

Achieving Stellar Service[®] Experiences

Training

Ensuring stellar service takes its rightful place at the forefront of your efforts to achieve business results.

In the face of relentlessly increasing business pressure, stellar service stands out as a way to build competitive difference, revenue, and loyalty.

At one time, a great product or valuable service was the main building block to company success. Now, with increasing competition, greater price pressure, and reduced switching barriers for customers, the service surrounding the core offering has moved front and center as a critical component of company strategy.

What separates the service giants from everybody else? A number of factors. One critical component is emotion. Only 17 percent of business leaders consider customer emotions when making decisions.¹ It's not just about price, product, and location anymore—“service with respect” is a central tenant of successful organizations.

An investment in tacit—as opposed to transactional—skills and best practices can also be a differentiator.² Although difficult to achieve, once in place it is difficult for competitors to replicate a service culture driven by unique strategy, processes, and technology and executed by great people.

Jobs involving complex customer interactions that require analysis and creative problem solving are growing at a phenomenal rate. Companies equipped to hire, develop, and manage tacit service skills have a clear advantage over those who fail to deliver on the emotional brand messages they introduce into the market.

Relevant, Research-Based Content That Drives Results

AchieveGlobal built the **Achieving Stellar Service[®] Experiences** system on years of research with hundreds of leading organizations. This process uncovered not only the key business issues affecting service delivery today, but also clear priorities and skill sets to create and execute a culture of service. The **Achieving Stellar Service[®] Experiences** system is designed around this deep understanding of the service arena and our customers' needs.

Your people require the specific knowledge, skills, and behaviors customers notice, appreciate, come back for, and tell their friends about. Every employee in your organization, at all levels and across all functions, needs skills that help:

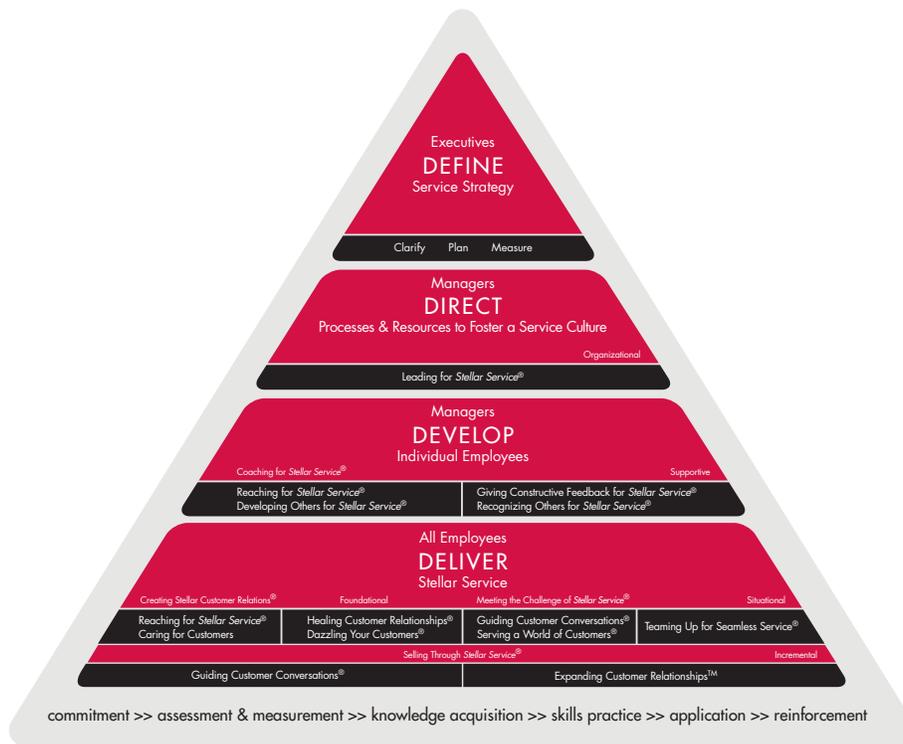
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Developing the 21st
century workforce™

¹IBM Global Business Services. Consumer Experience Survey.

²McKinsey & Company. The next Revolution in Interactions.



Achieving *Stellar Service*® Experiences

- Encourage repeat and increased business by promoting an *emotional* attachment to your brand.
- Transform first-time purchasers—as well as your regulars—into lifelong advocates.
- Differentiate yourself in a highly competitive market.
- Make your employees champions of your organization.
- Go beyond customer satisfaction by managing customer experiences with efficiency and care.
- Build internal relationships that increase productivity and reduce turnover.

