

Customer ServiceStyles™ (CSS)



paper scan-form



internet data collection (IDC)

ORGANIZATIONAL DEVELOPMENT

Strengthen your organization's profitability and sustainability by discovering how it can improve customer service—and why!

*Develop
Constructive service
behaviors to deliver
the ultimate customer
experience.*

WHAT IS CUSTOMER SERVICESTYLES?

Customer ServiceStyles is a unique tool that goes beyond traditional client satisfaction surveys. Developed by Drs. Robert A. Cooke, Merom Klein, and Janet L. Szumal, Customer ServiceStyles provides a picture of how customers view the way in which your service providers approach their work and interact with them.

Four of the customer service styles measured by the survey are Constructive and promote customer satisfaction, loyalty, and advocacy (word-of-mouth recommendations). The other eight styles measured by the survey are Defensive and detract from effective customer service and desired outcomes.

The Customer ServiceStyles survey also includes measures of customer satisfaction, loyalty, and advocacy. These service outcomes are viewed as “lead indicators” that provide critical insights into an organization's long-term profitability and sustainability. Because the service styles measured by the survey impact these outcomes, the results provide insights about not only how customers feel, but also why. The “why” helps to pinpoint specific changes or improvements to customer service.

HOW DOES CUSTOMER SERVICESTYLES WORK?

The Customer ServiceStyles survey is completed on paper or online by an organization's customers or clients. Results are plotted on the Human Synergistics Circumplex and reveal the “styles” or patterns of behavior exhibited by an organization's front line staff when interacting with internal or external customers.

The Customer ServiceStyles survey takes approximately 10 minutes to complete. Surveys are scored by Human Synergistics and the results presented in a concise yet descriptive report.

APPLICATIONS

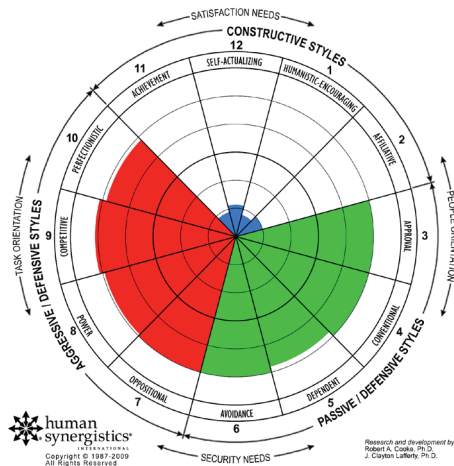
Customer ServiceStyles can be used to:

- Find out how customers are being treated to better understand why they are satisfied or dissatisfied
- Gauge the extent to which the organization is living up to its mission and brand promises
- Understand the impact of organizational culture on customer service

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Figure 1: Organizations with Below Average Ratings on Customer Service Outcomes



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- Validate the need for change on the part of service providers and improve the quality of the service they offer
- Monitor the effectiveness of customer service initiatives

WHO SHOULD USE CUSTOMER SERVICESTYLES?

Customer ServiceStyles is appropriate for all types of organizations and/or their subunits. It can be used to measure the perceptions of either internal or external customers or clients.

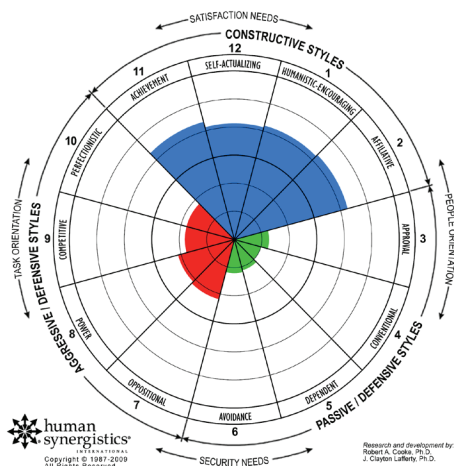
CUSTOMER SERVICE STYLES AND OUTCOMES

Customer ServiceStyles helps to explain why some organizations and their units achieve higher levels of customer satisfaction, loyalty, and advocacy than others, as illustrated by the profiles at left.

The top profile shows the service styles of 14 organizational units with below average ratings for customer satisfaction, loyalty, and advocacy. The bottom profile shows the styles of 13 units with above average customer satisfaction, loyalty, and advocacy ratings. The below average organizations deliver service in generally defensive ways, where service providers focus on protecting (Passive/Defensive styles) and promoting (Aggressive/Defensive styles) themselves. In contrast,

service providers in the above average organizations approach their work and interact with customers in ways that are mutually beneficial to the organization and its customers (Constructive styles).

Figure 2: Organizations with Above Average Ratings on Customer Service Outcomes



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