

BENCHMARKING™
**Customer
Service
COMPETENCE**

Benchmarking Customer Service Competence

Sample Inc

Test Person 1

21-Mar-2004

INTRODUCTION

Benchmarking Customer Service Competence™ is a 360 Degree Profiling tool for BENCHMARKING and MEASURING individual and organisational customer service performance against a Customer Service Delivery Competency Standard.

To be able to improve, you first have to be able to measure.

To facilitate development and improve performance within the workplace, Benchmarking Customer Service Competence™ uses:

- A generic Customer Service Delivery Competency Standard as its basis. The standard includes 8 units and 38 elements of competence.
- A 360 Degree view of performance that seeks the view of many in determining performance and removes the bias of using single focus ratings.
- An international norming database covering 10 industry groups.

The Customer Service Delivery Competency Standard was developed in conjunction with 30 different organisations covering 10 Industry Groups, spread over three continents. This broad approach has allowed the development of a Competence framework that can be applied generically across Industries, and cultures.

This report contains five sections:

1. The **Competence Framework** against which you were measured
2. **Results Overview** showing how you compare to an international population, and how you were rated by yourself, your Manager, and a group of 'Others' nominated by you. 'Others' may include your Peers and your Customers
3. Top **Strengths** and **Opportunities** for Development as seen by each rater group
4. **Results by Unit with Development Notes:** A breakdown of each Unit into Elements and Questions including Rater Comments and Development Notes. Development Notes are included for those Elements of Customer Service behaviour where one or more of your rater groups scored you in the bottom 40% of the International Sample Group. Each Development Note includes:
 - a. **Desired Behaviour** for the Benchmark for performance for this Element, that is, what the organisation is looking for from your performance in this area.
 - b. **Recommended Actions** are 'start-points' for you to begin improving your performance in this area. Simple processes or actions that you can implement now.
5. A **Personal Development Plan** for you to begin planning your own development.

Reading your report

The BCSC profile is based on behavioural measures, which means that:

- There are no right or wrong answers
- The profile is not "good" or "bad" ; rather it is a matter of appropriateness to a particular job, task, function or situation
- An individual may test differently over time and under differing conditions (e.g. in different jobs; after training and development has taken place)
- The individual can **choose** to change their profile to be more suitable to a current (or future) job if they so desire

Development Notes:

Development notes are included only for those Elements of Competence where your score places you in the lowest 40% of the International Sample Group. If no Development Notes appear for this Unit of Competence your scores indicate you are performing on or above the average.

