

**A**



## **APPROACH**

**ENHANCING REPUTATION AND PROFITABILITY AND  
MINIMISING RISKS**

# The 'QUALITY' Question:

- Who defines quality?
- Who really determines what is quality customer service?



# The Golden Rule



***It's not:*** Do unto the customer as you would have them do unto you;

*but*

***Do unto the customer as they would you do unto them!***

# The Big Question

*What is the one factor that drives the business performance of an organisation?*

TALENTS



**THE  
WORKERS**



TEAM MEMBERS

ASSOCIATES

# The Human Capital

- ▶ For an organisation to successfully build a quality approach into its systems and processes, it must invest in their human capital.

*“...people are the greatest asset of an organisation; ... business leaders know that their success depend on maximising their people – their human capital.”*

HRCI White Paper

# Wither the Role of the Human Resources Manager?

- ▶ Investment in your human capital begins with proper recruitment and hiring practices to attract the best talent to the organisation.

**ATTRACT**  
The right  
Talent

**RE-ATTRACT**  
Top  
Performers/  
Talents



Having the right talent ready to go involves much more than hiring. Making the right hire is just a good start.

# Re-Attract Talent

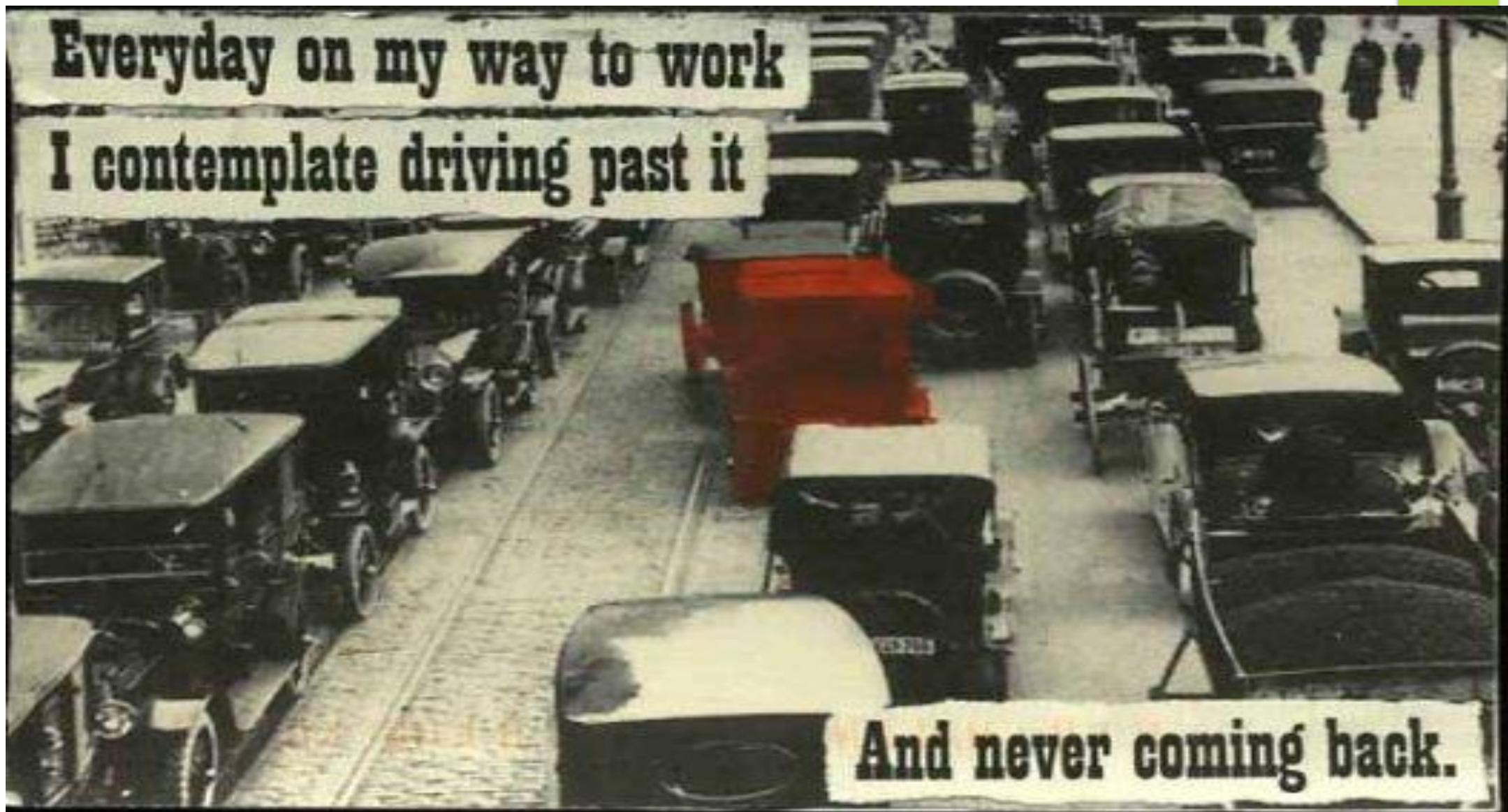
To re-attract and retain talent, the HRM must also develop standards to address:

