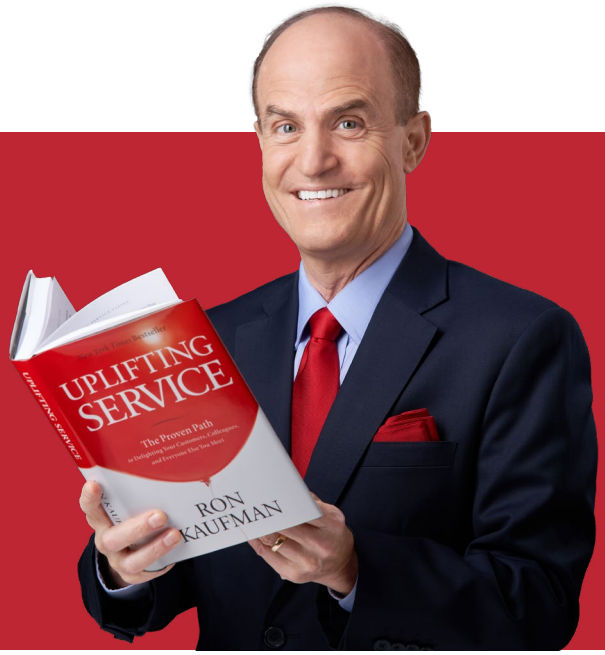
RON KAUFMAN

SERVE • CARE • LOVE

Global Thought Leader
and Keynote Speaker

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UPLIFTING SERVICE READER'S GUIDE



Use this Reader's Guide to support your team as you build a strong and sustainable service culture. Use these questions to guide personal reflection and group discussion over several weeks or months.

Preface

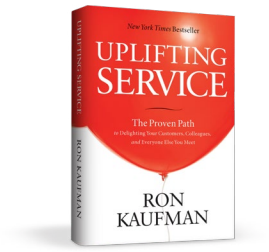
A Personal Path to Service

1. Ron Kaufman claims to be on a mission to improve the world with a vision of global service education that motivates and sustains him. What is your personal vision? What is your mission? How do these motivate and sustain you? Can you share a personal example?

2. Ron defines service as taking action to create value for someone else. He says *"The surprising upside is that improving the service you give someone else also benefits you. Providing uplifting service to others naturally enriches your relationships, improves your network of support, and contributes to your own success."* Can you share an example of this in your work life? In your personal life? In your family life?

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Introduction

The Problem with Service Today

3. In *Life Lessons*, Ron shares how his grandmother taught him that *"providing service to someone else gives you something back. Making other people feel good somehow makes you stronger."* Ron also shares how he learned on the Frisbee field about *"The Spirit of the Game"*. Who had a major positive impact on your life? What important lessons did you learn?

4. Ron says one of the biggest problems in service today is that "Service is considered servile." He claims this is an issue of perception, social expectations, and self-esteem. What do you think of this point of view? Have you seen this in your industry? In your community? In your own life?

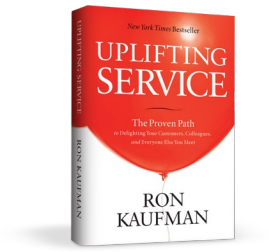
5. Ron says the domain of service is "poorly mapped" and suffers from weak clichés. He writes: *"The customer is always right," is often wrong. "Go the extra mile," is bad advice when the client wants precise fulfillment of exactly what was promised. "Serve others the way you would like to be served," is well-intentioned but misguided. Good service is not about what you like; it's about what someone else prefers.* What do you think about statements like these? Are they helpful or confusing?

Chapter 1

Journey into a New Culture

6. Todd Nordstrom's journey dramatically contrasts two countries and their service cultures. Every culture changes over time. In which direction is the culture of your country heading today? Your community? Your family? Your career?

7. Changi Airport surprises passengers with unexpected innovations including a butterfly garden, a swimming pool, and a four-story indoor slide. When was the last time you were genuinely surprised by a service provider? When was the last time you surprised a customer, a colleague, a family member, or a stranger?



