

## Does your Organisation have a Customer Focus?

Use this questionnaire to gauge to what extent your business has a customer focus. Take a sample of employees from different parts of your business. Ask individuals to rate each category. Then compare scores and assess strengths and areas for improvement.

Research shows that organisations who have a customer focus:

- a) Have clear vision and values
- b) Continually listen to their customers
- c) Ensure that the organisation's structure is customer-centric
- d) Review their service delivery processes and practices so they meet customers' need
- e) Develop leaders who motivate and empower their teams to deliver excellent service
- f) Recruit and develop service orientated employees
- g) Create an environment where people want to give of their best

**Look at the questions below and respond appropriately.**

- If you feel that your answer is absolutely **yes** - a rating of **5** should be shown in the appropriate box.
- If you feel that your answer is absolutely **no** - a rating of **1** should be shown in the appropriate box.
- If you feel that your answer lies somewhere between these extremes i.e. partial - write **2,3** or **4**, to reflect your view.
- If you feel that you cannot answer the question - write a **0** to reflect a don't know answer.
- If you feel that the question does not apply to your business or function, please enter N/A in the box.

## A. Vision and Values

	Question	Your Score
A1	Is there an absolute belief, from top to bottom, that our business growth and profitability is dependant upon customer satisfaction, retention and loyalty?	0 1 2 3 4 5
A2	Are our customer service values published in a clear, concise and meaningful way?	0 1 2 3 4 5
A3	Were our service values, if in place, developed with input from colleagues at all levels?	0 1 2 3 4 5
A4	Is the main thread of our planning and long/short term goal setting process based on the objective of building a customer focused culture?	0 1 2 3 4 5
A5	Do all our colleagues share the same service vision?	0 1 2 3 4 5
A6	Is our marketing strategy based upon giving our customers value added service that differentiates us from competitors?	0 1 2 3 4 5
A7	Does customer service genuinely sit at the top of the agenda in our business?	0 1 2 3 4 5
	<b>TOTAL SCORE OUT OF 35</b>	

## B. Continual Customer Research

	Question	Your score
B1	Do we have a clear and well-defined picture of the present and potential customers that we are aiming to serve?	0 1 2 3 4 5
B2	Do we regularly conduct research with our customers to determine what services they need and want?	0 1 2 3 4 5
B3	Does the organisation measure the level of satisfaction internal customers have with the service each internal department provides?	0 1 2 3 4 5
B4	Do we have an effective system in place for external customers to feed back their comments and observations about our service levels?	0 1 2 3 4 5
B5	Do we use customer feedback to determine new products and services?	0 1 2 3 4 5
B6	Do we share the outputs of customer research with colleagues at all levels?	0 1 2 3 4 5
B7	Do we develop improvement action plans based on the outputs of customer research?	0 1 2 3 4 5
	<b>TOTAL SCORE OUT OF 35</b>	

### C. Customer Centric Organisation Structure

	Question	Your score
C1	Does our organisational structure enable us to give customers the best possible service?	0 1 2 3 4 5
C2	Does our organisation structure make it easy for our customers to do business with us?	0 1 2 3 4 5
C3	When we design, or make changes to our organisational structure, do we consider the needs of our customers?	0 1 2 3 4 5
C4	Do we regularly review the structure of our organisation to improve service levels?	0 1 2 3 4 5
C5	Does our organisational structure promote the importance of the internal customer?	0 1 2 3 4 5
C6	Does everyone in the organisation have measurable accountability for customer service?	0 1 2 3 4 5
C7	Is equal weight given to the needs of the internal as well as the external customer?	0 1 2 3 4 5
	<b>TOTAL SCORE OUT OF 35</b>	

### D. Service Delivery Processes and Practices

	Question	Your score
D1	Have our service-delivery processes been designed for the convenience and satisfaction of our customers rather than our own convenience?	0 1 2 3 4 5
D2	Are the forms and documents used in our service-delivery processes customer friendly?	0 1 2 3 4 5
D3	In designing service-delivery processes do we start by defining the end result for the customer?	0 1 2 3 4 5
D4	In designing service-delivery processes do we gain feedback from customers to ensure that they fit their needs?	0 1 2 3 4 5
D5	Are our service-delivery processes flexible and adaptable to meet the requirements of customers?	0 1 2 3 4 5
D6	Are our internal processes simple, flexible, easy to understand and user friendly?	0 1 2 3 4 5
D7	Do we compare our service-delivery processes to competitors and revise them accordingly to improve our service?	0 1 2 3 4 5
	<b>TOTAL SCORE OUT OF 35</b>	

