

New York Times Bestseller

UPLIFTING SERVICE

The Proven Path

*to Delighting Your Customers, Colleagues,
and Everyone Else You Meet*

RON
KAUFMAN

PURCHASE NOW
ON AMAZON



LISTEN NOW
ON AUDIBLE





UPLIFTING SERVICE

The Proven Path

*to Delighting Your Customers, Colleagues,
and Everyone Else You Meet*

RON
KAUFMAN

Copyright © 2012 by Ron Kaufman.

The moral right of the author has been asserted.

The author is represented by literary agent Kevin Small of ResultSource.com.

All rights reserved. No part of this book may be reproduced, stored in a retrieval system, or transmitted by any means, electronic, mechanical, photocopying, recording, or otherwise, without written permission from the publisher.

The following are registered trademarks or trademarks of Ron Kaufman Pte Ltd: Ron Kaufman®, Uplifting Service™, UP! Your Service®, the word “UP” in a balloon device®, the “Criminal to Unbelievable!” device®, the “Explore, Agree, Deliver, Assure” device®, The 12 Building Blocks of Service Culture™, The Six Levels of Service™, The Cycle of Service Improvement™, Up the Loyalty Ladder™, Bouncing Back with Service Recovery™, Clear, Kept Promises™, Closing the Loop™, Service Transactions and Perception Points™, The BIG Picture™, Uplifting Service Champions™.

All references to trademarked properties are used in accordance with the Fair Use Doctrine and are not meant to imply that this book is a product for advertising or other commercial purposes.

“UPLIFTING SERVICE: The Proven Path to Delighting Your Customers, Colleagues, and Everyone Else You Meet”

ISBN 978-981-07-1832-9 — hardcover (Singapore)

Published in Singapore by Ron Kaufman Pte Ltd.

Printed by Tien Wah Press (Pte) Ltd

Originally published in the USA by Evolve Publishing, Inc.
www.EvolvePublishing.com

ISBN 978-0-9847625-5-2 — paperback

978-0-9847625-0-7 — hardcover

978-0-9847625-9-0 — ebook

10 9 8 7 6 5 4 3 2 1

Table of Contents



Preface:

A Personal Path to Service.....	ix
---------------------------------	----

Introduction:

The Problem with Service Today	xix
--------------------------------------	-----

SECTION ONE: WHY?

1 Journey into a New Culture	3
2 The Gateway to Possibility.....	15
3 The Proven Path	27

SECTION TWO: LEAD

4 Taking the Lead	41
5 Leading from All Levels	57
6 The Journey to Magnificence	73

SECTION THREE: BUILD

7 Common Service Language.....	89
8 Engaging Service Vision.....	95
9 Service Recruitment	103
10 Service Orientation	111
11 Service Communications.....	119
12 Service Recognition and Rewards	125

13	Voice of the Customer	131
14	Service Measures and Metrics	139
15	Service Improvement Process	151
16	Service Recovery and Guarantees	159
17	Service Benchmarking	175
18	Service Role Modeling	187

SECTION FOUR: LEARN

19	Learning Takes Practice	197
20	The Six Levels of Service.....	203
21	Your Perception Points	211
22	The BIG Picture	225
23	Building Service Partnerships	237
24	Taking Personal Responsibility	257

SECTION FIVE: DRIVE

25	Your Implementation Roadmap.....	269
26	Learning from Experience	281
27	More Than a Business Philosophy	297

	Author's Acknowledgments.....	303
	Index.....	307

	Tools for Your Journey	320
	Join the Uplifting Service Community	322
	About UP! Your Service.....	324
	Meet Ron Kaufman	325



CHAPTER 11

Service Communications

As customers of Stew Leonard's famous Norwalk, Connecticut, grocery store grab a shopping cart and head for the entrance, they know what to expect: an amazing atmosphere of music, color, the smell of fresh baked goods, and a world-class array of delicious food and drinks.

No visitor can miss the enormous slab of granite rock that bears this engraved message:

OUR POLICY

RULE 1: THE CUSTOMER IS ALWAYS RIGHT!