Chapter 2

The Gateway to Possibility

8. What are your personal answers to these questions? Write one or two answers per question.

   - ✧ Why serve others?
   - ✧ Why contribute to a service culture?
   - ✧ Why build an uplifting service culture?

9. Now share your answers with the other members of your team. Which answers do you and your team members agree upon most clearly? As a team, write new answers to each question. How are these answers different from your personal answers? What did you learn about yourself and your team in this process?

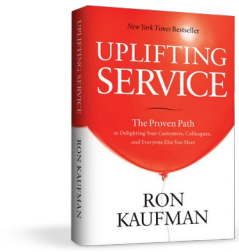
Chapter 3

The Proven Path

10. Why ~ Lead ~ Build ~ Learn ~ Drive. Which of these five elements is already strong in your life? In your team? In your organization? What personal and group "best practices" make this so?

11. Which of these five elements is least clear or effective in your life? In your team? In your organization? What can you do to improve? What new practices can make you stronger? Your team? Your organization? Can you choose one new action for each? When will you take these new actions?





Chapter 4

Taking the Lead

12. The CEO of NTUC Income declared a "Cultural Revolution" to transform the culture of his organization. Which of his actions stand out for you as most important, or effective?

13. Do you think your organization needs a cultural revolution, or a more gradual evolution? Why do you say that?

14. Top-Down Service Leadership and Bottom-Up Service Leadership are not mutually exclusive. Can you identify at least one example of each that has been effective in your organization?

Chapter 5

Leading from All Levels

15. Which of The Seven Rules of Service Leadership do you think is most important for your organization now, and why?

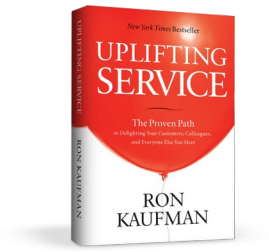
16. Which of The Seven Rules of Service Leadership do you think is the strongest now, and why?

17. Which of The Seven Rules of Service Leadership do you think needs the most improvement, and why?

18. What is the relationship between empowerment and enablement? Who is involved in each? What are the responsibilities of the parties in this vital relationship?

19. Give an example of a "roadblock" to better service that has already been removed where you work. Suggest another possible roadblock, and ways in which it can be removed.





Chapter 6

The Journey to Magnificence

20. The *promise* of uplifting service can be offered in advertising, marketing, branding, or even – as with Marina Bay Sands – in the iconic location and architecture of a physical building. The *delivery* of uplifting service requires much more. Are the service promise and service delivery of your organization closely aligned or are they out of synch? Are they moving together, moving apart, or not moving at all?

21. The Uplifting Service Architecture is a method for evaluating, implementing, and connecting many culture-building activities into a single view. Which activities can you identify that are well-connected with other activities in your organization? Which activities can be better connected or integrated than they are today?

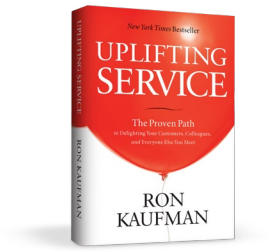
Chapter 7

Common Service Language

22. Does your organization have service-oriented terms or phrases that make your culture stronger? Are they easy to understand? Are they used by internal and external service providers? Are they applicable for leaders, managers, supervisors, and frontline service providers? Can you share and explain a specific example?

23. A Common Service Language only becomes common when used repeatedly, meaningfully, and in a variety of situations. Can you share examples of the same language being used to improve service in different departments and situations?

24. Language is powerful. It can be uplifting: How may I help you today? She's a great person to work with. I enjoy my work. Language can also be deflating: I'm exhausted. It's not my job. He's a tough customer. Share examples of the most uplifting language in your organization. Share examples of deflating phrases or statements you hear, or use, that can be reduced or stopped altogether.



Chapter 8

Engaging Service Vision

25. In your own words, what is meant by: Engaging – Service – Vision? Provide specific images and examples to illustrate your meaning.

26. Imagine you are the leader of a new group that needs an Engaging Service Vision. Who will you involve? What will you do, and when? How will you know you have achieved success? Where in your life might you actually do this?

