

# **6 FAH-5 H-700 MANAGING CHANGE IN A CUSTOMER-ORIENTED ENVIRONMENT**

*(TL:ICASS-2; 04-01-1998)*

## **6 FAH-5 H-701 MANAGING CHANGE**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

ICASS councils are intended to be agents of change devoted to process improvement. The process of initiating, managing and benefiting from change is an aspect of ICASS activity which needs special attention. This section is intended to provide guidance on that process.

### **6 FAH-5 H-701.1 Definition and Management**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

a. Change can be revolutionary or incremental:

(1) Revolutionary change is abrupt and threatens the status quo. It evokes great uncertainty, anxiety and fear. It can cause upheavals and disruptions which need to be managed.

(2) Incremental change is slower, evolutionary, enhances existing practices and is manageable within existing resources. Resistance is lower.

b. Managing change requires:

(1) Building on success, with quick followup to reduce risks and anxiety.

(2) Achieving wide participation and buy-in.

(3) Involving and empowering those affected by the change.

(4) Providing management support.

(5) Being sensitive to issues behind resistance.

## **6 FAH-5 H-701.2 How to Plan**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

a. **Agree on A Vision.** Initiating change without a plan will lead to unplanned results. Councils should orchestrate change within an agreed vision of what future is desired. The goals of that vision must be supported by council members, or conflicting signals may negate its aims. Imposing change without such buy-in will cause tension and resistance. The power of councils to institute change lies in the network of relationships within the council. Councils can use those relationships to persuade, to build coalitions of support which bring ideas to fruition.

b. **What To Watch For.** Barriers to change include:

- (1) Lack of authority to make changes.
- (2) Underestimating constraints on change.
- (3) Failure to reach consensus on long-term rather than short-term goals.
- (4) Uncertainty about how end states will be achieved.
- (5) Failure to focus on key business processes.
- (6) Focusing on too many things at once.
- (7) Failure to get buy-in on desired end states. This may be due to perceived threats to power, status, authority or control.
- (8) Failure to communicate.
- (9) Failure to commit appropriate resources.

## **6 FAH-5 H-701.3 Planning Process**

### **6 FAH-5 H-701.3-1 Focus on Critical Issues**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

A vision statement is no good unless it causes processes to be questioned and standards to be heightened. As elaborated further below, Councils should:

- (1) Highlight areas for improvement.
- (2) Develop a plan to deal with opposition

(3) Be persistent. Stay with a change long enough to make it work.

## **6 FAH-5 H-701.3-2 Develop Plan for Change**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

- a. Maintain a balance between competing priorities.
- b. Select the right process for improvement: key business area of direct impact to customers, with high visibility.
- c. Promote a systems perspective: look at all the costs and benefits of a change.
- d. Get buy-in from all agencies and service providers on need for the change.
- e. Get commitment from managers, supervisors and employees to assure success.
- f. Monitor problems resulting from change.
- g. Take action to resolve these issues.
- h. Communicate to shape expectations and recognize success.

## **6 FAH-5 H-701.3-3 Select Areas for Improvement**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

- a. Gather data on existing procedures and processes which need improvement.
- b. Interview customers and users. Identify problems with processes.
- c. Analyze data to establish underlying causes of problems.
- d. Develop appropriate solutions.

## **6 FAH-5 H-701.3-2 Identify Key Result Areas**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

- a. Define objectives in each area of improvement.
- b. Implement action plans identifying critical paths, targets, schedule dates and milestones.

- c. Communicate action plans and objectives to all persons involved.
- d. Establish methods to track implementation.
- e. Delegate authority, responsibility, and accountability for implementation.
- f. Build an effective project team.

## **6 FAH-5 H-701.4 Implementing Change**

### **6 FAH-5 H-701.4-1 Managing Motivation**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

Critical hurdles for change will occur as enthusiasm flags. Management needs to motivate participants by encouraging, supporting, and rewarding progress—not by being punitive or autocratic. Management needs to know the strengths and weaknesses of key participants, to coach them and to educate and train to develop their skills.

### **6 FAH-5 H-701.4-2 Dealing with Resistance**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

Faced with resistance as change is implemented, here are some suggestions:

- (1) Identify the groups involved in supporting and resisting change.
- (2) Stress the benefits to participants of the improved processes to come.
- (3) Encourage flexibility, adaptability and patience in meeting the inconveniences associated with getting to those goals.
- (4) To assure buy-in, encourage involvement in the change process by the affected work groups, including FSNs and other employees.
- (5) Respect the attitudes, values and concerns of those affected by the changes.