RULE 2: IF THE CUSTOMER IS EVER WRONG, REREAD RULE 1

This eye-catching, three-ton boulder makes a very public statement right at the front door, solidly reassuring every customer: "Don't worry. We will *never* argue with you." This sets the mood for confident and carefree shopping and sets an expectation of what the company will deliver.

And what does this massive chunk of stone communicate to every employee every day? “We know sometimes our customers are incorrect or they forget; they may exaggerate or even lie. But in this store we always give our customers the benefit of our full appreciation and the benefit of any doubt. Our customers may not always *be* right, but through our words and actions, we will always make our customers *feel* right.”

Service Communications is the fifth building block in your uplifting service culture. This block includes how you make declarations about your service to everyone in your world, including your customers, partners, team members, media, industry, and community. The Stew Leonard’s “Rock of Commitment” is an example of strong service communication, and it is one of many reasons why the store is so popular. It’s even become a tourist attraction, with buses from New York City filling the parking lot each day. Your Service Communications also need to be rock solid, but may not be as weighty as a three-ton granite boulder.

At Westin Hotels and Resorts, you’ll find something light, interesting, and unexpected engraved on the name tags of employees—the hobby or passion of each team member.

Colin

My passion: Gardening

Suu Kuan

My passion: Traveling

Gaye

My passion: My Family

Gautam

My passion: Music

At first, these “passions” may not appear to be Service Communications. They don’t instruct employees how to speak or interact with customers. They’re not really actionable. They are just simple name tags—right? But what does every hotel want to cultivate with their guests? A preference, a repeat visit, a sense of loyalty, a connection. The Westin wants guests to feel comfortable connecting with its employees, and wants its employees to feel at ease communicating with each other. Can you think of a better way to create connection between two people than sharing a hobby or passion? With simple name tags as the catalyst, hotel staff members become approachable individuals who may have something in common with a hotel guest or with a fellow team member.

Compare this very personal approach with the very public ways Changi Airport communicates their nonstop dedication to uplifting service, internally to thousands of employees and externally to millions of passengers each year. To airport employees this communication begins the moment they pass through security each day. Huge posters are frequently refreshed with new expressions of the airport’s service vision, photographs of top-ranked service personalities, winners of service contests, recipients of service achievement pins, and quotations from customer compliments. To passengers, Service Communications begin on the website, on arrival at curbside, or at the check-in counter. It continues inside the transit area, where beautiful banners promote the airport’s success. But just in case you think the airport is tooting its own horn, the largest message by far is one of appreciation for passengers: “Your smile is our inspiration. Thank you for making us the world’s most-awarded airport.” What drives all this uplifting internal and external communication? Changi Airport’s continuous commitment to providing personalized, stress-free, and positively surprising service.

At NTUC Income, the company launched and supported new service education courses with decals on the elevator doors. Every morning employees were greeted with this challenge: “Leap UP to the next level of service. Are you UP for it?” Standing on the street in front of the company building, you can’t avoid the enormous and attractive orange signage. But colorful signage and new branding is not what made NTUC Income’s revolution so successful. It was a comprehensive commitment to communicate, educate, lead, build, learn, and drive every member of the organization, and the organization itself, into a more uplifting service position.

The Medium Can Match the Message

Service Communications can be shown and shared in many mediums: signage, banners, plaques, pins and posters, formal meetings, informal events, town halls, brown bag lunches, online, off-line, mobile messages, video channels, login screens, e-mail signature files, screen savers, lunch-tray liners, notepads, manuals, checklists, dashboards and so much more. The opportunities are limited only by your imagination.

Don’t stick your service message in some ancient format that no longer works. If the lunchroom is where conversations happen, put your service message on the walls, video screens, napkins, cups, and lunch trays. If people meet online to share and shape ideas, be sure the idea of uplifting service greets them there each day. Use whatever combination works for your company, your customers, and your culture.

Create on the Inside Before You Share on the Outside

Make private declarations early. Make public declarations only when you are ready. Promoting your service goals and aspirations

is important for your team members. Uplifting Service Communications shows your employees and partners that they are part of something bigger than themselves, and may inspire them to make your cause their own. But shouting your service commitment to the world only makes sense when your team is fully committed and ready to deliver. People expect you to be accountable for your communications, to act on your word, and to back your declaration with authentic action. You can launch a service campaign on the inside when you are committed to make a difference. But only launch it on the outside when your customers will feel the difference.