A Systemic Approach

Achieving *Stellar Service*® Experiences provides a systemic approach to building your service organization’s strategy, skills, and processes to increase effectiveness at every level. AchieveGlobal approaches the organization at four levels—each requiring different developmental needs. The levels are then divided into skill areas, each containing one or several training programs and consulting engagements.

Following is our process for driving results throughout an organization:

- At the highest level, the executives own and **define** the results they want to achieve. They determine what needs to happen to drive results and create a strategy to accomplish this.

- Next, middle-level leaders (for example, department heads, directors, and managers) **direct** the practice and process to develop the capability—in the individuals, processes, and systems—to implement the strategy.
- Finally, individuals **deliver** the results through productive behaviors that bring the desired outcomes to reality.

Each of these four action levels—**define**, **direct**, **develop**, and **deliver**—requires a unique approach to learning and strategic change. By addressing all levels of an organization, a comprehensive result is achieved.

In the pyramid above, you will see the different workshops available to address needs at all levels of the organization.

Executives **DEFINE** Service Strategies

Clearly defined strategies and critical service skills are needed throughout organizations to achieve specific service goals. Training provides knowledge and skills that are critical to improving customer service and achieving business results.

Organizational success increases when leaders and employees:

- Know where the organization is going.
- See a compelling reason for change.
- Understand the benefit to themselves and the organization.
- Experience opportunity and support for using skills from training.

AchieveGlobal consultants work with you to ensure that your service solution effectively achieves lasting results—for your customers and for your organization—by helping you:

- Clarify direction and results.
- Move forward by ensuring that service processes are designed to create positive defining moments with customers.
- Sustain momentum through practical coaching and measurement practices.

Managers DIRECT Processes and Resources to Foster a Service Culture

Leading for *Stellar Service*® (2-day workshop)

Organizational

Building service commitment throughout an organization in order to increase customer loyalty is a challenge facing many of today's organizations. Service processes must be redesigned, standards need to be set, and an entire service culture centered on exceeding customer expectations must be developed.

Leading for *Stellar Service*® helps senior managers:

- Explore key concepts that form the foundation for stellar service.
- Create a service commitment that serves as the framework for all service actions, decisions, and standards. That commitment—an extension of the overall brand—specifically states:
 - Who are my customers?
 - What do I do for them?
 - How do I want them to feel about the service I provide?
- Use customer feedback to create a Customer Experience Roadmap and then redesign it to align with the service commitment.
- Create a service culture and service standards (who do I hire, how do I develop them, what are our policies and goals).
- Prepare to apply the tools on the job with subordinates.

Managers DEVELOP Individual Employees

Coaching for *Stellar Service*® (2-day workshop)

Supportive

Competent and confident employees don't just happen. They are developed when motivated individuals receive solid coaching from managers and supervisors. Our coaching workshop focuses on developing skills that help participants perform daily coaching that achieves results.

Our coaching skills workshop explores the value of stellar service, and provides skills for developing others, building constructive relationships, and recognizing employees for behavior reinforcement.

Modules include:

- Module 1: Reaching for *Stellar Service*®: Coach's Version (4 hours)

- Module 2: Developing Others for *Stellar Service*® (4 hours)
- Module 3: Giving Constructive Feedback for *Stellar Service*® (4 hours)
- Module 4: Recognizing Others for *Stellar Service*® (4 hours)

All Employees DELIVER Stellar Service

Individual employees take appropriate and timely actions—supported by knowledge, commitment, and ability—to deliver service that exceeds customer expectations and engenders customer loyalty. At the deliver level of our customer service system, we offer the following three workshops:

Creating Stellar Customer Relations® (2-day workshop)

Foundational

This workshop is the foundational workshop of the *Achieving Stellar Service*® Experiences system. It will prepare your employees to instinctively acknowledge and respond to your customers' human needs—behavior that often makes the difference between losing a customer, or keeping one for a lifetime.