SECTION 1: THE COMPETENCY FRAMEWORK

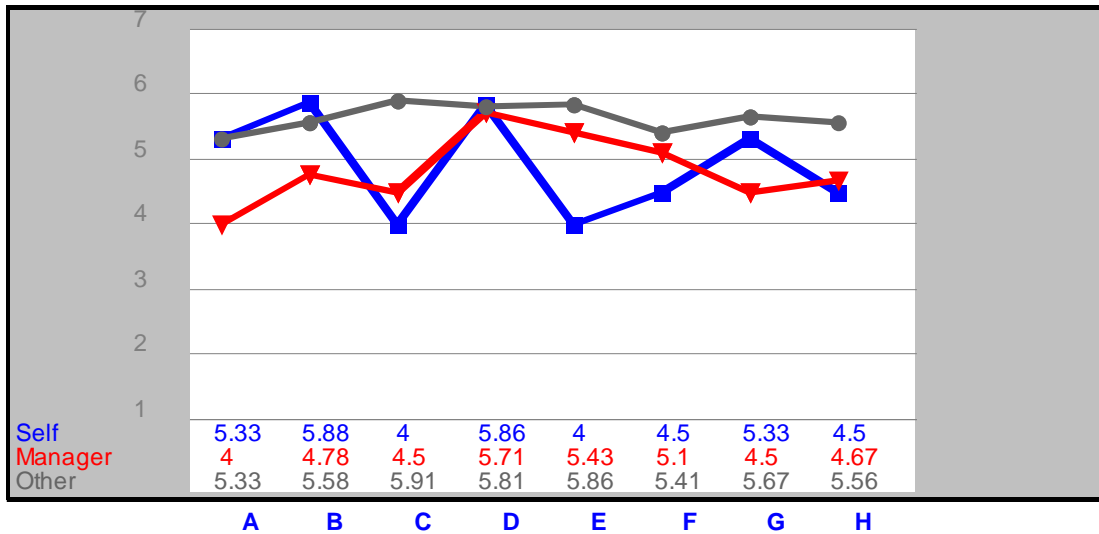
UNIT 1	UNIT 2	UNIT 3	UNIT 4	UNIT 5	UNIT 6	UNIT 7	UNIT 8
Implement Service Principles	Demonstrate Service Values	Demonstrate a Proficient Knowledge of their Product/ Service	Create a Positive Impression	Communicate Effectively	Promote Solutions	Adapt to Change	Manage Difficult Situations
Element 1.1 Identify the importance of a satisfied customer to the success of the organisation	Element 2.1 Apply ethical practice	Element 3.1 Identify how the product or service compares to others in the industry	Element 4.1 Make a positive first impression	Element 5.1 Use a customer service language	Element 6.1 Identify customer need	Element 7.1 Recognise the impact of change on service delivery	Element 8.1 Apply the correct process for managing difficult situations
Element 1.2 Exceed customer expectations	Element 2.2 Take personal & shared responsibility for outcomes	Element 3.2 Identify trends or changes that may impact the service transaction	Element 4.2 Make the customer the first priority	Element 5.2 Actively listen to the customer	Element 6.2 Sell benefits to satisfy needs	Element 7.2 Adjust service delivery to varying expectations and types of customers	Element 8.2 Effectively manage more than one customer at a time
Element 1.3 Value the internal as well as the external client	Element 2.3 Service is proactive	Element 3.3 Identify features and benefits of the product or service	Element 4.3 Display a positive frame of mind	Element 5.3 Effectively question the customer	Element 6.3 Match appropriate solution to satisfy need	Element 7.3 Turn negatives into positives	Element 8.3 Deal with the unexpected event
Element 1.4 Seek opportunities to add value		Element 3.4 Efficiently operate systems and procedures associated with the service transaction	Element 4.4 Make a positive last impression	Element 5.4 Accurately interpret body language	Element 6.4 Onsell to add value	Element 7.4 Adjust to changing environment	Element 8.4 Sensitively convey bad news
				Element 5.5 Keep the customer informed throughout the transaction	Element 6.5 Control the critical point between buying and leaving (handle objections)		Element 8.5 Process customer complaints
				Element 5.6 Build rapport with the customer	Element 6.6 Deliver after sales support		
© Copyright 1995-2004 Christine & Alan Rands				Element 5.7 Draft basic correspondence in response to a customer need, request or complaint	Element 6.7 Be agreement (close) oriented		

SECTION 2: RESULT OVERVIEW

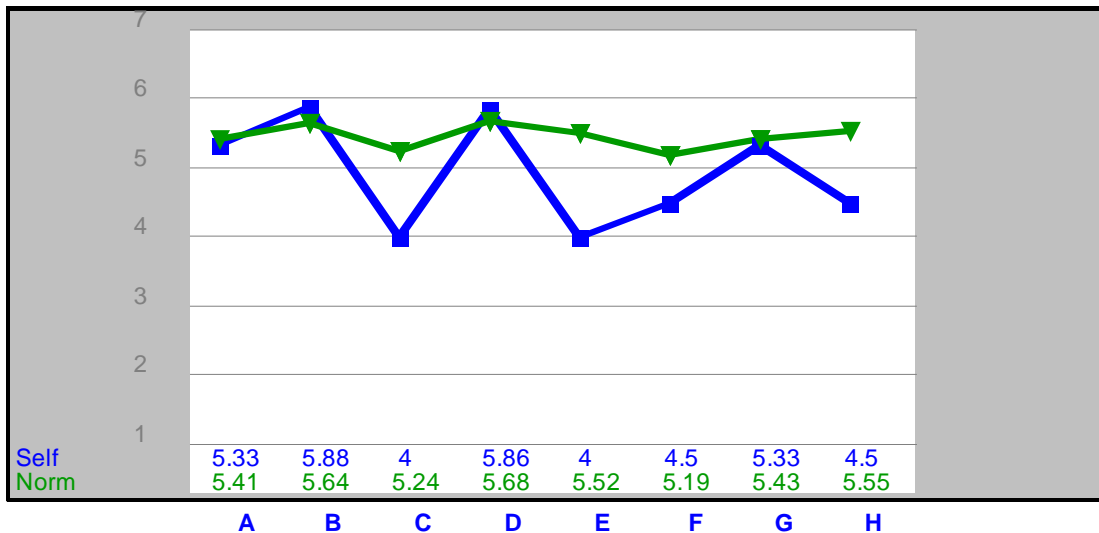
Your overall score for each of the eight Units of Competence are graphed and compared to an International Sample Group (ISG) that was assembled to represent a wide variety of customer service situations. This section of the report shows:

