



Six programs demonstrating key factors in
creating a high performance workplace.
Includes major case studies of Mobil and Centrelink.

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VIDEO WORKBOOK



SEVEN DIMENSIONS

SEVEN DIMENSIONS is a Melbourne-based video and training resources production company, specialising in business training products. Eve Ash, a psychologist and trainer, established Seven Dimensions in 1979.

Eve Ash is one of Australia's most successful producers of training films, videos and resources. Since 1979, Eve has produced over 400 training video titles which are distributed in 40 countries and have won over 110 international awards for creativity and excellence.

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ISBN 1-875645-76-4

Distributed in Australia & internationally by



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Overview

Creating a High Performance Workplace is a training package which includes:

- ♦ six videos
- ♦ a workbook with self-paced learning modules for each video.

This training package will take you through key factors and processes in creating a high performance workplace. The six videos provide a comprehensive strategy for achieving high performance through effective leadership, team-based work systems, quality customer service, the Balanced Scorecard and Key Performance Indicators (KPIs) and systems of reward and recognition.

The series follows the experience of two very different Australian workplaces, each at a different stage in the process of achieving high performance - a Mobil Oil lube plant which has already achieved dramatic new levels of high performance, and Centrelink, a government agency, which is in the early stages of the process of change. The videos include expert comment, information and analysis from staff, managers and workplace consultants.

Target Audience

A high performance workplace is one where everyone in the organisation contributes to those levels of performance. This package is appropriate for executives, managers, supervisors/team leaders, team members and even frontline employees. Whether you are the CEO, a senior executive, manager, consultant, team leader or team member, **Creating a High Performance Workplace** will assist you in:

- ♦ exploring the issues and concepts related to high performance
- ♦ developing skills and strategies for creating a high performance workplace.

Creating a High Performance Workplace has been uniquely designed to be used with a diverse audience. The training package (videos and workbook modules) can be completed by individuals in self-paced learning, or it can be used in group training workshops and discussions.

Description of Videos

The six videos in **Creating a High Performance Workplace** are:

VIDEO 1: STRATEGIES FOR CHANGE (14 mins)

This video sets out the fundamental steps needed to move to high performance - benchmarking, developing a framework for change, identifying and strengthening partnerships with stakeholders and creating an environment which facilitates and maintains continuous growth and ongoing development.

- ♦ Benchmark to Improve
- ♦ Develop a Blueprint for Change
- ♦ Improve Partnerships
- ♦ Create a Learning Environment

VIDEO 2: SUCCESSFUL LEADERSHIP (14 mins)

Effective leadership is an essential factor in achieving high performance. This video identifies key leadership qualities and skills for leaders at all levels of an organisation. Find out what makes a good leader and explore how you can become a successful leader.

- ♦ Develop Trust
- ♦ Be a Motivator
- ♦ Show Competence
- ♦ Be Supportive
- ♦ Provide Direction
- ♦ Empower Others

VIDEO 3: PUTTING CUSTOMERS FIRST (15 mins)

This video covers key training areas for achieving superior customer service by putting customers first. These include identifying customers, asking for feedback, injecting service enthusiasm and streamlining service procedures to provide personalised service and ensure customer satisfaction.

- ♦ Know Your Customers
- ♦ Ask for Customer Feedback
- ♦ Create Service Enthusiasm
- ♦ Streamline Procedures
- ♦ Personalise Service
- ♦ Ensure Satisfaction

VIDEO 4: SUCCESS FACTORS FOR TEAMS (12 mins)

Organisations must recognise the value of teams in achieving high performance and put time and resources into making sure teams are successful. This video outlines six key factors to increase commitment and accountability and improve the productivity, efficiency, morale and overall performance of teams.

- ♦ Clarify Purpose
- ♦ Determine the Game Plan
- ♦ Clarify Roles
- ♦ Develop Ground Rules
- ♦ Communicate and Consult
- ♦ Energise the Team

VIDEO 5: THE BALANCED SCORECARD (13 mins)

This video shows how Mobil and Centrelink are using the Balanced Scorecard to measure performance. The Scorecard uses both financial and non-financial Key Performance Indicators. Management and staff establish KPIs for the whole organisation as well as for each level of the organisation.

- ♦ Introduce a Balanced Scorecard
- ♦ Develop and Implement KPIs
- ♦ Review Progress

VIDEO 6: REWARDING PERFORMANCE (13 mins)

Organisations need to recognise and reward individual, team and organisational achievements. This video sets out steps for achieving high performance by establishing appropriate and successful systems of reward and recognition.