27. Do you have and use an Engaging Service Vision in your family? In your community? In your job? In your department? In your organization? How do you put these visions into action?

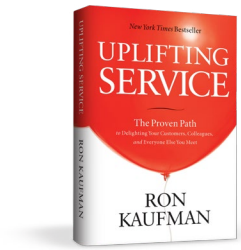
Chapter 9

Service Recruitment

28. Are you attracting the best candidates for your service culture? What are you doing now to make that happen? What else can you do make the attraction even stronger?

29. What is it really like to be a job applicant in your organization? Does the experience model the service you want to be known for? How can you make the experience better?

30. In your recruitment interviews, what questions reveal a candidate's service attitude? What new questions will help identify those most aligned with your vision, mission, and values? (Answer this in both directions: questions you ask them, and questions they ask you.)





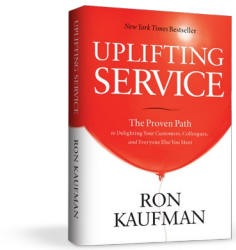
Chapter 10

Service Orientation

31. How are induction and orientation conducted in your organization today? Who is involved? How long does the process last? How has it changed since you joined the organization?

32. What is it really like to be a new employee in your organization? Does the orientation experience give him or her a genuine experience of an Uplifting Service culture? What activities are most appreciated and effective? What can you add to the experience to make it even better?





Chapter 11

Service Communications

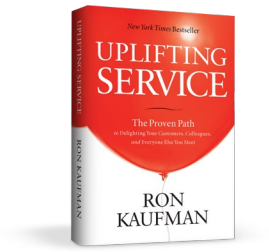
33. There are so many methods and techniques you can use to communicate about service inside your company: newsletters, websites, notice boards, signs, videos, speeches, daily briefings, and more. Give an example of one Service Communication technique you use that is fresh and highly effective. What is another Service Communication technique you can use in a better way? What will it take to make that new idea happen? How will you know if it is effective?

34. There is so much content you can communicate about service: customer goals and programs, customer comments and complaints, staff insights and information, and so on. What are three of the most important content areas you communicate about regularly? What are two more areas that you can and should include?



35. Service Communications can also be shared with your vendors, suppliers, distributors, and other business partners. What are you doing in these areas now that delivers useful results? What can you do differently or better in the future?

36. The Service Communications building block can be used to powerfully support the other building blocks of Service Culture. Share two examples that are working well for you today. Give two more ideas you can implement within 30 days.



Chapter 12

Service Recognition and Rewards

37. Service recognition can be done at no cost, at low cost, or with monetary investment. Share an example of each that you and your employees consider to be time and money well spent.

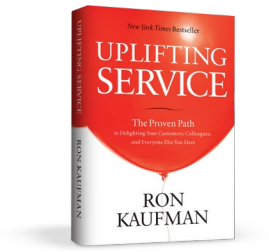
38. Recognition can be provided for individuals, for teams, and for an entire organization. Share one example of each that is highly prized in your company. Share one new idea for each that can be tried and tested.

39. What is the most innovative form of Service Recognition and Reward in your organization today?

40. Service Recognition and Rewards can be provided for many reasons: best service, most improved, most creative, strongest recovery, service boosting sales, increasing loyalty, service between departments, etc. Share two specific examples that are deeply appreciated by your employees. Share two examples that make a real financial difference to your organization.

41. Do you include your customers in recognition of your staff? How do you do this most effectively right now? How can you do it even better in the future?





Chapter 13

Voice of the Customer

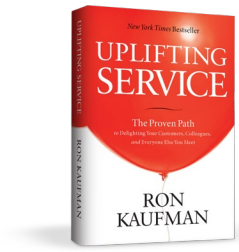
42. Voice of the Customer (or VoC) refers to the qualitative, emotional, "verbatim" words and comments shared by customers about your company, your colleagues and your service. What questions do you ask to invite and obtain such clear and candid feedback?

43. "Solicited" VoC comments can be intentionally gathered through comment cards, hotlines, email requests, by interviews, in focus groups, and simply by asking questions. Which "solicited" approaches do you use most effectively? Which are ineffective or out of date? How can you improve these now?