- Part 1: Self score compared to your Manager Score and your Other Score. Each view is represented by a separate line.
- Part 2: Self score compared to all self scores in the ISG.
- Part 3: Manager score compared to all Manager scores in the ISG.
- Part 4: Other score compared to all Other scores in the ISG.

Part 1



Part 2



Legend

- A:** Implement Service Principles
- B:** Demonstrate Service Values
- C:** Apply a Proficient Knowledge of Product-Service
- D:** Create a Positive Impression
- E:** Communicate Effectively
- F:** Promote Solutions
- G:** Adjust to Change
- H:** Manage Difficult Situations

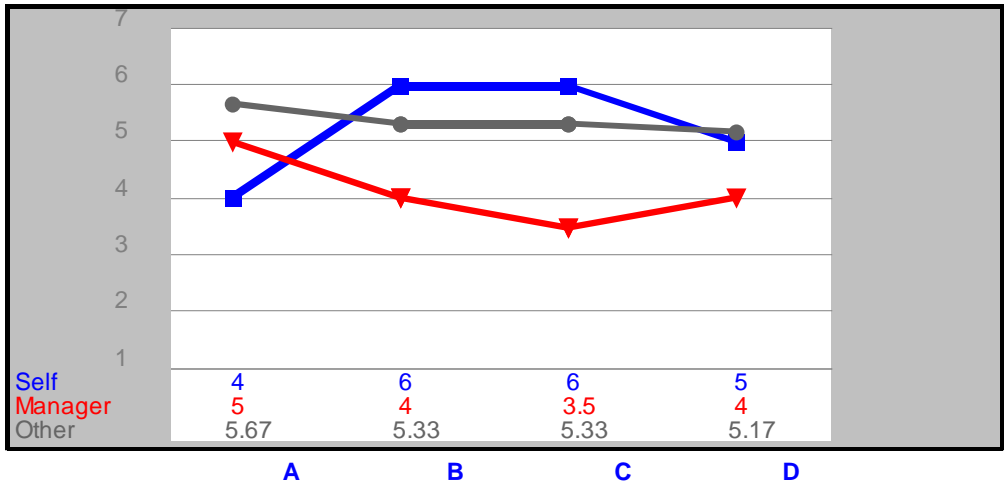
SECTION 3: STRENGTHS AND OPPORTUNITIES

Detailed below are your highest scoring (Strengths) and lowest scoring (Opportunities for Development) behaviours as reported by your raters. Next to each behaviour is listed the Unit and Element of Competence to which it belongs and the rater group(s) that identified the Strength or Opportunity.

Item	Competency Unit/Element	Identified by	Average across all Views
Strengths			
Makes the customer their first priority in all service situations	Positive Impression, First Priority	Self, Manager	6.60
Manages difficult situations by addressing the customer's emotion before suggesting an acceptable solution	Difficult Situations, Manage Difficulties	Other	6.50
Respects and values the customer's ethnic, cultural and religious background demonstrating no difference in approach to service regardless of the customer's background	Service Values, Ethical Practice	Self, Manager	6.25
Checks details of the transaction with the customer to ensure relevance and accuracy	Communication, Listen	Other	6.20
Greets each customer promptly and politely	Positive Impression, First Impression	Self, Manager	6.20

