

Coaching for Excellence



Judy Z. King, ISHC
Quality Management Services, LLC
615.414.3648
judy@qmsresults.com

Three Es of Excellence



- Expectations
 - Goals
 - Customer-Focused Standards
- Equipping
 - Resources
 - Education & Development
- Evaluation
 - Comparison with Expectations

Enemies of Excellence

- Confusion
- Lack of
Accountability
- Fear of Conflict



Three Es of Excellence

Expectations



Define Expectations

A standard is the minimum requirement for a product or service in order to meet customer expectations.

1. The phone is answered quickly.
The phone is answered within 3 rings.
2. The equipment is clean.
Equipment is free of dust and smudges.
3. Personal appearance is professional.
Clothing is free of wrinkles and stains.



Define Expectations

A standard is the minimum requirement for a product or service in order to meet customer expectations.

Include:

- What
- Why
- When/How often
- How well



Defining Expectations



“To have your customers feel welcome, immediately acknowledge every customer you serve with a warm smile and welcoming eye contact.”



Three Es of Excellence

Expectations

Equipping



Types of Training Sessions

Knowledge Training

Providing people with information they need to know to perform their job well.

Examples

- Orientation to benefits
- Abbreviations

Practical Training

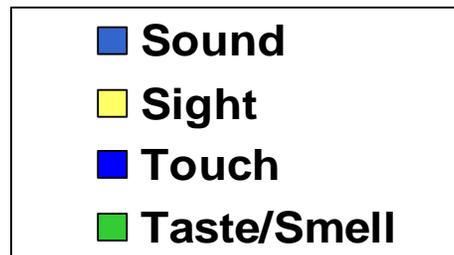
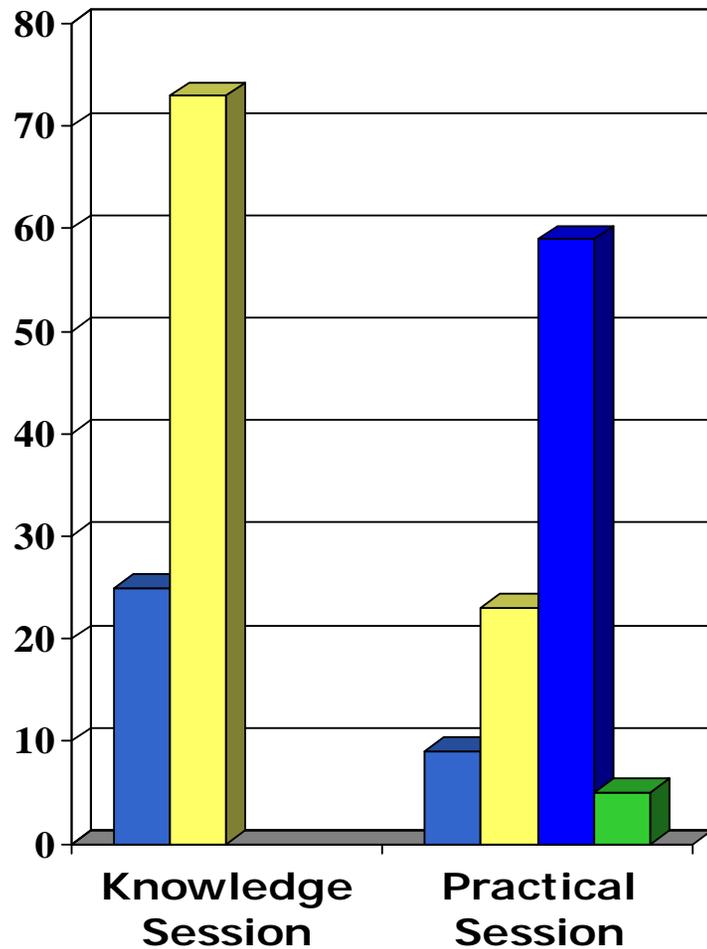
Teaching people to be able to do something on their own, without supervision.