44. "Unsolicited" VoC comments are those you hear through unofficial channels: comments shared with team members face-to-face, over the counter and over the phone; inbound compliments and complaints; messages that arrive through the "Contact us" page on websites; commentary shared customer-to-customer on social media sites. (A classic in the seminar industry is what participants say to each other in the restroom during coffee breaks.) Who in your company is actively listening for "unsolicited" VoC? What mechanisms do you use to ensure such "unsolicited" VoC is captured and shared with others?

45. Who hears the VoC inside your organization? Specifically, how do you choose what to share, and how to share it with others? How do you know if this is producing useful results? How can you do this even better?

46. How do you "close the loop" with customers who speak up and share their VoC? How do you let them know their voices are heard, appreciated, and responded to with action? How do you know if you are doing this effectively? How can you do it even better?



Chapter 14

Service Measures and Metrics

47. Customer service, customer experience, customer satisfaction, customer loyalty, and customer advocacy are each different concepts that can be measured. Which are you measuring today, and how are you using the results to improve the organization? Share one example that is unusual or unique. Share one example that has resulted in recent and powerful improvement.

48. Key Performance Indicators (or KPI) can be used to track external and internal service performance. Share one example of an external customer service KPI that has supported your effort to change team member behaviors or procedures. Share one example of an internal KPI that has improved service between departments.

49. This chapter highlights the importance of soliciting new ideas from customers for immediate service improvement, tracking the number of new ideas and actions you implement at work, and measuring your customer's response to both. How do you gather, share, act, and measure results in your organization? Share one recent example. How did you get the new idea? What new action did you take? What impact was created? How did you measure the results?

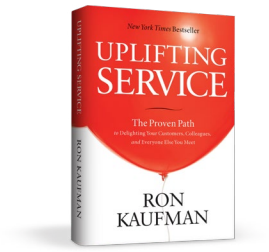
Chapter 15

Service Improvement Process

50. Wipro used "X-Serve Projects" and a "Value I Added Contest" to align the Service Improvement Process with their Service Philosophy of being "Proactive, Value-Adding, Service Partners". What methods do you use to align your Service Improvement Process with your Engaging Service Vision?

51. Which Service Improvement Processes are giving you the most consistent and beneficial results? Which of your existing Improvement Processes can be changed, updated, or improved?

52. Keeping your Service Improvement Process "fresh" is essential to keep people interested. How do you keep your Service Improvement Processes engaging, intriguing, or exciting for the members of your team?



Chapter 16

Service Recovery and Guarantees

53. There is a spectrum of response to service breakdowns and problems. On the left side is a culture of avoiding blame, finding fault, and pointing out what's wrong. On the right side is vigorous sharing, active learning, personal and collective responsibility. Where is your culture now? How can you move it in the right direction?

54. What is one big mistake you made in the last six months? What went wrong? What did you learn? How did you share the experience? What have you changed or implemented as a result of this experience?

55. Is there anything in your service that you absolutely guarantee? How do you communicate this to your customers or colleagues? How do you back it up when a claim is made?

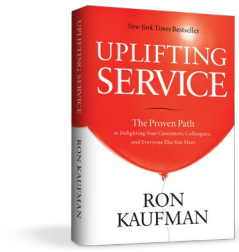
Chapter 17

Service Benchmarking

56. Who do you benchmark outside of your own industry and direct competition? What other industries or organizations can you benchmark and learn from?

57. What is one valuable lesson you have learned by benchmarking outside your industry? What changes have you made to implement these lessons learned?

58. Have you invited groups or individuals from outside your industry to benchmark your organization or department? If so, what did they learn? And what did you learn? If not, who can you invite to observe and benchmark your approach, your methods, your processes, your standards, or your service?



Chapter 18

Service Role Modeling

59. How do you recognize and promote Service Role Modeling for external service? Which specific behaviors are you seeking to encourage?

60. How do you recognize and promote Service Role Modeling for internal service? Which specific behaviors are you seeking to encourage?

