



# Top Practices of World Class Service Organizations

1. Senior service leaders embrace and communicate a compelling vision that promotes a passion for exceptional service.
2. Rigorous effort is spent in selecting the right people. Attracting and hiring superior talent is a constant activity of service management.
3. Senior executives anticipate service requirements, including the use of technology to improve productivity, and enable responsiveness.
4. Customer satisfaction, responsiveness, retention, cost of service, and growth are among the primary measures used to evaluate progress.
5. The service process is clearly defined and documented. It is used as the reference of 'best practices' and the foundation for continuous improvement.



6. Service managers see Coaching as their most important role. They seek individual excellence while promoting the achievement of team goals.
7. Competitive benchmarking occurs annually as a basis for learning and improving upon the value being offered.
8. Speed is a core value. The service organization studies where time is invested to identify gaps where productivity improvements can be made.
9. Building long-term customer relationships is pursued aggressively, to promote retention and minimize competitive presence.



10. Year-round training is seen as the cornerstone for improving service quality. Skill mastery is a primary improvement strategy.
11. What occurs "behind-the-scenes" is considered as important as the efforts of the front-line. Everyone in the organization is committed to create customer-friendly systems that work.
12. Product and service solutions are innovative, flexible, and reliable.

13. Celebration and recognition are organization-wide activities, used to promote employee satisfaction and retention.
14. Everyone in the organization assumes responsibility for adding value to the customer - everyone touches the customer – directly or indirectly.
15. "Management by Fact" is an expectation of service management. Service leaders see themselves as business managers, requiring business plans and continuous tracking of critical customer and internal scorecards as the basis for continuous improvement.



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