SECTION 4: RESULTS BY UNIT INCLUDING DEVELOPMENT NOTES

Unit 1: Implement Service Principles



	Never	1	2	3	Sometimes	4	5	6	Always	7	Response Distribution								
											1	2	3	4	5	6	7	NA	
A Satisfied Customer Equals Organisational Success																			
1. Links the importance of a satisfied customer to the success of the organisation																			
Self	4.00	[Bar chart showing score 4.00]													1				
Manager	5.00	[Bar chart showing score 5.00]															1		
Other	5.67	[Bar chart showing score 5.67]														2		1	
B Exceed Customer Expectations																			
2. Exceeds the service expectations of the customer																			
Self	6.00	[Bar chart showing score 6.00]																1	
Manager	4.00	[Bar chart showing score 4.00]												1					
Other	5.33	[Bar chart showing score 5.33]												1			2		
C Value the Internal and the External Customer																			
3. Gives the same level of service to internal and external customers																			
Self	5.00	[Bar chart showing score 5.00]																1	
Manager	2.00	[Bar chart showing score 2.00]											1						
Other	5.33	[Bar chart showing score 5.33]												1		1		1	
4. Values equally the role each staff member has in the delivery of quality service to the external customer																			
Self	7.00	[Bar chart showing score 7.00]																	1
Manager	5.00	[Bar chart showing score 5.00]															1		
Other	5.33	[Bar chart showing score 5.33]												1		1		1	

	Never		Sometimes			Always		Response Distribution							
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	NA
D Seek Opportunities to Add Value															
5. Looks for opportunities to add value to the service being provided															
Self	5.00											1			
Manager	4.00										1				
Other	5.00										1	1	1		
6. Adds value by offering options and alternatives, even if a solution (product or service) cannot readily be supplied															
Self	5.00											1			
Manager	4.00										1				
Other	5.33									1				1	1

Comments:

There are no comments recorded for this selection

Development Notes:

Unit: **Implement Service Principles** Element: **Customer Importance**
 Identified by: **Self**

Desired Behaviour

Every service interaction has a positive outcome that ensures the retention of that person as a valued customer of the business. Every customer is approached on the basis that their expectations of product or service delivery may differ.

Recommended Action

Ensure that you understand the link between satisfied customers and the success of the business and therefore the security of your job. Ask yourself: What would happen if our customers stopped coming because they found better service elsewhere? Ensure that you understand that all people are different and have different expectations in the delivery of service.

Unit: **Implement Service Principles** Element: **Exceed Expectations**
 Identified by: **Manager**

Desired Behaviour

An opportunity to exceed customer expectations can be identified for every service transaction. Every service transaction includes an element whereby the customer's expectations have been exceeded.

Recommended Action

Work out ways of exceeding the expectations of your customer. What can you do or offer to make it great service? Make sure that what you offer or do does not appear patronising to the customer but is genuine.

Unit: **Implement Service Principles** Element: **Internal-External**
Identified by: **Manager**

Desired Behaviour

All staff contributions are valued equally in the delivery of quality service to the external customer. All internal service interactions are conducted with the same standards as apply to external transactions.

Recommended Action

Learn about what other team members do, and look at how that assists you to deliver quality service. Attend Team Building programs if available. Keep other parts of the organisation informed about ways they can assist you to deliver quality service and vice versa. Ask them to keep you up to date with new developments in their area so that you can put comments to customers in context and not give the impression that the two areas are out of touch.

Unit: **Implement Service Principles** Element: **Add Value**
Identified by: **Manager**

Desired Behaviour

Value is added to every transaction in order to establish a positive ongoing customer relationship. A variety of methods of adding value are identified and clearly defined. Methods of adding value are matched to the needs and expectations of the individual customer. Value is added to the transaction, by the use of options and alternatives, even if a solution (product or service) cannot readily be supplied.

Recommended Action

Look for opportunities to add value to the service being provided. Add value by offering options and alternatives. Understand your product and service well enough to offer options and alternatives. Understand that in many cases value adding is not 'giving things away'. The value you add could be advice, recognition of their importance to you, or some other intangible offering.

SECTION 5: MY PERSONAL CUSTOMER SERVICE DEVELOPMENT PLAN

I commit to improving my performance in the following 3 areas within the next six months.

- 1. _____
- 2. _____
- 3. _____

I will be able to measure my improvement by:

In order to make my plan work I will need the following assistance:

From my team

From my manager

From the organisation

Signed: _____ Dated: _____