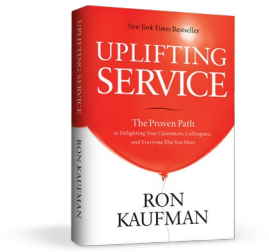
61. What's your coin? What is one behavior or habit you still allow yourself to do that is counterproductive in some manner? What will it take to stop it?

62. On page 61 is the story of a Matsushita executive and a paper clip. What's your paperclip? What is one of your small habits or behaviors that sends the right message of Uplifting Service to you, to your colleagues, or to your customers?

Chapter 19

Learning Takes Practice

63. "Training teaches someone what actions to take in a specific situation. Education teaches him or her how to think about service in any situation and then choose the best actions to take." Share an example where "service training" is necessary to ensure team members always take the right action. Next, share an example where "education" is necessary, because team members must think and decide on their own the best action to take.



Chapter 20

The Six Levels of Service

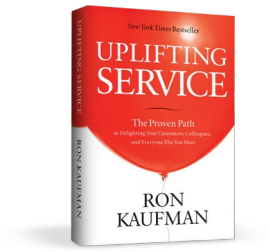
64. "Service is about the *experience* and the *value* you create for someone else." Share an example of an uplifting experience you created for a customer. On the Six Levels of Service, what was the service they *expected* to receive? What level of experience and value did you actually deliver? How was it delivered?

65. Share another example of an uplifting experience you created for a colleague. On the Six Levels of Service, what was the service they *expected* to receive? What level of experience and value did you actually deliver? How? How was it delivered?

66. Share another example of an uplifting experience you created for a business partner, vendor, or supplier. On the Six Levels of Service, what was the service they *expected* to receive? What level of experience and value did you actually deliver? How was it delivered?

67. "The stairs are always slipping down." Give an example of service *in the past* that was above your customer's expectations which, *today*, has become quite *expected*. Then share a different example of service today that is above your customer's expectations which you believe will become completely *expected* in the near future.





Chapter 21

Your Perception Points

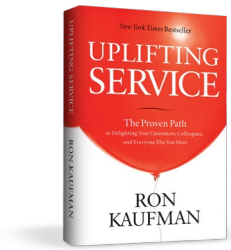
68. Choose a Service Transaction where you work and map out the Perception Points in this transaction. Identify one Perception Point that has recently been improved. What actions did you take to step it up? Identify one Perception Point that still needs improvement. What actions will you take to step it up?

69. It only takes one Perception Point below *expected* to damage or destroy service value; and it only takes one Perception Point that is above *desired* to create a very special service experience. Share one example of each situation that touched and affected a customer. Share one experience of each situation that touched and affected a colleague.

70. Perception Points are everywhere you look, listen, touch, smell, and taste. Identify two unique or unusual Perception Points that can be enhanced to make them more attractive, effective, or appreciated.

71. "Clear, Kept Promises" is a powerful long term strategy for creating goodwill. Identify a Service Transaction where you can build goodwill by making a clear service promise to a customer early in the transaction, and where you can confirm the promise has been kept at the end. Identify another example of building internal goodwill by applying the same strategy with a colleague.

72. "Under promise, over deliver" is a powerful tactic. Give one example of using this tactic for the benefit of your customer. Give one example of when this tactic will not be appropriate or appreciated.



Chapter 22

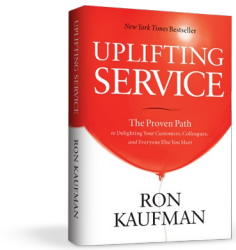
The Big Picture

73. There are four categories in The Big Picture, and the stairs (The Six Levels of Service) keep slipping down in all these categories. In which category are the stairs slipping down most quickly, with rising customer expectations? In which category are customer expectations most stable?

74. Technology is accelerating and changing the way we serve our customers and our colleagues. What new skills have you learned (or do you need to learn) to harness technology for the benefit of your customers? Your colleagues? Your company?

75. The Loyalty Ladder includes negative as well as positive positions. Give an example of moving a customer from below the *neutral* position to above the *neutral* position. What caused his position to slip down? What action did you take to move him up?





