

ARE YOU A CUSTOMER-FOCUSED ORGANIZATION?

Instructions: Read this page and fill in the blanks below.

1. Today's date: _____
2. Organization: _____
3. Do not ponder over the questions; answer with your first instincts.
4. Return confidentially and anonymously
to:

at:

by:

5. Your scores will be used to tally the averages for each question. Your name will not be identified. However, if you want this instrument back, either put your name or some other code only you know here:

6. We do require some demographic data; please check.

A. Senior Management	_____
B. Middle Management:	_____
C. First Line Management	_____
D. Non-management-Exempt	_____
E. Non-exempt	_____
F. Not in the Organization	_____

"Leverage the way you think ... you act ... you achieve better results ... more naturally"

-is based on-

THE SYSTEMS THINKING APPROACH™

Focus on outcomes. Serve the customer.

"Your job is to serve the customer, or, to serve someone else who does."

Our Beliefs

The System's Thinking Approach™ is an absolute necessity to make sense of, and succeed, in today's complex world.

If life on earth is governed by the natural laws of Living Systems, then a successful participant should learn the rules!

- Stephen Haines

ORGANIZATIONAL

Are You A Customer-Focused Organization?	No	A Little	Some	Mostly	Yes	Comments
I. Customer-Focused Organizations overall:						
1. Are you "close to the customer"--especially senior executives (i.e., do you see, touch, feel, meet and dialogue with them face-to-face on a regular basis out in the marketplace)?	1	2	3	4	5	
2. Do executives include the customers in their decisions, focus groups, meetings, planning and deliberations?	1	2	3	4	5	
3. Does your organization know and anticipate the customer's needs, wants and desires--continually, as they change?	1	2	3	4	5	
4. Is surpassing customer needs the driving force of the entire organization?	1	2	3	4	5	
5. Do you survey the customer's satisfaction with your products and services on a regular basis?	1	2	3	4	5	
6. Does your organization have a clear "positioning" in the marketplace vs. the competition in the eyes of the customer?	1	2	3	4	5	
7. Does your organization focus on Creating Customer Value--i.e., "value-added" benefits to the customer such as: Quality and reliable products and services, Individual Customer Choices , Customer Responsiveness , delivery, speed, Customer Service , relationships	1	2	3	4	5	
8. Does your organization set quality customer-service standards and expectations that are specific and measurable to each department ?	1	2	3	4	5	
9. Are each department's customer service standards based on customer input and/or focus groups?	1	2	3	4	5	
10. Does your organization require everyone to experience moments of truth by meeting and servicing the external customer directly...at least one day every year ?	1	2	3	4	5	
11. Does your organization focus and reengineer the business processes based on the customer needs and perceptions...and do it across all functions?	1	2	3	4	5	
12. Is your organization structure focused and based on the marketplace--i.e., structure the organization by customer markets (1 customer=1 representative)?	1	2	3	4	5	
13. Does your organization reward customer-focused behaviors (especially cross-functional teams) that work together to serve the customer (both internal and external)?	1	2	3	4	5	
14. Does your organization have a clear policy...and the heavy use of Customer Recovery Strategies (CRS) to surpass customer expectations?	1	2	3	4	5	
15. Does your organization hire and promote " customer friendly " people?	1	2	3	4	5	
SECTION I AVERAGE (score / 15) =						

Are You A Customer-Focused Organization?	No	A Little	Some	Mostly	Yes	Comments
II. Unsurpassed Customer Service At the "Moment of Truth":						
1. Does your organization focus on the 5-10 year ROI of the customer?	1	2	3	4	5	
2. Does your organization focus on your long-term image and reputation ? (Remember, unhappy people tell 11 others; happy customers tell 4 others.)	1	2	3	4	5	
3. Does your organization empower the person at the "moment of truth" to be creative and innovative to surpass the customer's expectations as to solving any problem?	1	2	3	4	5	
4. Does your organization provide expenditure authority limits to do the above?	1	2	3	4	5	
5. Does your organization ensure accountability = responsibility = rewards --at the moment of truth?	1	2	3	4	5	
6. Does your organization focus Customer Recovery Strategies (CRS) on future business (i.e., 50% off next time; free the next time, etc.)?	1	2	3	4	5	
7. Does your organization speed up the Customer Recovery Strategies (CRS) to happen immediately at the "moment of truth"?	1	2	3	4	5	
8. Does your organization develop a " Customer Guarantee " and live up to it and even surpass it? (<i>"under promise, over deliver"</i>)	1	2	3	4	5	
9. Does your organization ensure that all senior management uses " thank you cards " to reinforce excellence in quality of customer service on a daily basis?	1	2	3	4	5	
10. Does your organization have a strong and effective quarterly recognition program for organization-wide public celebration of Customer Recovery Strategies (CRS) that resulted in customer service excellence?	1	2	3	4	5	
SECTION II AVERAGE (score / 10) =						

III. Five Levels of Customer Recovery Strategy (CRS) Mastery: Distribute a total of 10 points among questions 26-30?	Total 10 Points
11. Deny it's our problem. (<i>"I just work here."</i>)	
12. Fight their concern but eventually give in to them. (<i>"They won"</i> .)	
13. Meet their expectations. (<i>"Customer is always right."</i>)	
14. Meet their expectations and then do something else beyond it that they don't expect (including possibly an apology and/or supervisor follow up to ensure satisfaction.) (<i>"I'm sorry."</i>)	
15. Do #4 and fix the underlying system or process problem of which it might be a symptom. (<i>Fix the process.</i>)	
SECTION III Dominant Level =	

ARE YOU A CUSTOMER-FOCUSED ORGANIZATION?

SCORE SHEET

SCORING

- I. Customer-Focused Organizations overall:
- II. Unsurpassed Customer Service At the "Moment of Truth":
- OVERALL SCORE (Sections I & II)**

Total Score		Average
	/ 15 =	
	/ 10 =	
	/ 25 =	

Circle where you fit in A-D:

- A. 101-125 points Doing excellent in Customer Focus. Congratulations, keep it up! Being a "jazz player" requires constant attention to the music.
- B. 76-100 points Doing average in Customer Focus. But you need continuous improvement. You're beginning to have a Customer Focused Organization.
- C. 51-75 points An important need for improvement in Customer Focus. Get a game plan & get it going now! You are mediocre here.
- D. 25-50 points A critical need for improvement in being Customer Focus. *Overhaul* your organization immediately. You are failing here.

III: What is your predominant Customer Recovery Strategy? # _____ What action do you need to take to improve it?

ACTION PLAN

Where did we score our greatest needs in being Customer-	How to begin improving	Lead?	When

Where are we performing best in being Customer Focused?	Why?

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