# **6 FAH-5 H-702 PROCESS IMPROVEMENT AND CUSTOMER SERVICE STRATEGIES**

## **6 FAH-5 H-702.1 Develop a Vision of Service**

*(TL:ICASS-2; 04-01-1998)*  
*(Applies to participating ICASS agencies)*

A vision statement is important to building outstanding customer service and having an effective customer service system in place. The vision must be understood by employees at every level of customer support. The vision must also be shown to be supported by management in attitudes, policies, and rewards. Leaders must:

- (1) Establish high standards where service excellence is central.
- (2) Develop a vision that includes retaining customers.
- (3) Be visible to employees. Coach, praise, correct, observe, question, challenge, and encourage.
- (4) Take a hands-on approach. Foster a climate of teamwork.
- (5) Build a supportive environment. Be aware of employee fatigue, frustrations, and morale.

## **6 FAH-5 H-702.2 Define Customer Needs**

*(TL:ICASS-2; 04-01-1998)*  
*(Applies to participating ICASS agencies)*

- a. Conduct a survey of service customers:
  - (1) What are customers' needs and performance expectations concerning:
    - (a) Service reliability;
    - (b) Responsiveness;
    - (c) Personnel competence;
    - (d) Courtesy;
    - (e) Credibility (honesty, delivering on promises);
    - (f) Access (ease of customer contact);
    - (g) Communication (keeping customer informed);

(h) Understanding (provider's awareness of customer priorities and needs); and

(i) Tangibles (overall appearance).

(2) Which of these matters most to the customers?

b. Establish service performance standards in consultation with customers:

(1) Use survey as basis for performance measurements; and

(2) Avoid four potential gaps in service quality:

(a) **Not knowing what the customers expect:** Ensure that customer contact personnel pass expectations on to managers. Ensure that complaints are made widely known and acted on. Track customer satisfaction.

(b) **Setting wrong service quality standards:** Ensure commitment to quality among all personnel. Ensure appropriate standardization of repetitive tasks. Ensure customer and employee input into standards. Ensure balance between quality, performance, and cost reduction.

(c) **Not meeting established standards:** Ensure employee buy-in into standards. Clarify, negotiate employee responsibilities, authorities. Provide appropriate training and technology. Ensure proper supervision. Ensure proper feedback, evaluation, rewards, and incentives.

(d) **Not delivering on promises:** Ensure commitments to customer are communicated to employees. Manage customer expectations. Make realistic promises appropriate to agreed performance standards.

## **6 FAH-5 H-702.3 Implement Operating Strategy**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

a. Prioritize resource allocations to service functions, based on agreed standards.

b. Make appropriate allocations of people, funding, technology, training. Ensure that the service delivery system can meet the standards.

c. Define which performance elements will be measured. Describe methodology. Ensure that analysis of performance measurement is fed back into the service delivery system.

d. Establish a program to monitor service quality and cost. Ensure that feedback from this evaluation is fed back into the service delivery system.

- e. Ensure that problems are resolved quickly and effectively.
- f. Establish an incentives and rewards program.
- g. Ensure that operating strategy is compatible with vision statement.
- h. Conduct periodic internal reviews of service provider's customer orientation. See the sample survey at 6 FAH-5 H-702 Exhibit H-702.3 .

## **6 FAH-5 H-702.4 Stay Attuned to Customer Requirements**

*(TL:ICASS-2; 04-01-1998)*  
*(Applies to participating ICASS agencies)*

a. A good customer service strategy requires continual polling of customer requirements. This can be done by formally and informally asking questions and listening to customers. Customers often see things differently than service providers expect or think they do. Suggested contacts:

(1) **Direct personal contact:** Call periodically to ask how you might improve service or how you might correct problems they may have experienced.

(2) **Employee contact:** Invite input from employees, who are one of the best sources of customer reaction. Urge employees to learn about customer problems.

(3) **Formal feedback surveys:** Include a feedback mechanism with delivery of service. Conduct more formal surveys periodically (for a sample, see 6 FAH-5 H-702 Exhibit H-702.4 ). Make it easy for customers to report what they want. Publicize the fact that such feedback is valued. Implement a system to collect feedback.

(4) **Focus Groups:** Convene a panel of customers and service personnel to assess current service. This is especially useful in making annual program reviews or in preparing major changes in service.