- ♦ Make a Commitment
- ♦ Choose Rewards
- ♦ Negotiate Agreements
- ♦ Maintain Momentum

Video 3

PUTTING CUSTOMERS FIRST



1. TARGET AUDIENCE

This module of the workbook is designed to be used in conjunction with the video **Putting Customers First**. Providing customer service applies not only to those on the front line who deal with external customers, but also those who provide internal service. Team members, behind-the-scenes staff, management, the IT department and contractors are all part of the customer chain.

2. BACKGROUND

The experiences of two organisations, Mobil and Centrelink, have been used as examples to show how high performance and outstanding quality service can be achieved by putting customers first. The video covers key training areas for achieving superior customer service including identifying customers, asking for feedback, promoting service enthusiasm and streamlining service procedures to provide personalised service and ensure customer satisfaction.

3. KEY TRAINING POINTS

This video identifies six key ways to provide good customer service:

- ◆ Know Your Customers
- ◆ Ask for Customer Feedback
- ◆ Create Service Enthusiasm
- ◆ Streamline Procedures
- ◆ Personalise Service
- ◆ Ensure Satisfaction

4. USING THIS MODULE

This module comprises a series of activities and discussions. Taking an active role whilst watching the video and working through this workbook will enable you to gain the most value from your investment in time and resources.

The best way to use this video and workbook is to complete the activities and watch the video segments in the following way.

Before the video

Complete activity 1

Watch the video to the end of **Know Your Customers**

Complete activities 2 & 3

Watch the video to the end of **Ask for Customer Feedback**

Complete activities 4, 5 & 6

Watch the video to the end of **Create Service Enthusiasm**

Complete activity 7

Watch the video to the end of **Streamline Procedures**

Complete activity 8

Watch the video to the end of **Personalise Service**

Complete activity 9

Watch to the end of the video

Complete activities 10 & 11

Activity 1

Customer Service Questionnaire

Complete this activity before watching the video **Putting Customers First**.

Rate the performance of your team or organisation. At the end of this module, you will reconsider each of these items and make notes on strategies for improvement.

We provide customer service by...	Do it Well	Don't do it well
Knowing who makes up our internal service chain and respecting internal customers.		
Building a relationship with each customer.		
Making it easy for customers to let us know what they think (including staff, teams and managers all asking each other for feedback).		
Starting with the customer and working back from there, developing strategies for improvement.		
Adding value for customers.		
Looking for trends and developing systematic ways of responding to customer feedback.		
Monitoring staff satisfaction.		
Listening to and acting on what customers say.		
Helping staff to provide better service to customers, ie. making systems and procedures more user-friendly and more flexible.		
Knowing what customers want and expect.		
Using information from customers to become more proactive - to see and resolve issues even before they develop.		
Exploring customers' specific circumstances and coming up with solutions that are specific and relevant to them.		
Having managers model enthusiasm for service.		
Being prepared to change what we're doing if customers aren't satisfied.		
Getting things right first time - reducing delay and frustration and eliminating duplication.		
Making it possible for clients to come back and speak with the same person they have dealt with before.		
Making every contact with customers an opportunity to gather feedback.		
Evaluating work at the end of the day by saying, "Did I deliver the best customer service? Did I do the most I could for the customer?"		

