned Super Service sessions, which includes the following objectives:

- Understand how the brain works
- Create the results you want in your life
- Not take things personally
- Be of service to everyone you meet
- Effectively use tools to acknowledge feelings
- Take responsibility for finding solutions
- Resolve issues
- Get and give complete and accurate information
- Listen actively to determine customer needs
- Probe for facts
- Take the people in your life from satisfaction to loyalty
- Manage your expectations
- Provide people with commitment
- Understand and manage the expectations of other people
- Create a SMART goal to communicate effectively
- Understand the importance of follow up
- Implement an action plan
- Check for new opportunities
- Learn techniques to overcome “having a bad day”
- Accept yourself and others even on those “bad days!”

Sample of Survey Results

MJ Learning provided a confidential follow-up survey asking how Super Service had impacted the culture. There was an impressive amount of data. In general employees appreciated that Super Service is more than just another training session—follow up is crucial. The following is a sample of measurable results and remarks. Specifically, Super Service helped managers and front-line employees to:

- Use effective communication tools to ‘get on the same page as co-workers’
- Take responsibility
- Have an attitude of wanting to change
- Bring energy and enthusiasm to every customer encounter, internal and external
- Improve productivity with fewer people
- Understand and anticipate customer’s needs and expectations
- Be inspired to be the best
- Be more willing to help co-workers
- Use the gold rule

“Thank you for following up. It shows you are concerned that Super Service is having a true impact and not just another training program. Measureable results are what we all should be looking for. Here is just one of the many real results:

Yesterday one of my associates was trying to explain something and I was not on the same page. Finally, she just started laughing and put her fingers on her forehead; reminded me of the Super Service training about the differences between male and female thought processing. It helped me move beyond the "zone" I was in and to understand what she was trying to get across.

I pass people in the building throughout the day and every so often I hear them reply to my "how are you doing" with our new buzz word, "Amazing." Super Service has definitely had an impact on the everyday lives of our folks.

Thank you for providing Super Service. As we continue to use your Super Service follow up materials I fully expect to see continued lasting results.”

“I’ve noticed a big improvement in employee behavior and attitude.”

“It’s all about attitude, time, and being more willing to help each other. Everyone is taking more responsibility.”

“I just treat people the way I would like to be treated and that philosophy has applied very well.”

“...I learned a great deal about myself, and I am going to work every day to be a better, more positive, happy person. Super Service inspired me. I cannot say that about any other workshop I have ever been to.”

“I spend less time handling things, such as customer complaints and enquiries. We even have actually less people working the phones. Knowing how to communicate effectively on the phone has shortened the time we spend on the phone, so we need less people than we used to have.”

Agenda Topics for the Super Service Program

Welcome and Introductions

- Inspire
- Enlighten
- Engage

Elements of the program---high level

- Methodology, Intent, Expected results

Highlights on key elements

1. Customer Satisfaction
2. Cost of losing a customer
3. Differentiator in keeping/losing a customer
4. Approach –Animal brain—the “amazing” nomenclature is important. It’s becoming a buzz word amongst employees.
5. Decision making---each person taught that they can make a choice and act differently
6. Who is customer?
7. Contact tactics—high level
8. Supporting AO Smith initiatives

Specific responsibilities

- Coaching
- Accountability

Super Service Managers Toolkit

- 12-Month Manager’s Super Service Toolkit CD-ROM (Master) Every month managers meet with their team for 25 minutes
- Every employee sets SMART goals and is accountable for monthly improvement in service levels. These meetings are motivational and create a sense of ownership and commitment for both the managers and their teams. Each month one of the following 12 task skills is reinforced:

| | |
|---------------------------|---------------------------|
| 1. Show a desire to serve | 2. Get recommendations |
| 3. Acknowledge feelings | 4. Check understanding |
| 5. Accept responsibility | 6. Build consensus |
| 7. Get information | 8. Follow-through |
| 9. Give information | 10. Follow-up |
| 11. Give recommendations | 12. Build on satisfaction |
- The 12-Month Manager’s *Super Service* Toolkit provides the following materials on the CD-ROM:
 - Interactive coaching exercises with Q & A and tips
 - PowerPoint presentations with delivery notes to facilitate the meetings
 - SMART goal handouts (pdf file) with samples
 - The 12-Month Manager’s *Super Service* Toolkit (pdf file)
 - Task Skills with 55 identified skills and tasks (pdf file)
 - *Super Service* Screen saver
 - 50 humorous graphics depicting the *Super Service* Task Skills (pdf file)
 - Monthly motivational newsletters (pdf file)

Practical Ways to Provide Super Service

KEY 1: THE RIGHT ATTITUDE

Show a Desire to Serve

- Greet Customer with welcoming words
- Maintain upbeat tone and proper volume
- Smile (even on phone)
- Tell them you will help
- Maintain a positive frame of mind
- Treat the Customer as unique and special
- Be courteous, use please and thank you
- Use their name as soon as you hear it
- Maintain an even natural pace
- Show a sincere and helpful attitude

Acknowledge Feelings

- Nod your head, maintain eye contact
- Express empathy through words and tone
- Remain calm
- Remain objective and nonjudgmental
- Apologize and admit mistakes
- Welcome complaints and allow venting

Accept Responsibility

- Take notes
- Use “I” not “we” when appropriate
- Sound confident and responsive
- Thank Customer for highlighting problem
- Be knowledgeable and accurate
- Show urgency and be proactive

KEY 2: UNDERSTAND CUSTOMER NEEDS

Get Information

- Ask permission to gain more information
- Use open and closed probes
- Ask questions to find the root cause
- Really listen, do not interrupt, take notes

Give Information

- Avoid jargon and technical language
- Educate Customer on steps & procedures
- Give clear relevant information

KEY 3: COMMUNICATE CLEARLY

Keep It Simple and Sincere

- Share feelings along with facts
- Use positive words and phrases
- Actively listen and request Customer input

KEY 4: REACH AGREEMENT

Give Recommendations

- Explain benefits of your recommendation
- State what you can do—not what you can't
- Avoid offering too many solutions

Get Recommendations

- Listen actively to Customer's recommendations
- Encourage Customer to participate in solution

KEY 5: CHECK UNDERSTANDING

Restate the Issues

- Paraphrase Customer's ideas
- Verify facts
- Help Customer understand service steps

Build Consensus

- If proposal is unreasonable, tactfully redirect
- Your company assumes cost of giveaways
- Seek win-win agreement
- Incorporate both parties' ideas into the solution
- Be creative and honest

KEY 6: TAKE ACTION

Follow Through

- Implement action plan on time
- Communicate well & comprehensively internally
- Verify and clarify facts internally
- Check for mutual agreement on problem

KEY 7: BUILD ON SATISFACTION

Follow Up

- Update Customer as necessary
- Communicate delays promptly
- Explain preventive maintenance
- Check for new opportunities
- Determine and verify satisfaction
- Thank the Customer