



IMPROVING SERVICE DELIVERY

Efficient and effective methods for designing & delivering services that guarantee satisfied customers without breaking the bank.

BY WAYNE MCKINNON
WAYNEMCKINNON.COM

connect:

TELEPHONE
888.712.6224

E-MAIL
Wayne@WayneMcKinnon.com

WEB
WayneMcKinnon.com

ADDRESS
Ste. 531, 900 Greenbank Rd.
Ottawa Ontario Canada

© 2012 WAYNE MCKINNON. ALL RIGHTS RESERVED

Improving Service Delivery

Efficient and effective methods for designing and delivering services that guarantee satisfied customers without breaking the bank.

connect

TELEPHONE
888.712.6224

E-MAIL
Wayne@WayneMcKinnon.com

WEB
WayneMcKinnon.com

ADDRESS
Ste. 531, 900 Greenbank Rd.
Ottawa Ontario Canada

© 2012 WAYNE MCKINNON. ALL RIGHTS RESERVED

Improving Service Delivery - Excerpt

© Wayne McKinnon 2012

This book is copyrighted material. All rights are reserved.

It is against the law to make copies of this material without securing specific, written permission in advance from Wayne McKinnon & The McKinnon Group. This includes the right of reproduction in whole or in part in any form.

No part of this publication may be reproduced, stored in retrieval systems, or transmitted in any form or by any means – without the prior written consent of the copyright holder.

For general information about Wayne McKinnon's products, speaking, and consulting services please call (888) 712-6224. Visit our site for free articles to download at <http://www.WayneMcKinnon.com>. You may also subscribe at that site to our free, electronic newsletter *You Can't Think With Your Tool Belt On.*[™]

First edition

Published by Ryshell Books, Ottawa on Canada

connect

TELEPHONE
888.712.6224

E-MAIL
Wayne@WayneMcKinnon.com

WEB
WayneMcKinnon.com

ADDRESS
Ste. 531, 900 Greenbank Rd.
Ottawa Ontario Canada

© 2012 WAYNE MCKINNON. ALL RIGHTS RESERVED

Improving Service Delivery - Excerpt

Improving Service Delivery

CUSTOMER SERVICE IS ONLY ONE COMPONENT OF SERVICE DELIVERY	5
ADOPTING A SERVICE PROVIDER MINDSET	6
KNOWING WHO YOUR CUSTOMERS ARE	10
A SPECIAL NOTE TO MANAGERS	11
DO YOU REALLY KNOW WHAT YOUR VALUE IS?	12
STOP PUSHING ROPE!	13
PREPARE TO EXPECT THE UNEXPECTED	14
WORKING “ON” THE PROCESS VERSUS WORKING “IN” THE PROCESS	16
LEARN TO ADAPT TO CHANGE QUICKLY	18
WORK AS A PARTNER RATHER THAN AN ADVERSARY	20
THE FOUR CS OF SERVICE DELIVERY	21
CONCLUSION	23
CONTINUOUS IMPROVEMENT	24

connect

TELEPHONE
888.712.6224

E-MAIL
Wayne@WayneMcKinnon.com

WEB
WayneMcKinnon.com

ADDRESS
Ste. 531, 900 Greenbank Rd.
Ottawa Ontario Canada

© 2012 WAYNE MCKINNON. ALL RIGHTS RESERVED

Customer Service is Only One Component of Service Delivery

Service delivery is generating results for the people and organizations that you serve either directly or indirectly. Customer service is simply the piece of the process that the customer sees.

Improving service delivery involves all aspects from product or service design all the way through to and including customer service. It is about delivering results on time, on budget, and at the right quality, by eliminating any weak links.¹

Improvement begins by understanding why your service exists. Are you and your people clear about why the results that your service are important, and to whom they are they important to?

I worked for a hospital around 1986. Part of my job was to maintain systems that controlled the workflow for creating case carts that the surgeons used in performing operations. Without this system, the people who gathered the scalpels, gauze, and other surgical supplies and assembled the surgical case cart in preparation for an upcoming operation could not do their jobs. Without the case carts, the surgeons could not perform operations, and without operations, people would die.

