

Mind The Gap!

HR Summit Survey

BY CHARLES TANG

Organizations know what is important to building a successful service culture but many don't do it effectively.

According to a survey of almost 300 respondents at this year's HR Summit, organizations in Singapore know what the important elements are when it comes to building a successful service culture. Unfortunately, they don't implement them very effectively.

"There is an immediate understanding by Human Resource professionals and senior managers on the importance of implementing key culture building activities in order to build superior service cultures," says Ron Kaufman, founder of UP! Your Service, the Singapore-based global provider of world-class service education.

His comments are based on a survey conducted by UP! Your Service at the recent Human Resources Summit in Singapore. Respondents ranked the importance of 12 culture building activities and how effectively their own organizations implement them.

All 12 culture building activities (ranked on a scale of 1 for not important to 9 and 10 as very important) were recognized

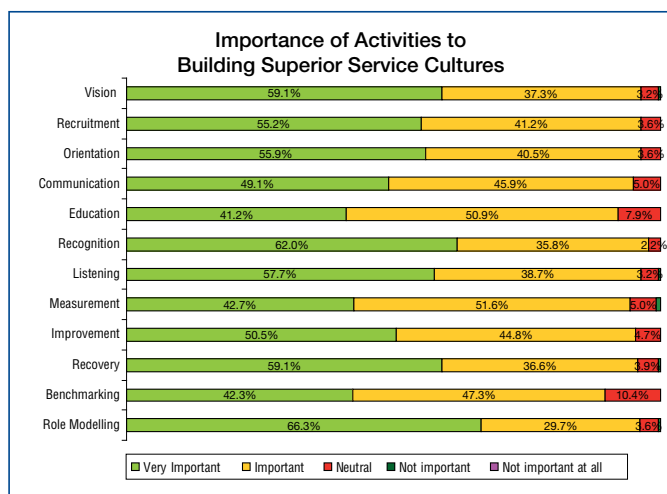
second most important while new staff orientation (55.9%) was also highlighted by the HR Summit participants.

"This is not surprising," says Kaufman. "HR professionals know the importance of engaging new employee orientation programs. Getting new employees involved in the organization's service culture from day one on the job is essential.

"And, of course, we all know the importance of motivating service providers with encouragement and the positive impact of recognition programs on employee development and retention."

Poor implementation

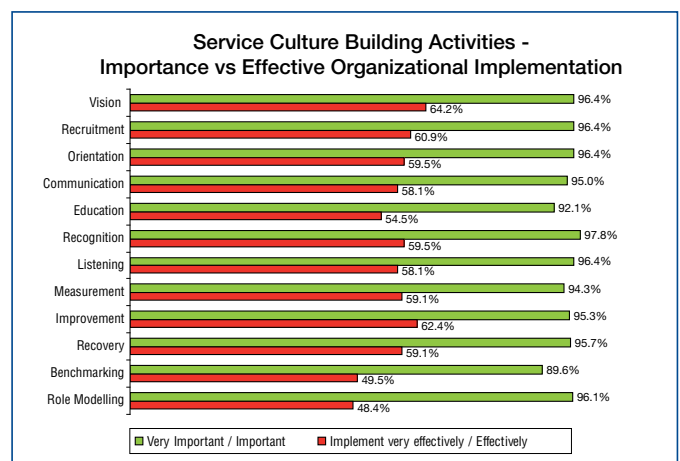
Unfortunately, most organizations are not implementing these critical culture building activities as effectively as they could and should. Across all 12 activities, there is a significant gap between how important respondents say an activity is, and how effectively each one is implemented within their organization.



as essential to an organization's ability to build a superior service culture. 11 out of the 12 activities were acknowledged by more than 90% of respondents as "Very Important" or "Important". Even the twelfth – Benchmarking – still came in at 89.6%.

The most important activity was 'Management Role Modeling', with 66.3% of respondents saying it is "Very Important". Recognition of staff (62%) was cited as the

The two service culture building activities cited as being the least effectively employed were management role modeling (48.4%) and service benchmarking (49.5%).



"While senior leaders instinctively know the importance of providing outstanding service to customers, few recognize how important it is to be an excellent service role model for their staff," notes Kaufman. "Fortunately, this is a leadership trait that can be learned and one that is fully integrated into our UP! Your Service culture building methodology."

One of the most interesting insights from these research results is that all 12 culture building activities were ranked so high in importance and so many were ranked mediocre in terms of implementation. This clearly indicates that HR professionals and senior managers understand that all 12 culture building activities must be fully integrated in an effective manner throughout an organization.

“Success in building a superior service culture cannot come from cherry picking one or two activities and devoting all of the organization’s efforts to these only. Each activity builds upon and complements the effectiveness of the others,” says Kaufman.

12 culture building activities

The 12 culture building activities surveyed by UP! Your Service at the HR Summit were:

- **Service Education:** providing world class service training with useful examples, practical exercises and action steps.
- **Engaging Service Vision:** service goals, visions and objectives that are easily understood and fully embraced by all team members.
- **Service Recruitment:** attracting and hiring new staff with the right skills and attitudes to support your service culture.
- **Service Orientation:** ensuring new staff understand your service culture and how to contribute to its success.
- **Service Communications:** reinforcing service commitment with newsletters, meetings, posters, websites, job aids, etc.
- **Recognition and Rewards:** motivating service providers with encouragement, acknowledgement, incentives and praise.
- **Voice of the Customer:** bringing the complaints, compliments and concerns of customers to your service providers.

- **Service Measures and Metrics:** tracking customer loyalty and satisfaction. Monitoring external and internal service performance.
- **Service Improvement Process:** upgrading service with process improvements, suggestions, contests, team projects and programs.
- **Service Recovery and Guarantees:** turning upset customers into loyal advocates through service recovery policies and guarantees.
- **Service Benchmarking:** learning from best practices of other service providers inside and outside your industry.
- **Service Role Modeling:** walking the talk. Leaders and managers provide superior service to customers and internal staff.

“From our work with clients from various industries around the world, we realize the gap between the desire to implement and effective execution is often a lack of proven tools and techniques for applying global best practices and the lack of reinforcement through world class service education,” says Kaufman. “We are helping organizations to close these gaps with the curriculum and integrated service culture building programs of UP! Your Service.”

Mind The Gap!



UP! Your Service enables organizations to quickly upgrade service performance and secure a sustainable advantage by building an Uplifting Service culture.

The UP! Your Service methodology aligns, integrates and accelerates your activity in three essential areas: Service Leadership, Service Education, and The 12 Building Blocks of Service Culture. This proven approach leads to an action-oriented culture empowering everyone to delight customers and colleagues with consistently Uplifting Service.

UP! Your Service was founded by Ron Kaufman, one of the world’s most sought-after educators, consultants, and thought-leaders in the world of superior service. Ron is the author of *The New York Times* bestseller, *Uplifting Service*, and 15 other books on service, business and inspiration. He has been featured in *The Wall Street Journal*, *The New York Times*, and *USA Today*.

With offices in Singapore and the USA, UP! Your Service works with a diverse clientele of businesses, associations and government agencies throughout the world.

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