Chapter 23

Building Service Partnerships

76. When you "Explore for More" you can learn what other people want and hope for, and also what they fear and wish to avoid. What questions will you use to discover each? How will you use what you learn to personalize your service delivery?

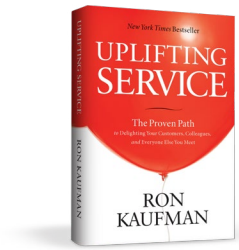
77. In "Coming to Agreement", "Agree" does not mean "say yes" to whatever someone else asks for or desires. "Agree" means "create yes" by working together and reaching an agreement that works for both sides. Share an example where you have successfully achieved this with a customer. Share an example where you have successfully achieved this with your colleagues.

78. "The Playful Policy Review" invites you and your team to question current policies and procedures. Identify one current practice that you now realize can, should, or will be changed. What benefit will result from this change? Identify another current policy or procedure that you believe should not be changed, and share three reasons why.

79. Keeping your customers up to date on the progress of their service delivery can add value, often without adding any cost. Share an example where you are already doing this now with good results. Share another example where you believe you can do a better job of keeping your customers well informed.

80. When you ask someone "Is there anything we can do differently the next time that will make our service better or more valuable for you?", you open the door for new learning about your customers and their opinions of your service. Share one example where customer feedback created an opportunity for you to improve. Share one example where feedback from a colleague has helped you improve your internal service.





Chapter 24

Taking Personal Responsibility

81. Taking personal responsibility requires that we be honest with ourselves about our first reactions to unpleasant situations. Be honest about one situation where your first reaction was to blame, feel ashamed, or find excuses. Share how you changed this to "Take Personal Responsibility". What new actions did you take?

82. The Five Styles of Service are not better or worse; they are different. Each style can be the right style to use depending upon the situation and the customer. Share five different situations where each style is the right style to use. Next, identify a Service Transaction where different Styles of Service are appropriate at different Perception Points.

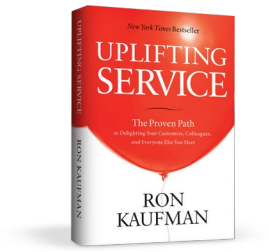
83. One way to improve your service experience is by being a better customer. Share about a time you made a deliberate effort to do this, and how it affected the service you received.



Chapter 25

Your Implementation Roadmap

84. There are five "arrows" in the Service Culture Implementation Roadmap. Which of these five is strongest where you work? Which one has the greatest possibilities for improvement? What actions can you take to make this improvement happen?



Chapter 26

Learning from Experience

85. Building a strong service culture calls for leadership action from the top down, and for initiative from the bottom up. Give two examples of each. Explain how these top-down actions influence your frontline service providers, and how the bottom-up ideas influence your leaders.

86. Measuring success is vital to keep people focused on a goal. What are three traditional measures of service success in your industry? Explore three other measures that are less common which may improve your team's focus on delivering excellent service.

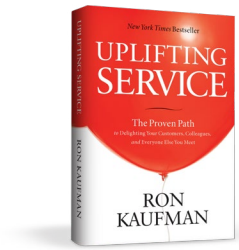
87. Connecting your activities in The 12 Building Blocks is one proven way to make a service culture stronger. Share two examples where your current activities in one Building Block are strongly connected to another. Share one idea you have for a connection that does not yet exist.

Chapter 27

More Than a Business Philosophy

88. NTUC Income completed their "Service Revolution" in three years, then embarked on another revolution to grow from excellent to extraordinary. What can be an example of you achieving consistently excellent service? What can be an example of you taking the next leap from excellent to extraordinary?

89. In the final story of this book, Richard walks with Todd rather than give him directions. The story concludes as Todd says "I would have been happy with directions, but it made Richard happy to serve." How does serving other people make you happy? What's in it for them? What's in it for you?



An Invitation

As you work with the questions in this Reader's Guide, you may have questions of your own for me, the author of *Uplifting Service*. I will be happy to hear from you, and glad to reply. We are all here to serve each other.

May your life be uplifted as you uplift the lives of others.

With my very best wishes,

Ron Kaufman



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