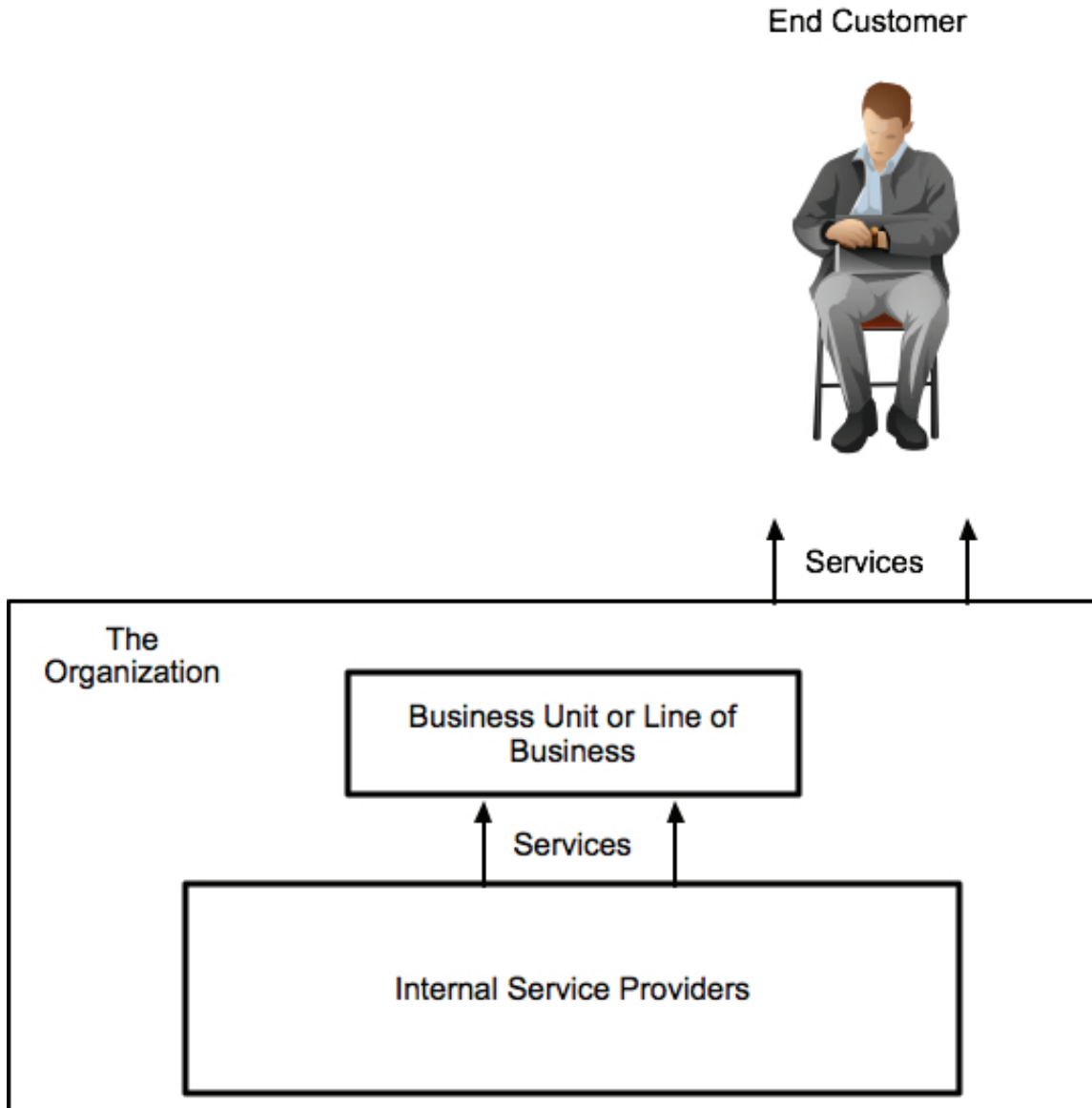
What was my job? I saved lives.

Who were my customers? The loved ones of the people who would otherwise die!

Even though I worked in the background and never saw any customers, the service they received would have been less effective and efficient if I didn't provide my own services to the hospital. I may have been easier to replace than a surgeon, but my role was no less important to the outcome. Without my involvement, there would be a weak link in the chain. There was no other reason for my job to exist.

¹ There is an old project management saying that describes the three primary constraints in any project as "CHEAP/FAST/GOOD, pick any two, because you can't have all three. Any one of the three constraints must be sacrificed in order to achieve the other two.

Improving Service Delivery - Excerpt



Adopting a Service Provider Mindset

As a service provider you must be focused on value to the customer and not simply the maintenance of the systems.

The customer, not by the service provider, determines value. While the service provider might present a value proposition to the customer, the customer will assess their need for that value, and their ability to take advantage of the value potential.

connect

TELEPHONE
888.712.6224

E-MAIL
Wayne@WayneMcKinnon.com

WEB
WayneMcKinnon.com

ADDRESS
Ste. 531, 900 Greenbank Rd.
Ottawa Ontario Canada

© 2012 WAYNE MCKINNON. ALL RIGHTS RESERVED

Improving Service Delivery - Excerpt

Wayne's rule of business: Never make investment decisions on behalf of your customer.

If you guess what they value most, there is a good chance that you will be wrong. You may be focusing on quality while speed of delivery may be more important to them. Instead you might focus on low cost, while quality is what they want, or perhaps they are seeking a higher return on the investment they have already made in other areas, and your service provides a way of multiplying that return. Don't guess, ask or provide options.

Look for weak links.

Service is made up of many components. If any of those components or sub-services are not performing at the same level as the customer requires from the top level service, then performance will be impacted, or at the very least, put at risk.