- \* Orientation
- \* Competence & Evaluation
- \* Promotion
- \* Discipline
- \* Training
- \* Counselling
- \* Compensation
- \* Integrity & Ethical behaviour

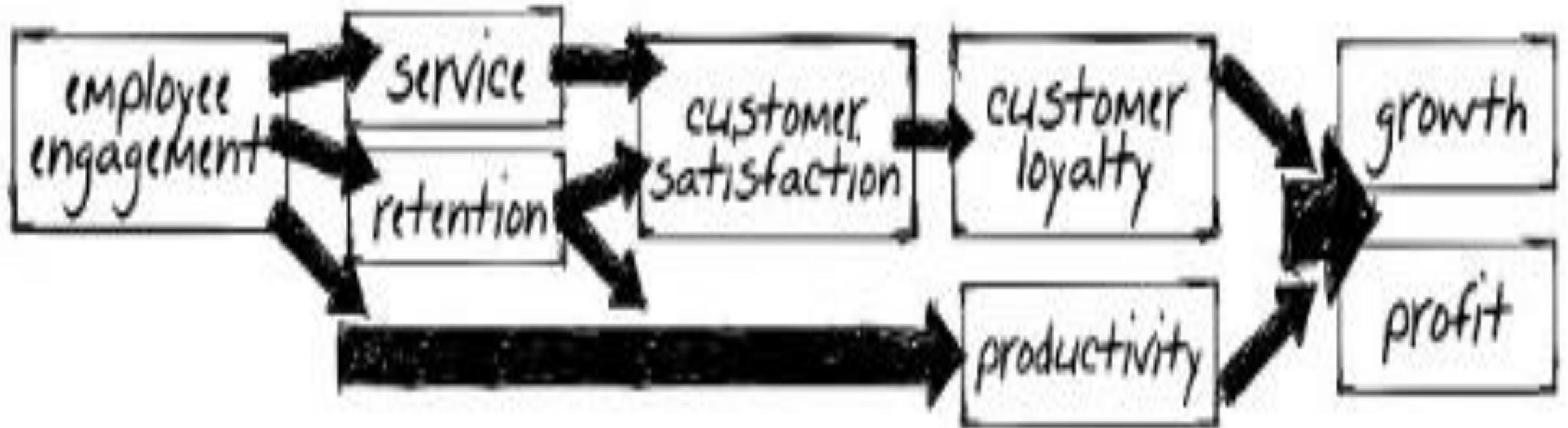
**Everyday on my way to work**

**I contemplate driving past it**

**And never coming back.**



# The Engagement Profit Chain



# Employee Engagement?

- ▶ Engagement is defined as:  
“ The extent to which employees are motivated to contribute to business success, and are willing to apply discretionary effort to accomplishing tasks that are important to the achievement of business goals.”

# Employee Engagement: The Critical Link

► The main factors impacting employee engagement:

**1. Supervisors** – employees who feel they receive praise and recognition from their supervisors are much more satisfied and engaged than those who do not receive this sort of mentorship.

**2. Leadership:** employees want to be informed and expect company leaders to effectively and frequently communicate company information and updates.

**3. Working Environments** – create atmospheres where employees want to come to work; offer incentives or intangible benefits such as flexi-hours.

# The Employee Engagement/Employee Satisfaction Relationship



Employee engagement → Employee Satisfaction but Employee Satisfaction does not mean the employee is Engaged

# Engagement Indicators



## Alignment

I understand how my job contributes to the success of my company

## Achievement

I am passionate about providing exceptional customer service

## Discretionary Effort

Willing to go beyond what is expected for the success of my company

## Pride

I am proud to work for this company

## Advocacy

I would recommend my company to my family and friends as a great place to work

## Commitment

I intend to stay with my company for the next 5 years

# Drivers of Engagement

## FUTURE VISION

I understand and buy into management's vision for the company.

I understand how my job helps to achieve the company's goals.

## COMMUNICATION

This company encourages employee feedback and acts upon it when possible.

## TRUST

I trust that the company leadership has both its business interests and their employee well-being at heart.

