Customer Service Culture Assessment

From *A Culture of Service* by David E Reed

**Directions:** For each characteristic, rate the extent to which the statement is true about your own organization, using this scale:

0 – Not at all
1 – To a small extent
2 – To a moderate extent
3 – To a great extent

Section 1: Take Care of the Small Things

____ 1. We place the appropriate amount of attention on the details of our work.

____ 2. Leadership understands the details of our work, but does not micromanage.

____ 3. Problems are dealt with before they become a big deal.

____ Subtotal Section 1

Section 2: Great Service Starts Within

____ 4. Departments that provide services to other internal departments practice good customer service.

____ 5. Internal departments request feedback from their customers.

____ 6. Phone calls and e-mails from co-workers are answered in a timely manner.

____ 7. When a crisis occurs that involves external customers, internal departments assist when possible.

____ Subtotal Section 2
Section 3: Training and Development

____ 8. My company has an effective orientation program that helped prepare me for my job.

____ 9. The orientation program was provided prior to being asked to interact with external customers.

____ 10. My company provides the training necessary for me to remain current in my position.

____ 11. Customer service training and refresher sessions are provided regularly.

____ 12. Leadership training is provided to all those in supervisory positions.

____ 13. My company has an effective mentoring program to help less-experienced employees develop their skills.

____ 14. Employees at all levels have a good understanding of our products and services.

____ 15. Employees are cross-trained so they can fill in for each other when necessary.

____ 16. All employees are ready to assist a customer or find someone who can when approached by a customer.

___ Subtotal Section 3

Section 4: Employee Empowerment

____ 17. There is a process in place that allows any employee to submit customer suggestions or ideas for new or improved products or services.

____ 18. Ideas that are submitted are considered and acted upon when appropriate.

____ 19. Employees at all levels are appreciated by those in leadership positions.

____ 20. Even at lower levels of our organization, employees are empowered to use their judgment when quick action is needed to make things right for a customer.
Section 5: Customer Feedback Loop

21. We regularly ask customers to give us feedback about our performance.

22. The amount of time spent gathering data and producing reports is reasonable.

23. Employees at all levels have access to reports and measurements needed to perform their job.

24. Feedback is promptly evaluated to identify trends and areas for improvement.

25. Adjustments are made in products or services based on customer feedback.

26. Information from customers is used in designing our products and services.

27. We maintain measurements of key components of our business and use the results to make needed changes to our processes.

Section 6: Accountability

28. We have appropriate measurements in place to ensure our products and services are meeting the needs of the customer.

29. Employees who do not perform to the expectations of the company and positions are coached or disciplined.

30. There is an appropriate check-and-balance system in place to prevent the abuse of authority by any employee.

31. Performance reviews are conducted on time.

32. Performance reviews contain a mixture of positive and constructive feedback.
33. We encourage employees at all levels to “shop” the competition to compare their strengths and weaknesses.

Subtotal Section 6

Section 7: Guest Recovery

34. Employees at all levels understand the importance of recognizing and recovering from mistakes made with customers.

35. When a mistake is made by our company, we are quick to offer an appropriate recovery.

36. We have a culture that is not afraid to say “I’m sorry” when it is appropriate.

37. We make it easy for customers to complain to us about our products and services.

Subtotal Section 7

Section 8: Responsiveness

38. We have a true sense of urgency when servicing our customers.

39. When we commit to a deadline, we do everything possible to achieve it.

40. When we tell someone, either internally or externally, that we will get back to them with some information, we do as we say.

41. When faced with unavoidable delays in our service delivery, we do what we can to communicate to the customer and minimize the inconvenience.

42. When problems with quality are identified, we take quick action to solve them.

43. We work hard to minimize the wait time for our customers.

Subtotal Section 8
Section 9: Teamwork

___ 44. We have an organization that values teamwork.

___ 45. Job descriptions and organizational boundaries are secondary to serving a customer.

___ 46. We have a culture where team members look for ways to assist co-workers who are under pressure.

___ 47. We have the opportunity to work on teams comprised of individuals in different departments to solve a problem or improve our services.

___ 48. Leadership does a good job of sharing the credit for successes.

___ 49. Employees feel they are involved in an exciting enterprise.

___ 50. Employees are encouraged to discuss customer situations with leadership to make adjustments required to best meet the needs of the customer.

___ Subtotal Section 9

Section 10: Good, Better, Best!

___ 51. We are not satisfied when things are simply good, but strive to do things in the best manner possible.

___ 52. We are encouraged to always do more than is expected by our customers.

___ 53. We strive to be a leader in our industry.

___ 54. Our goal is to exceed the expectations of our customers in the things that matter most to them.

___ Subtotal Section 10

Section 11: Flexibility and Common Sense

___ 55. Our policies and procedures make sense.

___ 56. When an employee or customer questions a policy, any employee is capable of giving a logical explanation.
57. Employees at every level are empowered to use common sense when dealing with customer issues.

58. It is possible to modify a product or service based on trends in customer feedback.

Subtotal Section 11

Section 12: Respect the Customer

59. Senior leadership models a high level of respect for each other, employees and customers.

60. Employees are not permitted to ridicule or talk negatively about customers.

61. Disrespectful behaviors are dealt with promptly by leadership.

Subtotal Section 12
Totals

___ Section 1  ___ Section 8
___ Section 2  ___ Section 9
___ Section 3  ___ Section 10
___ Section 4  ___ Section 11
___ Section 5  ___ Section 12
___ Section 6  ___ Grand Total
___ Section 7

Result Ranges

150+ Your organization is doing a great job!

120 – 149 You understand the importance of customer service but need some help in the execution.

90 – 119 You get some of the concepts but generally have a lot of room for improvement.

Less than 90 Get some help or your organization may not exist next year!