Modules include:

- Module 1: Reaching for *Stellar Service*® (4 hours)
- Module 2: Caring for Customers® (4 hours)
- Module 3: Healing Customer Relationships® (4 hours)
- Module 4: Dazzling Your Customers® (4 hours)

Meeting the Challenge of *Stellar Service*® (2-day workshop)

Situational

This workshop is the situational workshop of the *Achieving Stellar Service*® Experiences system. It places special emphasis on the business and hidden dimensions of service. On their way to becoming expert customer guides, participants will learn to tap into each others' strengths and team up to solve customer problems. They will also learn to recognize that each customer is different and deserves to be treated with these differences clearly in mind.

Modules include:

- Module 1: Guiding Customer Conversations® (8 hours)
- Module 2: Serving a World of Customers® (4 hours)
- Module 3: Teaming up for Seamless Service® (4 hours)

Selling Through *Stellar Service*® (1 1/2-day workshop)

Incremental

This workshop gives your employees the need satisfaction model proven over four decades in top sales and service organizations worldwide. The training breaks down barriers by using language and context appropriate for employees who often feel they're not really salespeople. The skills help organizations both save money by solving problems better and faster, and make money through cross-selling and up-selling.

Modules include:

- Module 1: Guiding Customer Conversations® (8 hours)

- Module 2: Expanding Customer Relationships™ (4 hours)
Participants complete Guiding Customer Conversations® as a pre-requisite.

A Three-Dimensional View of Service

Customers, both internal and external, are more demanding and less loyal than in the past. As a result, the individual employee's role is more demanding—and more important—than ever before. Individuals hold the key to delivering the high levels of service required to earn and sustain customer loyalty. And how their leaders model, coach, and reinforce those behaviors turn the key.

The five workshops in **Achieving Stellar Service® Experiences** provide the skills and knowledge to approach all customer interactions from three critical dimensions.

- The human dimension refers to each customer's unique human, or emotional, needs. It is the way we treat customers during each interaction, whether face-to-face, voice-to-voice, or click-to-click.
- The business dimension refers to the actual need that prompts a customer to seek service, e.g., buying a product, having a product repaired, or asking how to use a product.
- The hidden dimension refers to everything that goes on "behind the scenes" for both the customer and the employee. The customer comes with a set of values, beliefs, experiences, and expectations that affect behavior, as well as unstated factors that drive business needs. The employee brings the organization's values, beliefs, experiences, and expectations to the interaction, along with processes, procedures, systems, resources, and internal working relationships.

To provide stellar service, your organization must pay attention to—and balance—customer needs in all three dimensions. Acknowledging and responding appropriately to a customer's human, business, and hidden needs often makes the difference between losing a customer ... and keeping one for a lifetime.

Implementation Options

The **Achieving Stellar Service® Experiences** system goes beyond the classroom with an Ideal Balance™ of assessment, knowledge acquisition, skills practice, application, reinforcement, and consulting tools and services. These products are available in a variety of media with flexible implementation options tailored to each audience. The Ideal Balance™ can reduce your total cost of training and ensure the skills are learned, retained, and used to make a significant difference with each customer.

Assessment and Measurement

Purposeful, collaborative, and developmental are adjectives that characterize AchieveGlobal's approach to helping organizations use assessment and measurement to answer both the seemingly simple and the more complex questions leaders face.

Organizational assessment. AchieveGlobal offers a variety of consulting services to analyze and report on service quality and performance gaps. The intent of these activities is to guide an

organization to responses—including training, process improvement, and communication—which would best support the organization's service strategy. AchieveGlobal typically gathers data from external sources (directly from customers, indirectly from customer satisfaction studies, etc.) and from individual employees and managers.

Individual competency assessment. Start measurement before training begins with this service designed to identify skill gaps so you can select, sequence, and prioritize the elements—including training, process improvement, and recruiting—of your implementation. AchieveGlobal consultants will help you choose from a variety of individual assessment services customized to meet your organization's specific needs and to align with your service training strategy.

Level 1, Level 2, and Level 3 measurement tools. Feedback on the training (Level 1), post-training mastery (Level 2), and pre/post behavior observation (Level 3) measurement tools are available in printable format. For most modules, an asynchronous Web-based Level 2 and Level 3 are also available.

Ultimately, measurement is not about tools, techniques, statistics, or samples. Measurement is about obtaining trustworthy, credible, useful information to help answer questions and improve decisions.

Knowledge Acquisition

The core of **Achieving Stellar Service® Experiences** is five, 1 1/2 days workshops designed for groups of 15 participants at specific levels within the organization. Each workshop is tied together by recurring themes and by materials designed to promote continuity. The workshop allows participants to build on one another's learning, situations, ideas, and excitement, so acceptance and application is faster.