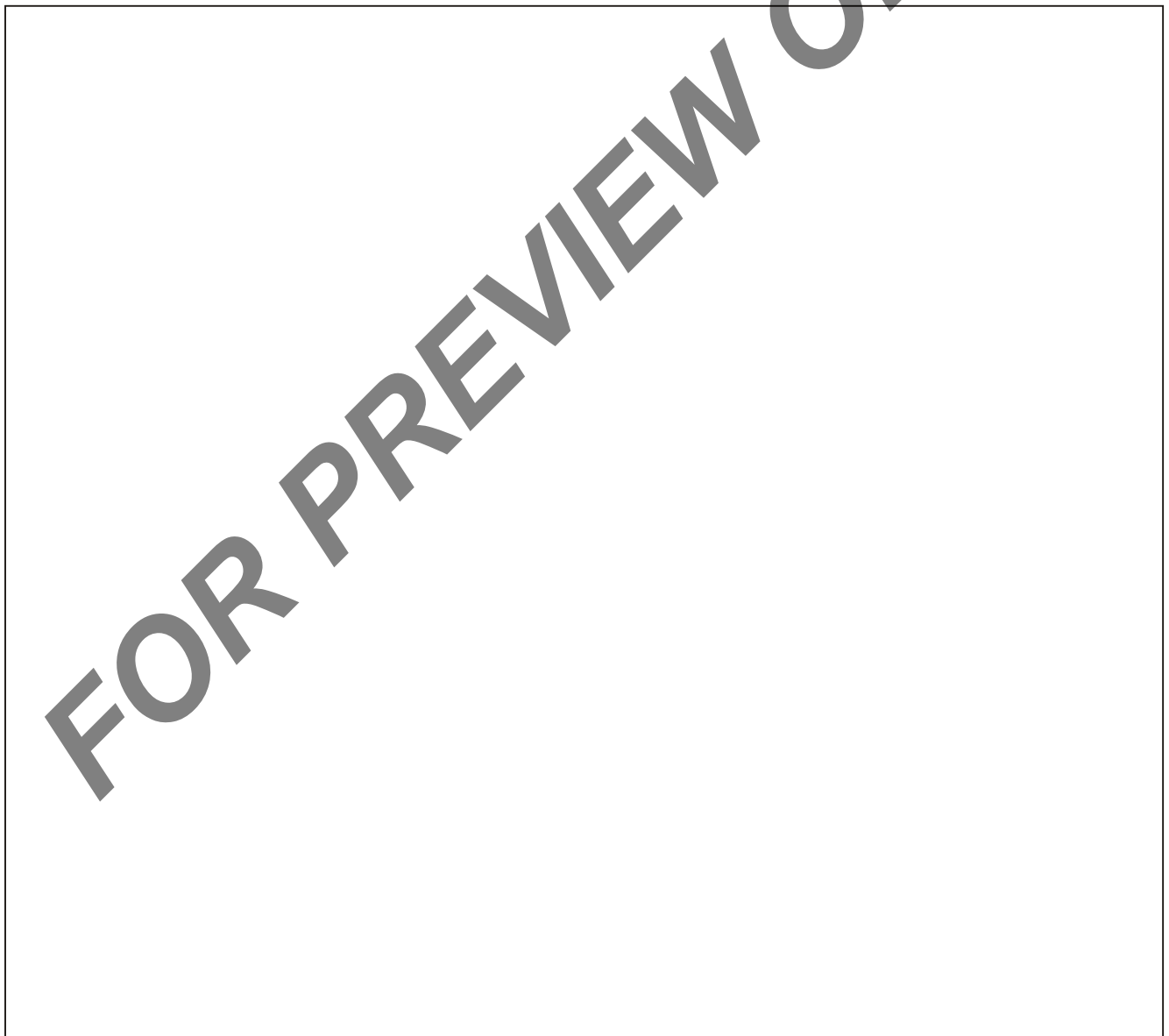
Activity 2

Know Your Customers

Complete this activity after watching the **Know Your Customers** segment of the video **Putting Customers First**.

Who are your customers? This exercise will assist you to identify your customers - ie. those people to whom your team adds value in the service chain.

- a) Draw a flow diagram (using arrows) indicating your team and all others who provide service to your team (your 'internal suppliers'), together with all of your team's 'internal customers' (those who depend upon your team to do your work so that they can do theirs).
- b) Differentiate the internal customers from the external customers (use different colours or codes).
- c) Identify who provides service to whom.



Consider placing a stylised version of this diagram in a visible position in your office to draw attention to the links in provision of customer service.

Activity 3

Knowing Your Customers

Complete this activity after watching the **Know Your Customers** segment of the video **Putting Customers First**.

Customer service is part of an important value chain which runs through every organisation. Many organisations are aware of external customers. Recognising and valuing the chain of internal customers is just as critical. Many people don't see their job in terms of customers or customer service, especially those in positions where this link is not clear or obvious. It is very important for all people in the organisation, including managers at all levels, to understand the extent to which their job involves providing service to customers, either internal or external.

Our customers are the people we deal with in doing our jobs, whether they are inside the organisation or outside it. Knowing your customers means knowing what your customers want and what they see as quality.

Think about yourself, your organisation, your department, your work team or group. How well do you know your customers? Do you know their needs? Make notes in the following table.

My customers (internal & external)	If these customers gave you 10/10 for meeting their expectations, what would you be doing well?

Activity 4

Ways to Obtain Feedback

Complete this activity after watching the **Ask for Customer Feedback** segment of the video **Putting Customers First**.

The most effective way of knowing what customers want or need is through customer feedback. And the best way of getting feedback is to ask for it. Every contact with customers is an opportunity to listen and act on what customers say.

How do you get customer feedback? How easy is it for your customers to let you know what they think about your service?

List five ways you currently get feedback from customers - internal and external.

1.
2.
3.
4.
5.

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Activity 5

Making it Easier for Customers to Give Feedback

Complete this activity after watching the **Ask for Customer Feedback** segment of the video **Putting Customers First**.