## **6 FAH-5 H-703 EFFECTIVE MEETINGS**

*(TL:ICASS-2; 04-01-1998)*  
*(Applies to participating ICASS agencies)*

ICASS is a consultative system. The success of post ICASS councils is largely dependent on how effective such consultations are, whether in Council meetings, in working groups, or in smaller meetings. This chapter provides some guidance on conducting effective meetings.

## **6 FAH-5 H-703.1 Chairperson's Role**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

The leader has the role of facilitating the group, clarifying purpose, building the team through encouraging collective effort, using a participative and collaborative approach and managing conflicts. The leader helps the group assimilate new members and accept new ideas with minimal conflict, and helps the council to become disciplined in working toward long-term objectives.

## **6 FAH-5 H-703.2 Establish Standards and Norms**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

- a. Define a code of operation that the council agrees to.
- b. Establish what is expected in terms of roles and how the council operates relative to the way the team carries out its work.
- c. Ground rules: Be on time, come prepared, deliver commitments on time.
- d. Establish decision making procedures.

## **6 FAH-5 H-703.3 Meeting and Team Climate**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

What's the climate like? Is there freedom to express thoughts and opinions? Is it permissive and friendly, or guarded and formal? Atmosphere is important to creating a learning, collaborative, and trusting environment.

## **6 FAH-5 H-703.4 Conducting The Meeting Process**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

- a. Assign note taker, meeting facilitator, process observer, time keeper.
- b. Clarify purpose of the meeting.
- c. Review the agenda.
- d. Cover one agenda item at a time.

- e. Establish an appropriate pace.
- f. Open discussions, encourage dialogue.
- g. Maintain the focus of discussions.
- h. Manage participation, promote interaction.
- i. Establish decision making methods.
- j. Encourage thinking together and wrestling with complex issues.
- k. Draw conclusions.
- l. Check decisions.
- m. Close discussions.
- n. Summarize decisions.
- o. Agree on action items—what needs to be done, by whom, when.
- p. Draft agenda for the next meeting.
- q. Evaluate the meeting—what went well, improvements.
- r. Thank people for their participation.

## **6 FAH-5 H-703.5 Manage Group Participation**

*(TL:ICASS-2; 04-01-1998)*  
*(Applies to participating ICASS agencies)*

Solicit input from key members. Recognize that discussions frequently do not bring out what various individual members might be able to contribute. Pay attention to communication patterns: What factors are contributing to misunderstanding? Are people speaking past each other? How clearly do people express their ideas? How clearly does the leader express his or her ideas? Ensure that there is a communication structure that reinforces information sharing.

## **6 FAH-5 H-703.6 Evaluate Council Meeting Effectiveness**

*(TL:ICASS-2; 04-01-1998)*  
*(Applies to participating ICASS agencies)*

a. By evaluating council meetings, the group can improve its operational efficiency; this requires regular or periodical reviews of efficiency and developing a method of evaluation. At the conclusion of the meeting poll the members on how effective the meeting was. An evaluation

helps the council chair and council members become aware of how others feel and think about what is going on.

b. Periodic evaluations can help improve the effectiveness of Council meetings. Atmosphere can be important to creating a collaborative environment of trust. Develop a system of periodic evaluations.

**Example:**

At a meeting's conclusion, go around the room and ask how it went.  
Assess the climate of meetings.  
Is there freedom to express thoughts and opinions?  
Is the atmosphere permissive and friendly, or guarded and formal?

## **6 FAH-5 H-703.7 Recognizing Problems**

*(TL:ICASS-2; 04-01-1998)*  
*(Applies to participating ICASS agencies)*

The following are issues that commonly show up in groups. There are no easy solutions. The entire Council under the chairperson's leadership should take responsibility for identifying and remedying problems with how the council functions and its effectiveness. If the chair takes on this responsibility alone, the group may take no ownership in dealing with difficulties and finding solutions.

### **6 FAH-5 H-703.7-1 Conflict Or Fight (Disagreements, Arguments, or Tense Atmosphere)**

*(TL:ICASS-2; 04-01-1998)*  
*(Applies to participating ICASS agencies)*

**Symptoms:** Impatience with one another, ideas attacked or blown off, taking sides and not compromising, attacking each other in subtle ways, accusing each other of not understanding the point.

**Possible Causes:** Group has impossible job, participants are frustrated because they feel they can't meet demands made of them; loyalties outside of the council, conflicting interests; critical stake in issues being addressed.

