

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.

____ **Subtotal Section 4**

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.

____ **Subtotal Section 5**

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!