

## UNIT SUMMARY

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### What is the unit about?

This unit covers a broad range of general, operational management responsibilities, all aimed at satisfying customers with the processes, products and/or services being delivered.

The term 'customer' includes internal and external customers of the organisation.

### Who is the unit for?

The unit is recommended for middle managers.

### Links to other units

This unit is closely linked to unit **F8. Work with others to improve customer service** and **F17. Manage the delivery of customer service in your area of responsibility** in the overall suite of National Occupational Standards for Management and Leadership.

There is also a suite of National Occupational Standards for Customer Service which is aimed at those in customer service roles or whose roles have a significant customer service component. You can obtain further information from the Institute of Customer Service (ICS) on tel. 01206 571 716 or at the ICS website ([www.instituteofcustomerservice.com](http://www.instituteofcustomerservice.com)).

If your organisation is a small firm, you should look at unit *C1 Look after your customers*, which has been developed by the Small Firms Enterprise and Development Initiative (SFEDI) specifically for small firms and which **may** be more suitable to your needs. You can obtain information on the unit from SFEDI on tel. 0114 241 2155 or at the SFEDI website ([www.sfedi.co.uk](http://www.sfedi.co.uk)).

### Skills

Listed below are the main generic 'skills' that need to be applied in managing the achievement of customer satisfaction. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Problem-solving
- Valuing and supporting others
- Planning
- Communicating
- Monitoring
- Reporting
- Coaching
- Mentoring
- Empowering
- Motivating
- Thinking with a focus on customers

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Ensure that colleagues are briefed on and understand the expectations of customers and their own roles and responsibilities in meeting these expectations, including any agreed standards of customer service.
2. Empower colleagues to deliver good customer service, including identifying and addressing their learning needs and providing other resources.
3. Ensure that clear and effective sustainable processes are in place to support customers and sort out their problems.
4. Ensure that the day-to-day behaviour of colleagues matches the organisation's customer-focused values.
5. Develop a culture which nurtures, respects, values, recognises and rewards 'front-line' colleagues who work with customers.
6. Establish and operate suitable sustainable processes for monitoring levels of customer satisfaction.
7. Make recommendations and propose plans to improve the level of customer satisfaction.
8. Demonstrate increasing levels of customer satisfaction with the organisation's products and/or services and processes.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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1. You constantly seek to improve performance.
2. You recognise the achievements and the success of others.
3. You demonstrate a clear understanding of different customers and their real and perceived needs.
4. You empower staff to solve customer problems within clear limits of authority.
5. You take personal responsibility for resolving customer problems referred to you by other staff.
6. You recognise recurring problems and promote changes to structures, systems and processes to resolve these.
7. You advocate customers' interests within your organisation.
8. You articulate a vision that generates excitement, enthusiasm and commitment.

## KNOWLEDGE AND UNDERSTANDING

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You need to know and understand the following:

### **General knowledge and understanding**

1. The difference between customer service and customer satisfaction.
2. The factors that make customers satisfied.

3. The importance of achieving customer satisfaction in a competitive environment or an environment where high levels of service are expected.
4. Best practice in customer service outside your own sector.
5. Types of customer survey and effective ways of collecting feedback.
6. How to measure customer satisfaction.
7. Techniques and reward strategies for motivating staff.
8. How information and communications technology can support customer service and customer satisfaction.
9. Sustainable process/systems design and management.

### **Industry/sector specific knowledge and understanding**

1. Current and emerging trends that are likely to affect your products and/or services.
2. Developments in technology and how this will affect your work with customers.
3. The legal and regulatory framework within which you work, including customer and consumer rights, relevant codes of practice and ethical codes.

### **Context specific knowledge and understanding**

1. Your organisation's products and/or services.
2. Your organisation's customers.
3. The overall vision, objectives and associated plans of your organisation and its values.
4. The strengths and weaknesses of your products and services in terms of customer satisfaction.
5. The customer satisfaction survey, feedback and measuring methods that are suitable for your organisation.
6. The activities and services of your competitors or similar organisations and how this may affect your products, services and processes.
7. Which organisations you are compared with by your customers.