Examples

- Operating a piece of equipment
- Cleaning a floor



Information Retention by Sensory Perception



Equip for Success

- Introduction
- Demonstration with
Participation
- Review with
Questions



Three Es of Excellence

Expectations

Equipping

Evaluation



Evaluate

- Follow up with observation.



Observation Follow-Up

If the behavior *meets* or *exceeds* standards, affirm the specific behavior.

Tips

- *Use the person's name*
- *Mention specific behavior*
- *Describe the impact*
- *Thank the person*



Example of Affirming



- *“Gene, you did a great job helping that customer with restaurant recommendations! You asked the customer what type of experience and type of food he was interested in before naming any restaurants. Once you understood he preferred fine dining, you recommended our restaurant first and then gave him other options. Customizing service is great for the customer and doing your best to keep the business here helps out all employees. Thank you!”*



Affirming



Observation Follow-Up

- You observed a new employee escorting a confused customer to a location instead of just pointing them in the right direction. The employee was smiling at the customer and you heard the employee offer additional assistance to the customer before returning to the work area.



Affirming



Observation Follow-Up

An employee was walking by a customer who was approaching the elevator. The employee stopped, smiled, and said to the customer, “Good morning! Are you going up or down?” When the customer said, “Up”, she pushed the appropriate button, and then said, “How are you today?” After the customer responded with, “I’m doing well, thank you!”, she said, “I’m glad. Please let us know if we may help you in any way.” and then left the area. You heard the customer comment to another customer, “They have the most helpful staff here!”



Observation Follow-Up

If the behavior is *below* standard, adjust the specific behavior, keeping the responsibility with the employee and then following up.

(Deliver message in an appropriate location and use a positive tone of voice.)

Tips

- *Use the person's name*
- *Affirm what you can*
- *Involve the learner in identifying what behaviors are to be adjusted and how*
- *Thank the person and follow up*





Example of Adjusting

- *Supervisor: “Andy, let’s talk about the conversation you just had with your customer. I noticed you and the customer both were smiling and you sounded very pleasant. Please tell me what else you remember about it.”*
- ***Andy: “Well, the customer asked me for restaurant recommendations and I gave him some. Did I do something wrong?”***
- *Supervisor: “You didn’t do anything wrong. Let’s talk about how you could have assisted the customer even better, and the resort, too. Remember when we talked about customizing service for the customer? What did the customer do when you started listing a lot of good, casual restaurants?”*
- ***Andy: “Oh, he said he didn’t want that kind of experience, that what he really wanted was fine dining.”***
- *Supervisor: “That’s right. And at that point you gave him some great options. Do you remember which fine dining restaurants you mentioned first?”*
- ***Andy: “Yes, and now I realize that I didn’t mention ours first.”***
- *Supervisor: “It’s great to give the customers options and at the same time we can be proud of our own restaurants and help keep the business here. That helps out your friends at the restaurant and our resort overall.”*
- ***Andy: “I understand. Thanks and I’ll remember next time!”***
- *Supervisor: “Thank you, Andy. It’s obvious you want to provide excellent service and I know our customers appreciate it!”*





Adjusting Observation Follow-Up

- You observed a customer approach an employee who was busy filling in some necessary paperwork. It was obvious the employee heard the customer approach and yet did not look up immediately from the paperwork to acknowledge the customer. After approximately 5 seconds, the employee looked at the customer, did not smile, and said, “Sorry, I was really busy, what can I do for you?”





Adjusting

Observation Follow-Up

A Maintenance employee was walking by a customer who was approaching the elevator. The Maintenance employee walked by the customer without speaking, in fact he turned his head away from the customer as he walked by. The customer said to the Maintenance employee, “Excuse me, could you please tell me where I can get some ice?” The Maintenance employee kept walking and responded over his shoulder, “Yeah, I think if you go up a level, a machine is at the end of the hall.” The Maintenance employee continued walking away from the customer. You heard the customer sigh as he shook his head.



Questions, Comments, Concerns?