# Drivers of Engagement

## RECOGNITION

This company recognizes its employees when they do good work.

## SUPPORT & INCLUSION

I feel that I am part of a team

## GROWTH & DEVELOPMENT

This company provides opportunities for learning and development.

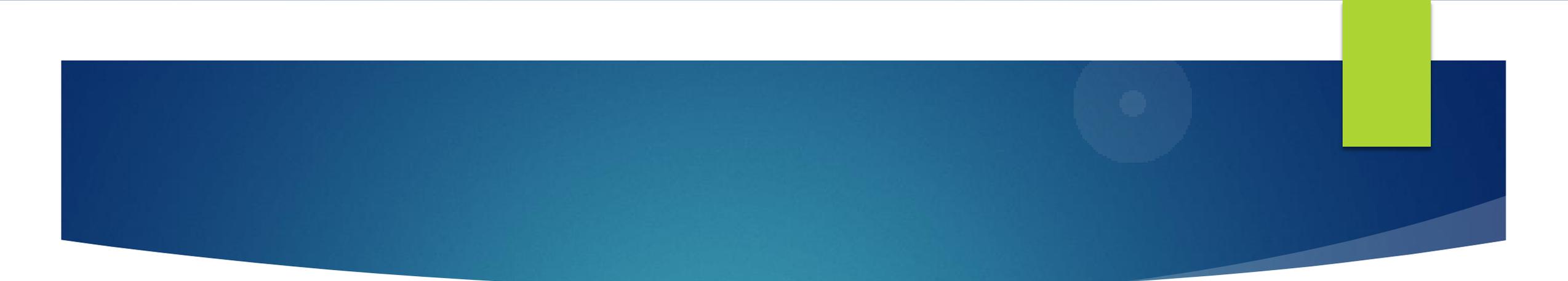
# The relationship between employee satisfaction and customer satisfaction

There are several explanations as to why employee satisfaction affects customer satisfaction:

- Employees that interact with customers are in a position to develop awareness of and respond to customer goals and needs.
- Satisfied employees are motivated employees.
- Satisfied employees are empowered employees. Takes initiative.

# The relationship between employee satisfaction and customer satisfaction

- ▶ Satisfied employees have high energy and willingness to give good service.
- ▶ Satisfied employees can provide customers with 'interpersonal sensibilities'.
- ▶ Engaged, satisfied employees are more likely to provide AMAZING Customer Service which will ensure big profits.

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- ▶ A quality approach does not mean mistakes would not happen.
  - ▶ A service-centric organisation will use an unhappy customer as an opportunity to turn that customer around to make them not only satisfied but loyal to the organisation.
  - ▶ What is the service culture in your organisation? Fix the problem before the dissatisfied customer leave your establishment – don't wait for a letter, or negative post on Trip Advisor. Always ask the question – What can we do to make it better?

# Types of Employees



Profile	Characteristics
Champions	<ul style="list-style-type: none"> <li>• Strong identification with organization objectives</li> <li>• High level of loyalty to the organization</li> <li>• High level of willingness to cooperate and motivate colleagues</li> </ul>
Captive	<ul style="list-style-type: none"> <li>• Rather critical, and often difficult to lead</li> <li>• Can have an influence on those around them</li> <li>• Greatest opportunity to move into Champions by addressing priority items</li> </ul>
Disconnectededs	<ul style="list-style-type: none"> <li>• Dissatisfied and disengaged</li> <li>• Frustrated and frustrating</li> <li>• Under-utilized resources of the organization</li> </ul>
Tenants	<ul style="list-style-type: none"> <li>• Very satisfied/"Free Agents"/ Lower loyalty</li> <li>• Productive, can have a positive impact on the organization</li> <li>• Straightforward and task oriented, but need to be directed</li> </ul>

# Company Introspection

- ▶ ***What do you believe is hampering your company's ability to provide consistent service excellence?***
  1. Not hiring the right-fit employee for your organisation?
  2. You have too many unhappy and disengaged employees who are not leaving the company?
  3. There are too many systems and processes hampering the operation?
  4. Your manager and supervisors do not know how to motivate others?

# Company Introspection

5. Is it that you need to actively engage your team?
6. Is it that the company's vision and mission is not clearly communicated from the top-down?
7. What rewards and recognition programmes do you have in place?
8. Is our service culture giving us the results we want?

## In Conclusion:

- ▶ ***For a company to successfully implement a quality approach so as to enhance its reputation and profitability and minimize risk, priority must be given to developing the employee / human capital of the organization.***
- ▶ ***Only CHAMPIONS will get you where you want to go!!***