### **6 FAH-5 H-703.7-2 Apathy and Non Participation**

*(TL:ICASS-2; 04-01-1998)*  
*(Applies to participating ICASS agencies)*

**Symptoms:** People lose the point of discussions, low participation, restless or late, failure to follow through, reluctance to assume responsibility for tasks that need to be done, conversations drag; team has difficulty deciding anything.

**Possible Causes:** Problems or issues aren't important to members, people feel powerless about influencing final decisions, a prolonged

and deep fight has dominated the group and others are tired of it; there are no expectations that people will contribute; or there are inadequate problem solving procedures.

### **6 FAH-5 H-703.7-3 Inadequate Decision Making**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

**Symptoms:** Getting satisfactory decisions is a major struggle, discussion wanders into abstraction, rehashing minute points, group can't decide anything, conflicts between representatives is causing apathy among others, decisions are made too rapidly, decisions are made but challenged at the end.

**Possible causes:** Lack of clarity as to what the decision is or what the issues are, the call for a decision is premature, people don't accept responsibility, long held traditions or practices are being challenged, fear of consequences of the decision or fear of reaction of others outside the group, inadequate leadership, there may be unclear consequences or the decision may be threatening.

### **6 FAH-5 H-703.8 Improving Decision Making**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

a. Not all decision making needs to be made by the group. Use the group when they can contribute to the solution; where there is a need for a variety of view points and opinions. In some instances an individual can be empowered by the council to make a decision

b. Some decision may require decision making procedures, e.g., *Robert's Rules of Order*, or voting processes: majority rule, unanimous agreement, or total consensus

### **6 FAH-5 H-703.9 Facilitate Decision-Making**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

Decision making may be facilitated by:

- (1) Clear definition of the problem.
- (2) Completed coordination and a systems check to make sure decisions are not in conflict with other policies and procedures and fit with broader goals and priorities of the post.
- (3) Do a sanity check—make sure the decision makes sense.

(4) Ensure that key agencies and State staff organizations have had the opportunity to comment, criticize or express their non concurrence.

(5) Make sure informal coordination has been done, decide how decision should be announced.

(6) Integrity check—make sure basic ethical considerations have been made. Does it violate any norms or rules (implicit or explicit), will anyone be hurt by this, what are the short term gains versus long term consequences? If it made the headlines would it stand up to critics?

## **6 FAH-5 H-703.10 Hidden Agendas**

*(TL:ICASS-2; 04-01-1998)*

*(Applies to participating ICASS agencies)*

a. When people come together to discuss common tasks it is not unusual for there to be agendas below the surface caused by deeply-held concerns or motives or wants that conflict with the task. Such agendas often surface in a crisis and need to be handled without judging or attacking—concerns should be considered legitimate and need to be worked out.

b. Chairpersons and Councils should make it easy for concerns to be raised, by asking open-ended questions like: “Have we said all there is to say on this issue?” Encourage individuals to advocate their positions, to clarify and explain their reasoning. Encourage others to comment without being critical, to seek expansion on reasoning and views without attacking. Clarify competing views, articulate the perspectives of others, and make it okay to change positions when there is convincing data. Help the group to develop methods for resolving differences.

c. Remain sensitive to what the group is and is not capable of resolving, especially if any particular agenda would hurt the group if talked about openly. Some issues may have inherent contradictions that may not be within the Council’s ability to resolve. These may instead be polarities to recognize and manage by, for example, finding common ground where agreement is possible.

## **6 FAH-5 H-704 THROUGH H-799 UNASSIGNED**

# 6 FAH-5 H-702 Exhibit H-702.3 SAMPLE SERVICE PROVIDER CUSTOMER ORIENTATION SURVEY

(TL:ICASS-2; 04-01-1998)

It is important to us to understand your organization's corporate culture. Knowing will help us improve our interaction with and service to you. This survey will evaluate your organization's culture on the key factors in customer-driven service.

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## Directions

Circle the number for each item, rating the statements about your organization on the following scale:

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Never	Rarely	Sometimes	Usually	Always

After completing this survey, please compare your scores with the Scores and Interpretations section at the end of this survey.