## E. Service Leadership Competencies

	Question	Your score
E1	Do all managers demonstrate by their own behaviour, their commitment to achieve the highest levels of customer satisfaction and quality?	0 1 2 3 4 5
E2	Is the management style in our organisation highly participative?	0 1 2 3 4 5
E3	Is responsibility and authority for making decisions on behalf of customers pushed down to the lowest levels possible?	0 1 2 3 4 5
E4	Do managers talk to their teams at least once a month about customer service issues?	0 1 2 3 4 5
E5	Does the organisation's performance management system emphasise the need for everyone to display customer-focused behaviours?	0 1 2 3 4 5
E6	Do managers at all levels speak to customers personally at least once every three months, seeking their opinions on service levels?	0 1 2 3 4 5
E7	Do managers openly recognise when service providers deliver outstanding levels of customer satisfaction?	0 1 2 3 4 5
	<b>TOTAL SCORE OUT OF 35</b>	

## F. Recruit and Develop Service Orientated Employees

	Question	Your score
F1	Are new employees recruited on the basis of their service-orientated attitude?	0 1 2 3 4 5
F2	Do new employees receive guidance, where applicable, regarding service standards and commitment to service excellence prior to starting work?	0 1 2 3 4 5
F3	Does our organisation provide training to all employees in customer service skills?	0 1 2 3 4 5
F4	Do employees at the 'coal-face' receive service skills training on a regular basis?	0 1 2 3 4 5
F5	Do we have service standards in which all employees are trained?	0 1 2 3 4 5
F6	When we change a product or service do we adequately communicate and train our colleagues?	0 1 2 3 4 5
F7	Do we invest sufficiently in customer service training?	0 1 2 3 4 5
	<b>TOTAL SCORE OUT OF 35</b>	

## G. Creating a Customer Focused Work Environment

	Question	Your score
G1	Do we operate an organisational-wide reward and recognition scheme for employees who provide excellent service?	0 1 2 3 4 5
G2	Do we provide a good environment in the workplace that encourages employees to provide excellent service to our customers?	0 1 2 3 4 5
G3	Do our premises reflect our commitment towards excellent service?	0 1 2 3 4 5
G4	Is the technology in our organisation designed for customer and service giver convenience, efficiency and superior service delivery?	0 1 2 3 4 5
G5	Do we provide sufficient tools and equipment to help service providers do their job well?	0 1 2 3 4 5
G6	Is communication throughout the organisation efficient and effective?	0 1 2 3 4 5
G7	Are people adequately rewarded for their effort and achievement?	0 1 2 3 4 5
	<b>TOTAL SCORE OUT OF 35</b>	

## DOES YOUR BUSINESS HAVE A CUSTOMER FOCUS: YOUR SCORE

Use this grid to record the total score per category. Then total your overall scores.

A. Vision and Values	TOTAL SCORE OUT OF 35	
B. Continual Customer Research	TOTAL SCORE OUT OF 35	
C. Customer Centric Organisation Structure	TOTAL SCORE OUT OF 35	
D. Service Delivery Processes and Practices	TOTAL SCORE OUT OF 35	
E. Service Leadership Competencies	TOTAL SCORE OUT OF 35	
F. Recruit and Develop Service Orientated Employees	TOTAL SCORE OUT OF 35	
G. Creating a Customer Focused Work Environment	TOTAL SCORE OUT OF 35	
<b>Total score for all categories out of 245</b>	<b>TOTAL SCORE OUT OF 245</b>	

## **Interpreting Your Results**

### **Score between 200 and 245**

Well done. This score indicates that your organisation is customer-focussed. You have many of the best practices in place that promote a culture and climate of service excellence. Remember that you can still continuously improve. Look at the areas where you and others have scored 1,2 and 3. Identify what you can do to enhance the culture you have created of service excellence. For more information and advice contact [info@thestairway.co.uk](mailto:info@thestairway.co.uk)

### **Score between 150 and 199**

This score indicates that your organisation displays some elements of a customer - focussed organisation. However, your organisation does not consistently display best practices that promote a culture and climate of service excellence. Look at the areas where you and others have scored 1, 2 and 3. Identify what you can do to enhance the culture and develop an improvement plan. For more information and advice contact [info@thestairway.co.uk](mailto:info@thestairway.co.uk)

### **Score 149 and Less**

This score indicates that your organisation displays few elements of a customer -focussed organisation. Your organisation does not display best practices that promote a culture and climate of service excellence. Look at the areas where you and others have scored 1,2 and 3. Identify what you can do to create a customer-focussed culture and develop an improvement plan. For more information and advice contact [info@thestairway.co.uk](mailto:info@thestairway.co.uk)