



Super Service: A Vital Core Competency

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

Introduction

CA Technologies is one of the world's largest IT management software providers. They help companies simplify and solve their most challenging IT problems in order to accelerate innovation.

This White Paper explores how Super Service helped CA Technologies meet their customers' growing expectations for an exceptional experience.

Super Service began as a book written by MJ Learning and published by McGraw-Hill. CA Technologies purchased over 6,000 copies for their employees. Then they contracted MJ Learning to facilitate over 200 Super Service workshops to their staff.

To assure buy-in from top down, MJ Learning kicked off Super Service by providing an executive overview to the directors. They then provided the Super Service skills and tools to over 6,000 employees.

Customers frequently form their perceptions of a company such as CA Technologies based solely on their interactions with IT systems. By channeling their efforts toward improving, and sharing ownership of the customer experience, IT organizations can help drive productivity, market differentiation, business growth and profitability.

From directors to front line employees, Super Service helped simplify and streamline communication so that staff could concentrate on ensuring successful customer interactions. By understanding the impact and responsibility that each person has on a team, people can focus on providing complete services and achieve far better results with significantly less effort.

By establishing that each person can and does make a difference, Super Service helped CA Technologies eliminate barriers to productivity for IT, consumers of IT and the business in general.

US News and World Report finds that 68% of customers leave because of indifference by one employee. Super Service addresses this issue by helping create an environment where every individual understands they are responsible for his or her attitude.

Since delivering Super Service, MJ Learning has received thousands of emails from CA Technology employees citing that Super Service made a positive difference both in their business and personal lives.

This White Paper provides information about:

1. Super Service—Core Competencies
2. Super Service Newsletter Follow-up
3. Super Service Follow-Up Testimonials
4. Super Service Agenda
5. Practical Ways to Provide Super Service

Super Service Core Competencies

Here are the main core competencies that Super Service provides:

Initiative and Creativity

- Plans work and carries out tasks without detailed instructions
- Makes constructive suggestions; prepares for problems or opportunities in advance
- Accepts additional responsibilities and responds to situations as they arise
- Values change as a potential solution to problems.

Judgment

- Makes sound decision; based on fact rather than emotion and uses logic to reach solutions.

Quality of Work

- Keeps high standards despite pressing deadlines
- Does work right the first time
- Regularly produces accurate, professional work.

Cooperation/Teamwork

- Works harmoniously with others to get a job done; responds positively to instructions/procedures
- Works well with staff, co-workers, peers and managers; shares critical information with everyone
- Gets involved and works effectively on projects that cross functional lines
- Helps set a tone of cooperation within and across work groups; coordinates own work with others
- Seeks opinions; values working relationships; gives input before decision-making is complete.

Communication

- Writes and speaks effectively, using conventions to fit the situation
- States own opinions clearly and concisely; demonstrates openness and honesty
- Listens well during meetings and feedback sessions; explains reasoning behind own opinions
- Asks others for their opinions and feedback; asks questions to ensure understanding
- Exercises a professional approach with others using all appropriate tools of communication
- Uses consideration and tact when offering opinions.

Customer Service

- Listens and responds effectively to customer questions and resolves problems effectively
- Respects all internal and external customers; uses team approach with customers
- Follows up to evaluate customer satisfaction; measures customer satisfaction effectively
- Commits to exceeding customer expectations.

Reliability

- Takes personal responsibility and works necessary hours to complete assigned work
- Is regularly present and punctual; arrives prepared for work and keeps commitments.

Attention to Detail

- Follows detailed procedures and ensures accuracy in documentation.

Super Service is a **vital core competency** that boosts productivity, improves communication and builds collaborative relationships. It identifies behaviors and skills that every employee can demonstrate no matter what their job description. It enables staff to carry out the mission and goals of the company.

Super Service Core Competencies Cont'd

Supports Diversity

- Treats all people with respect and values diverse perspectives
- Provides a supportive work environment and shows sensitivity to individual differences
- Treats others fairly and considers diverse perspectives and ideas.

Flexibility

- Remains open-minded and changes opinions on the basis of new information.

Staff development

- Works to improve self-performance of self by pursuing continuous learning and feedback
- Constructively helps and coaches others in their professional development
- Exhibits a “can-do” approach and inspires associates to excel; develops a team spirit.

Quality Control

- Establishes high standards and measures despite pressing deadlines
- Does work right the first time and considers excellence a fundamental priority.