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## CUSTOMER ORIENTATION

- |   |          |          |          |          |          |
|---|----------|----------|----------|----------|----------|
| Taking care of our customers is a top priority in our organization, customer satisfaction is determined frequently and there are procedures to ensure objectivity and validity. | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| Our organization ensures that customers have easy access to comment, seek assistance, and complain.   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| We "listen" carefully to our customers' needs through our informal feedback systems and act on this information.  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| We have a formal process in place to determine our customers wants, needs and expectations, now and for the future.   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| When we lose and/or turnoff a customer we want to know why, or we find out.   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| Our day to day activities are in harmony with our values and goals about customer satisfaction.   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| My managers concerns and activities have convinced me that customer care is important.  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| Our organization is viewed positively in customer feedback surveys.   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |

## MANAGEMENT CLIMATE

- |  |          |          |          |          |          |
|--|----------|----------|----------|----------|----------|
| Our managers "walk what they talk."  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| Managers give workers the responsibility and authority to take care of customers.                                  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| We see ourselves as customers and suppliers in our work relationship with each other.                              | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| Employees are empowered to resolve customer problems promptly and to take extraordinary measures when appropriate. | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |

## Continuation—6 FAH-5 H-702 Exhibit H-702.3

### CUSTOMER SERVICE STANDARDS

Service providers and agencies in different departments work well together.	1	2	3	4	5
Very few things fall through the cracks because the left hand doesn't know what the right hand is doing.	1	2	3	4	5
Our systems make clear who has responsibility for tasks.	1	2	3	4	5
We have clear measures and tracking systems to tell us how we are meeting our customers requirements in every department.	1	2	3	4	5
Well-defined objectively measurable standards are selected, derived from customer requirements and expectations.	1	2	3	4	5
Employees are involved in developing, evaluating, and improving or changing service standards.	1	2	3	4	5
There is tracking to make sure service standards are met.	1	2	3	4	5
Our organization evaluates and improves its customer service standards.	1	2	3	4	5

### COMPLAINT RESOLUTION

There is a process for ensuring that formal and informal complaints and critical comments are evaluated.	1	2	3	4	5
There is a process for ensuring that customer complaints are resolved promptly by employees with indicators of improved responses including trends in response time.	1	2	3	4	5
People feel responsible, needed and empowered to do what needs to be done to take care of our customers and keep them satisfied.	1	2	3	4	5
Our employees with customer contact know how to identify and/or solve customer service related problems.	1	2	3	4	5
There is a process for evaluating our handling of complaints it is used to improve the response to complaints and translate the findings into preventive measures.	1	2	3	4	5

### COSTS PREVENTION RESULTS

Our focus is on preventing problems rather than fixing them after the fact.	1	2	3	4	5
We regularly collect data on the costs of waste, rework, errors, and other elements of poor service quality.	1	2	3	4	5
We concentrate on exceptional care of customers rather than cost cutting, to increase our profits and earnings.	1	2	3	4	5

### SCORING AND INTERPRETATION

Add your scores, and see what the total means below:

<b>Your Score</b>	<b>What Your Score Means</b>
<b>113-140</b>	Your corporate culture seems very customer-oriented.
<b>85-112</b>	You seem personally committed to service excellence, but you need to get your systems in line.
<b>57-84</b>	You may recognize the importance of customers, but your organization doesn't seem to be acting that way.
<b>28-56</b>	You and your organization seem to be interested in other things instead of customer service excellence.

# 6 FAH-5 H-702 Exhibit H-702.4

## SAMPLE

### PERIODIC CUSTOMER SERVICE SURVEY

*(TL:ICASS-2; 04-01-1998)*

Our goal is to provide the best service possible. Please let us know how we are doing. Your comments will help us to improve our service to you.

**Circle the number that most closely represents how you feel according to the scale.**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	Poor	Fair	Good	Very Good	Outstanding
Rate the quality of our service.	1	2	3	4	5
Rate the quality of our service personnel.	1	2	3	4	5

**Please rate the following**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
We have arbitrary service policies and practices.	1	2	3	4	5
Service is provided in a timely manner.	1	2	3	4	5
We are flexible in responding to changing requirements and special challenges.	1	2	3	4	5
I receive clear information about the status of my request.	1	2	3	4	5
We do a good job of learning what you, our customer, thinks of our service.	1	2	3	4	5
We are efficient and effective in fulfilling your service requests	1	2	3	4	5
We understand your requirements and needs.	1	2	3	4	5

**Please circle your answer. Customer complaints are:**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Discouraged	Ignored	Tolerated	Encouraged	The basis for improvement

**Please write additional comments below, particularly if you disagree with any of the statements in the survey.**

How well have we responded to any problems that you had?

Do you have ideas for improvement?

**Thank You** for taking the time to provide your valuable input!