Most workshops can also be delivered in half-day sessions, in sequence, and spaced out over time, but still with the recurring themes and continuity. With this approach, participants take bite-size chunks of content back to the job. With each success in real life, resistance fades and ownership builds. When participants come back to the next session, they have richer stories to tell, they have more thoughtful questions, and they have successes to share.

As an alternative, the content of most workshops is available in independent half- and full-day classroom modules. These stand-alone modules have no explicit links to other courseware, so they can be purchased individually and/or easily mixed with other modules in the **Achieving Stellar Service® Experiences** system or with other AchieveGlobal programs.

If eLearning is a better fit for your learners, a selection of modules are available in self-paced, interactive, Web-based format. Technical specifications are posted on www.achieveglobal.com.

Skills Practice, Application, and Reinforcement

All workshops or modules of **Achieving Stellar Service® Experiences** include a variety of skills practice. Even so, many organizations recognize the value of additional practice opportunities after some on-the-job application. This is especially true for learners who acquire knowledge using eLearning and still need the opportunity to develop their skills by practicing in a safe environment where they can get feedback from others before using the new skills on the job.

For each module in **Achieving Stellar Service® Experiences**, there is a skills practice session facilitator guide—a fully scripted lesson plan for a repeatable, classroom-based, 60-90 minute, follow-up skills practice session. It serves as a perfect opportunity for learners to review their skills while comparing notes with and learning from each other. The session can be conducted with any number of participants; however, classes that contain multiples of three work most easily. Skills practice sessions can be easily delivered by a facilitator, supervisor, or assigned service coach, so no certification is necessary.

To further support the transfer of newly acquired knowledge and skills to specific work environments, the **Achieving Stellar Service® Experiences** system offers application kits for each module. Each kit contains a series of half-hour to one-hour sessions that review key concepts and explore the benefits and challenges of using the skills in specific job situations.

The *Stellar Service®* Application Kit includes basic facilitation tips for the session leader, the session script, and a set of reproducible hand-outs. Because the scripts are simple and complete, the sessions can be easily delivered by a facilitator, supervisor, or assigned service coach, so no certification is necessary.

To increase the frequency and quality of application sessions, we recommend that you distribute a copy to each manager or team. The license for using these tools is also included in either the Web-centered path or classroom-centered path and can be downloaded at www.achieveglobal.com.

Printed in the facilitator guide for each workshop and module are reinforcement tools such as self-surveys, follow-up messages, and engaging challenges. These tools can be photocopied and distributed to learners after training on a weekly or monthly basis to help keep the concepts and skills fresh in the participants' minds. The tools are also downloadable from www.achieveglobal.com in Adobe Reader PDF format, which can be incorporated into e-mails to learners. The license for using these tools is included in either the Web-centered path or classroom-centered path participant fee.

Customization and Tailoring

This system and all of its components was developed and tested to work in a broad range of industries and contexts. Its discovery- and activity-based design ensures the standard activities, exercises, practices, and role plays aren't just self-tailoring for your organization, they're self-tailoring for each specific learner. Learners choose to work out challenges and situations unique to them, and these "real-life" examples are built in at no additional cost. If you want to formally customize the product to include company-specific role plays, policies, or goals, please contact your account executive.

About AchieveGlobal

In the 21st century, the level of human skills will determine organization success. AchieveGlobal provides exceptional development in interpersonal business skills giving companies the workforce they need for business results. Located in over 40 countries, we offer multi-language, learning based solutions—globally, regionally and locally.

We understand the competition you face. Your success depends on people who have the skills to handle the challenges beyond the reach of technology. We're experts in developing these skills, and it's these skills that turn your strategies into business success in the 21st century.

These are things technology can't do. Think. Learn. Solve problems. Listen. Motivate. Explain. People with these skills have a bright future in the 21st century. AchieveGlobal prepares you for that world.

About The Workforce Development Center at Bunker Hill Community College

The Workforce Development Center at Bunker Hill Community College supports the training and education needs of the business community in Greater Boston. It seeks to improve the skills and knowledge of incumbent workers that leads to improved job performance, morale, and productivity.

With a considerable training network consisting of subject matter experts from a variety of fields, the Workforce Development Center can deploy these adept facilitators to your work site for consulting and training engagements.

The bottom line result: Close desired performance gaps leading to better business performance.



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