

PRINCIPLES OF GREAT SERVICE

Lesson 1.2

Joseph J. West, Ph.D.

Objectives

- **Learning Target One: Surprising Guests**
- **Learning Target Two: Service Recovery**
- **Learning Target Three: Service Leadership**

Topic 1.1 Surprising Guests

- ***It is difficult to exceed expectations by being reliable***
 - *outcome dimension*
- ***Surprise comes from exceeding expectations***
 - *process dimension*
 - *Assurance – guest knows employee will provide service promised*
 - *Empathy – service employees understand guests' feelings*
 - *Responsiveness – timely solution to guest needs*

Topic 1.2 Why Surprise Guests

- *Excellent service reliability*
 - *Allows the company to compete*
 - *Guests expect service to be delivered as promised*
- *Excellent service process*
 - *Creates a reputation for superior service quality*
 - *Sets the firm apart from less performing competition*

Topic 1.3 Surprising Guests

- *Great companies “major in minors” during the service process*
 - *unusual caring – exhibits real empathy for guest and their needs*
 - *commitment – totally focused on providing excellent service*
 - *Resourcefulness – capable of analyzing situation and arriving at a realistic solution to guest needs*

Topic 2.1 Many Guests Don't Complain

- *Desire to avoid a confrontation*
- *Can't see a convenient way to complain*
- *Don't believe complaining will solve the problem*
 - *encourage them to complain*
 - *make it easy*
 - *respond quickly and personally*
 - *develop a problem resolution system*

Topic 2.2 Service Recovery

- *Companies that do not respond effectively to customer complaints compound the service failure*
 - *they fail the customer twice*
- *Frequently companies make things worse*
 - *do not empower employees*
 - *do not invest in technology*

Topic 2.3 Losing Guests

- ***You will lose guests if:***
 - *Egregious service failure (conspicuously bad)*
 - *The incident fits a pattern of failure rather than an isolated incident*
 - *Recovery service is weak, compounding the original problem*

Topic 2.4 Expectations of Service Recovery

- ***Guests expect:***

- *To receive a sincere apology*
- *To be offered a fair fix for the problem*
- *To be treated in a manner which shows the company cares about the problem and wants to solve it*
- *To be offered recompense equivalent to the burden*
- *To receive the recovery service promised*

Topic 2.5 Service Recovery Challenges

- *Customers can be confrontational and unpleasant*
- *Problem may be beyond the ability of the company to correct*
- *Problem may be caused by customer error*
- *Some complaints may be groundless*

Topic 3.1 Service Leaders

- *Clearly articulate organization's reason for being*
- *Define "organization's success"*
- *Live the organization's values*
- *Cultivate leadership qualities in others*
- *Assert "core values"*
- *Continuously challenge the status quo*

Topic 3.2 Service Manager Team Builder

- *Set Goal – clearly articulate desired service outcomes*
- *Develop Strategy – design the means to attain desired goals*
- *Evaluate Team – realistically understand strengths and weaknesses*
- *Recruit the Best – actively pursue the best talent*
- *Train – understand that once is not enough. Excellent service requires constant training using successful sports teams as an example*

Topic 3.3 Service Coach: Team Leader

- *Hard Worker – sets the example for the team*
- *Self Discipline – doesn't need supervision*
- *Full Responsibility – “Buck stops here”*
- *Focus – full attention to the tasks at hand*
- *Desire – self motivated to succeed*
- *Understands Reality – doesn't set unattainable goals*

Topic 3.3 Service Coach: Team Leader

- *Motivate – positive feedback, correct in private*
- *Practice – reinforce correct methods of service*
- *Empower – train to problem solve guest complaints*
- *Reward – acknowledge superior performance publically*
- *Instill a “**WANT TO ATTITUDE**”*

Summary or Conclusions