Responsiveness to requests for service

- Responds to requests for service in a timely and thorough manner
- Does what is necessary to ensure customer satisfaction
- Prioritizes customer needs and follows up to evaluate customer satisfaction.

Innovation

- Challenges conventional practices and adapts established methods for new uses
- Pursues ongoing system improvement and creates novel solutions to problems
- When possible evaluates new technology as potential solutions to existing problems.

Super Service Newsletter Follow-up

The Super Service newsletters are delivered by email every month. They put the skills and tools into simple language. They act as reminders explaining exactly what to do to be an outstanding employee including:

- You make the decisions; you are in the driver’s seat: what do you really want from life? Be happy in your job and do your best every day
- You get to make a different choice every moment. If you like your choices keep heading in that direction; if not, make some different choices
- No matter what happened in the past; good or bad; now is a different story: make your story count; and make it a great one
- Make a commitment to be enthusiastic about your choices; don’t be a dead duck and expect someone or something else to come along and revive you; be your own best motivator
- Finally, have fun. We have one life; we live it in the moment right now.

Super Service Follow-up Testimonials

“I really enjoy reading your emails and today’s email was perfect timing for reinforcing my attitude. I never forget to say “I am Amazing”

Nadine Wiggins. – Sales Finances, Representative, Billing

“I am going through a very tough time in my life and timing of this email was incredible. I just realized I was operating from the wrong brain. Unhealthy thoughts were consuming my mind making it difficult to work, sleep and operate as a healthy single parent that I am. A simple reminder such as this will change the way my life has been going and I am going to start being a blessing to my family and co-workers.”

Susan V. – Customer Service

“Love the re-enforcement of your positive approach to life... keep ‘em coming. I enjoy receiving your periodic email messages... they’re reminders of what I learned in your class last year.”

Tippett, Christopher M— Consulting Manager, Security

“Phenomenal message this month, keep them coming!”

Pat Runge –Senior Product Analyst

“Hi, Thank you for reminding me! What I keep trying to remember is that it's my choice to be happy or unhappy. I like happy better! While I am here, I may as well enjoy it and be the best I can be. Ultimately the result is better customer service. Best Regards

Lucille Pizzileo

“Just a quick note to say thanks for sending these emails. In this crazy busy world we are building – there never seems to be enough time to do the things we really want to do; and things like your email encouragements reminding us of our incredible powers are all too often overlooked. Please know that they are very much appreciated!”

Mark F. Phillips—Delivery Manager, North America

“Thank you for your e-mails. I always look forward to read your messages. Greetings,”

J. Antonio Medina, Ph. D.—Software Engineer

“The Super Service class definitely keyed me into many areas of my approach to life that I normally don’t think about. After taking the class, I realized that I do employ many of the methods covered in your class. Your class made me more aware of exuding a positive attitude. This awareness has enabled me to work well with those “hard to work with’ employees. Regards,”

Tom McCoy—Business Solutions Project Manager, Support Systems / GIS

“I look forward to your letters. You always affirm something I believe, and you always teach me something new, or cause me to remember and apply anew something I have forgotten. Please continue to keep in touch. Warmest regards,”

John L. McConnell—Customer Service

Super Service 1 Day Agenda

Welcome and Introductions

- Inspire
- Enlighten
- Engage

The IKTA disease

The Super Service Objectives:

- Generate an enthusiastic, open and willing attitude that creates a culture of excellence
- Work collaboratively with your internal and external customers
- Proactively handle, monitor and resolve customer issues with a sense of urgency
- Learn listening techniques that probe, clarify and confirm customer needs
- Handle difficult or angry customers in a positive and friendly way
- Create consistent win-win experiences for you and your customers
- Fire up to be your personal best, even on Monday

How you affect the bottom line

- A Moment of Truth
- Who is your customer?

The Brain

- Do you know how amazing you are?
- Points of view
- Who's in charge?
- Affirming your day
- The voice in your head, keeping it positive
- Getting out of your comfort zone

How we communicate

- A customer doesn't care how much you know until they know how much you care
- The importance of words, tone and body language
- Role-plays
- The 80 / 20 rule

Handling angry customers

- Five things you should never do
- Ten keys to diffusing an angry customer

The seven keys to delivering Super Service:

1. The right attitude
2. Understand the customer's needs
3. Communicate clearly (internally / externally)
4. Reach agreement
5. Check understanding
6. Take action
7. Build on satisfaction

Action Plan

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
- Remember 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