Service Communications Are an Accelerator

Service Communications is a building block that can support every other element in the architecture of your service culture. Use Service Communications to promote your service language, expand your service vision, showcase your new hires, announce your latest contest, explain your measures and service metrics, and give voice to your customers' compliments and complaints.

Service Communications keep your people up-to-date with what's happening, what's changing, what's coming next, and most of all what's needed now. Service Communications can educate and inform, connect people and encourage collaboration, motivate, congratulate, encourage, and inspire.

Singapore Airlines publishes a monthly newsletter for its 14,500 employees called *Outlook* and a monthly magazine for its 18 million passengers called *SilverKris*. Both are rich with insights and up-to-date information. *Outlook* is essential to keep employees in 63 destinations in touch with the company and connected to their customers. One page in the newsletter is printed on a heavier stock

of paper than all the others. This added weight indicates the page has great importance and makes it easier to keep, pass around, or pin up on the wall. The title of this vital sheet is “Transforming Customer Service.” It’s the focus that makes Singapore Airlines a consistent leader in airline profitability and awards. This page features stories about the employees who make the airline great and the actions they take to delight passengers and customers every day.

Questions for Service Providers

- Where can you find the latest information about your service, your customers, and your culture?
- How can you contribute to these communications and keep them up to date?

Questions for Service Leaders

- Are the Service Communications in your organization informative, engaging, and effective? Do they help communicate your plans and progress in the other building blocks?
- Do you personally participate in Service Communications?
- When was the last time you reviewed and refreshed your Service Communications? How frequently should this be done?
- Are you supporting innovation in this vital building block of service culture? What’s next? What’s new? What’s uplifting?

Meet Ron Kaufman

Ron Kaufman is the world's premiere thought-leader, educator, and motivator for uplifting customer service and building service cultures. Ron is the author of 14 other books on service, business, and inspiration.

Ron provides powerful insights from working with clients all over the world in every major industry for more than twenty years. Ron is an inspiration to leaders and managers with his content rich and entertaining speeches, and his impactful, interactive workshops. He is rated one of the world's "Top 25 Who's Hot" speakers by *Speaker Magazine*.

Ron has been featured in *The Wall Street Journal*, *The New York Times*, and *USA Today*. He is passionately committed to uplifting the spirit and practice of service worldwide.

EMAIL / WEB:

Enquiry@RonKaufman.com

RonKaufman.com



PURCHASE NOW
ON AMAZON



LISTEN NOW
ON AUDIBLE



A breakthrough book
that will surprise, delight, and uplift you,
your organization, and your team.

In *Uplifting Service*, Ron Kaufman takes you on a journey into the new world of service. Through dynamic case studies and best-practice examples, you will learn how the world's leading companies have changed the game, and how you can successfully follow this path to an uplifting service transformation.

“Read this book, apply the steps. Watch your culture transform and your perspective on service change forever. Ron Kaufman has unlocked the mystery of service. Get ready for a magnificent journey into a new world.”

Marshall Goldsmith

Bestselling Author of *What Got You Here Won't Get You There*

“Ron Kaufman has pinpointed a massive wound in society, and offers a strategy to uplift the world around us. For mankind, it's transformational. For business, it's a clean and clear path to a sustainable competitive advantage. This book is long overdue, and will create a legendary shift.”

Thomas Moran

Director, Customer and Partner Experience
Microsoft Operations



Ron Kaufman, the founder of Uplifting Service, is the world's premiere thought-leader, educator, and motivator for uplifting customer service and building service cultures.

**FREE
RESOURCES**

— available at —
www.RonKaufman.com

Download free supporting slides, posters, videos, and tools to successfully apply everything in this book.

US\$24.95

978-0-9847625-0-7 hardcover (USA)
978-0-9847625-5-2 paperback (USA)
978-0-9847625-9-0 ebook (USA)
978-981-07-1832-9 hardcover (Singapore)