Identify three areas where you could make it easier for customers to let you know what they think of your service. How could you improve? What strategies could you put into practice to interact more effectively with customers?

Use the table below to identify the specific strategies, ie. what you or your organisation **will actually do**, to improve your performance in this area.

Areas where we could make it easier for customers to give feedback	Strategies we will implement to ensure we do these well in future	Who we will need to involve
1.		
2.		
3.		

Like workplaces themselves, the needs and expectations of customers are changing at a rapid pace. It is important to monitor customer satisfaction often, both internal and external customers, and to address challenges regularly.

Activity 6

Responding to Customer Feedback

Complete this activity after watching the **Ask for Customer Feedback** segment of the video **Putting Customers First**.

Organisations need to use information from customers to develop a customer service strategy. They need to look for trends and develop systematic ways of responding to customer feedback, to become more proactive and resolve issues even before they develop.

High performance teams seek out their customers and ask lots of questions about their own performance. But just as importantly, they respond to feedback. They do something about those areas which need improving.

- a) List up to three major challenges for you in responding to feedback from customers.
- b) Explore and identify strategies for overcoming these.
- c) Identify the people in your organisation that you may need to involve.
- d) Put a time frame on your actions.

Possible challenges	Actions to overcome challenges	Who do I need to involve?	By when?
1.			
2.			
3.			

Activity 8

Taking Action to Streamline Procedures

Complete this activity after watching the **Streamline Procedures** segment of the video **Putting Customers First**.

Start with the customers in mind. Working back from that point, identify all the systems, processes and procedures that need to be improved so that the customer can receive superior levels of service.

List the systems, processes and procedures you have identified	Develop a game plan to improve these (include what, how, who and when)

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Organisations need to look for trends and develop systematic ways of responding to customer feedback, to become more proactive and resolve issues even before they develop.

This may include developing service strategies which reduce delay, eliminate duplication, strip back bureaucratic processes and make things less complicated and more user-friendly.

Activity 9

Dealing with Customer Differences

Complete this activity after watching the **Personalise Service** segment of the video **Putting Customers First**.

Often organisations believe that all customers should be handled in the same way. But many customers have specific needs and require service that is personalised. Putting the customer first means coming up with solutions that are specific and relevant to the individual customer.

Do you explore personal circumstances with customers and provide a personalised service?

List some specific differences among your customers	How do you currently deal with these customer differences?	How could you improve your service to make it more personalised?

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Activity 10

Ensuring Staff Satisfaction

Complete this activity after watching to the end of the video

Putting Customers First.

All the energy that goes into customer service might be wasted if an organisation doesn't follow-up and check whether customers are satisfied. You can ensure customer satisfaction if you listen to customer feedback and establish systematic methods of response. And if customers are not satisfied, be prepared to change what you are doing.

In order to put customers first and continually ensure satisfaction, it is important to evaluate the day-to-day job and ask: "Did I deliver the best service to my customers that I could?"

When team members are dissatisfied, this can lead to them providing poor service to others.

Think of a situation where a team member indicated or expressed dissatisfaction. As a colleague, how did you respond? Now that you have had time to think about it, how would you handle a similar situation next time?

Situation
Actual response
Planned response next time

Activity 11

Improving Our Service

Complete this activity after watching to the end of the video **Putting Customers First**.

In Activity 1 you noted whether or not you do things well in relation to customer service. Consider the following items and make notes on strategies to improve each issue.

Customer service issue	Strategies to Improve
Knowing who makes up our internal service chain and respecting internal customers.	
Building a relationship with each customer.	
Making it easy for customers to let us know what they think (including staff, teams, and managers all asking each other for feedback).	
Starting with the customer and working back from there, developing strategies for improvement.	
Adding value for customers.	
Looking for trends and developing systematic ways of responding to customer feedback.	
Monitoring work satisfaction.	
Listening to and acting on what customers say.	
Helping people to provide better service to customers, ie. making systems and procedures more user-friendly and more flexible.	

Activity 11

Improving Our Service (continued)

Customer service issue	Strategies to improve
Knowing what customers want and expect.	
Using information from customers to become proactive - to see and resolve issues even before they develop.	
Exploring customers' specific circumstances and coming up with solutions that are specific and relevant to them.	
Having managers model enthusiasm for service.	
Being prepared to change what we're doing if customers aren't satisfied.	
Getting things right first time - reducing delay and frustration and eliminating duplication.	
Making it possible for clients to come back and speak with the same person they have dealt with before.	
Making every contact with customers an opportunity to gather feedback.	
Evaluating work at the end of the day by asking: "Did I deliver the best customer service? Did I do the most that I could for the customer?"	