Make service agreements specific and measurable. We don't do "stuff" at the level of "best effort." We provide specific services at agreed levels in business terms. Your service standards are meant to be standard. By that I mean that if you state that you return calls within 24 hours, you had better return calls within 24 hours. It doesn't mean that you have to return calls within 2 hours. If on the other hand, you state that 2 hours is your service standard, then deliver on that promise. If your customer needs better service than the standard that you propose, then discuss that. Don't simply agree and hope to do your best to meet it. If you can't meet the requested levels of service, then state that up front, before entering into an agreement.

Understand the importance of your service

Your customers (internal or external) are using your services to support their needs. If the service that they themselves provide is deemed to be a critical service, then by default, your service is also likely critical by the fact that they rely on your service to deliver their own services. Your service agreements should be driven by the needs of your customers, not simply your past history as a service provider.

connect

TELEPHONE
888.712.6224

E-MAIL
Wayne@WayneMcKinnon.com

WEB
WayneMcKinnon.com

ADDRESS
Ste. 531, 900 Greenbank Rd.
Ottawa Ontario Canada

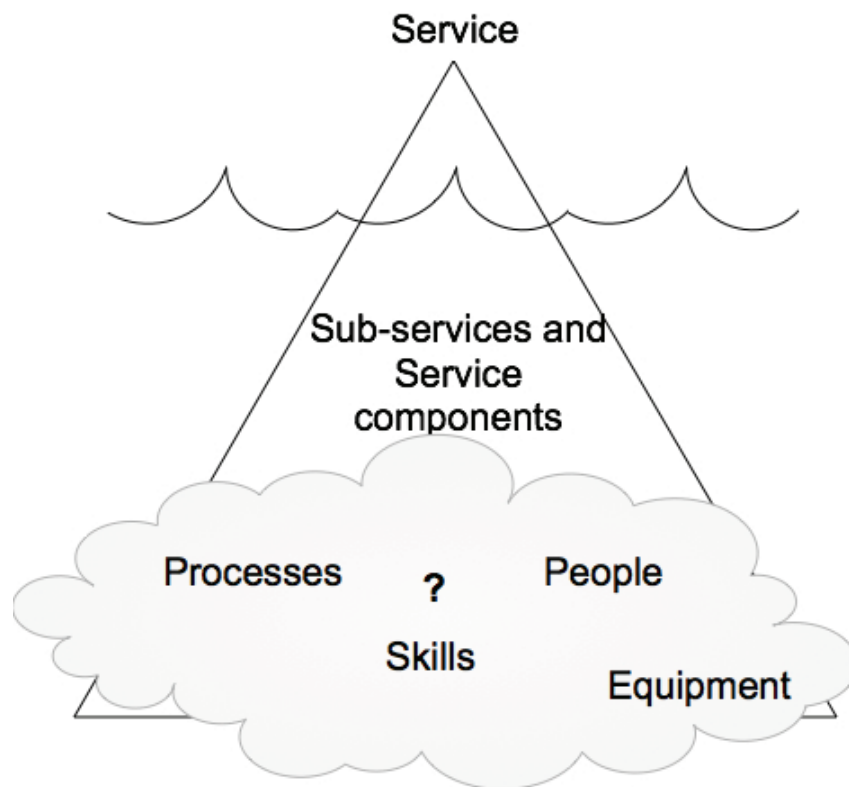
© 2012 WAYNE MCKINNON. ALL RIGHTS RESERVED

Improving Service Delivery - Excerpt

*ARE THE PEOPLE IN YOUR ORGANIZATION ABSOLUTELY CERTAIN
WHOM THEIR CUSTOMERS ARE AND WHY WHAT THEY DO IS
IMPORTANT?*

Even the best customer service people will fail if the organization's service delivery components are weak, and it is these components that are often overlooked. If the service is like the tip of the iceberg, then these components are what lie beneath the surface. While it is inside the organization that these should be most visible, even there they may be shielded from view by silo walls. How is that for mixed metaphors?

The point is that no service can live up to its full potential unless there is a holistic view of what makes this service tick, where the dependencies lay, and where the weakest links are.



Copyright Wayne McKinnon

connect

TELEPHONE
888.712.6224

E-MAIL
Wayne@WayneMcKinnon.com

WEB
WayneMcKinnon.com

ADDRESS
Ste. 531, 900 Greenbank Rd.
Ottawa Ontario Canada

© 2012 WAYNE MCKINNON. ALL RIGHTS RESERVED

Improving Service Delivery - Excerpt

Front line workers are often set up for failure when the components and links are not considered. The only way services can then succeed in delivering value is if the people on the front lines become skilled at pulling rabbits from hats.

-----End of Preview-----

www.WayneMcKinnon.com

connect

TELEPHONE
888.712.6224

E-MAIL
Wayne@WayneMcKinnon.com

WEB
WayneMcKinnon.com

ADDRESS
Ste. 531, 900 Greenbank Rd.
Ottawa Ontario Canada

© 2012 WAYNE MCKINNON. ALL RIGHTS RESERVED