

# Service Quality Culture Index

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# The RMG Training Company Service Quality Culture Index

## OVERVIEW

This Index is designed to help you build a strong service and sales culture at your organization. The Index lists over 80 specific service/sales related activities performed at those organizations that have developed strong service and sales cultures. This extensive collection of service/sales activities or "culture indicators" is organized into these three distinct categories:

- I. PERFORMANCE EXPECTATIONS**
- II. ONGOING DEVELOPMENT AND TRAINING**
- III. PERFORMANCE FEEDBACK, REWARDS AND RECOGNITION**

The development of a strong service and sales culture is a never-ending process requiring management focus on many interrelated activities. This Index should be completed at least once a year to re-evaluate your status and establish new service and sales strategies for the future.

The SERVICE QUALITY CULTURE INDEX is a powerful management tool to help you periodically evaluate your service and sales culture, and then to identify *specific strategic actions* to further support your development.

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Client:

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Date Index Completed:

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RMG Consultant:

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Management Participants:

## **DIRECTIONS**

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### **Complete Part A - Service and Sales Culture Evaluation:**

Determine a representative number of people in your organization who will complete this Index. Choose a cross section of people from all levels. You may want to include the entire management team.

An appointed executive will then facilitate the completion of the Index at a meeting with the management team. Rate each item in the survey to determine how well your company performs the item in the areas of **service emphasis** and then in the area of **sales emphasis**. The following rating scale is used:

**2 = Yes, with strong results/we are satisfied.**

**1 = Yes, with some good results/would like even greater results.**

**0 = We don't do this, or Yes, we do this but with little or no results.**

A summary of everyone's ratings is compiled onto the *Service and Sales Culture Summary*.

Then, the *Service Culture Conclusions* and the *Sales Culture Conclusions* are completed.

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### **Complete Part B - Future Action Plans:**

Your management team reviews your current culture by studying the *Summary and Conclusions* completed in Part A.

The management team then establishes specific action plans to further strengthen your organization's service and sales culture. Each specific action plan will include the results you hope to achieve, when it is to be implemented and who the responsible individual is to execute the new action plan.

# Part A

## Service and Sales Culture Evaluation

2 = yes, with strong results – we are satisfied.  
 1 = yes, with some good results – would like even greater results.  
 0 = we don't do this, or yes we do this but with little or no results.

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### I. PERFORMANCE EXPECTATIONS

	SERVICE emphasis	SALES emphasis
<b><u>A. Clear and Visible Company Focus</u></b>		
1. Mission statement		
2. Mission statement visible to employees and regularly referenced		
3. Written customer treatment statement		
4. Customer treatment statement visible to employees and constantly referenced		
5. Specific customer treatment performance standards		
6. Company goals		
7. Branch/department goals		
8. New employee goals		
9. Annual report shared with employees		
10. Marketing themes		
11. Executive management publicly emphasizes importance of goals		
12. Products and services manual		
13. Job aids to help serve (or sell) customers		
<b><u>B. Recognize and Market Role Models</u></b>		
14. Recognition of star individuals in internal newsletter		
15. Recognition of star individuals at management meetings		
16. Recognition of star individuals at staff meetings		

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 1 = yes, with some good results – would like even greater results.  
 0 = we don't do this, or yes we do this but with little or no results.

	SERVICE emphasis	SALES emphasis
<b><u>C. Planning Systems</u></b>		
17. Company plan with specific strategies		
18. Division/area plan with specific strategies		
19. Branch/department plan with specific strategies		
20. Line job descriptions with strong emphasis		
21. Staff job descriptions with strong emphasis on supporting line		
22. Individual performance planning with specific strategies		
<b><u>D. Measurement Systems</u></b>		
23. Annual shopping studies by outside firm		
24. Ongoing internal shopping studies		
25. Customer focus groups		
26. Customer complaint analysis		
27. Company satisfaction analysis		
28. Ongoing referral/sales tracking system		
29. Ongoing service measurement system		
30. Strong emphasis in individual appraisal system		
31. Frequent supervisor observation of branch managers		
32. Systematic analysis of operating policies and procedures to support customer service (or sales) satisfaction		
<b>I. TOTAL - PERFORMANCE EXPECTATIONS</b>		

2 = yes, with strong results – we are satisfied.  
 1 = yes, with some good results – would like even greater results.  
 0 = we don't do this, or yes we do this but with little or no results.

## II. ONGOING DEVELOPMENT AND TRAINING

<b><u>A. Training Program(s) Content</u></b>	<b>SERVICE emphasis</b>	<b>SALES emphasis</b>
1. Technical/procedural job skills training		
2. Ongoing product knowledge training covering features and benefits		
<b>Customer Service Training:</b>		
3a. Courtesy		<b>NA</b>
4a. Handling customer inquiries		<b>NA</b>
5a. Referrals		<b>NA</b>
6a. Efficient work habits		<b>NA</b>
7a. Handling dissatisfied customers		<b>NA</b>
8a. Service follow-up		<b>NA</b>
<b>Sales Training (complete SALES emphasis column only):</b>		
3b. Conducting sales interview	<b>NA</b>	
4b. Uncovering and supporting customer needs	<b>NA</b>	
5b. Asking for the business	<b>NA</b>	
6b. Difficult customer reactions	<b>NA</b>	
7b. Following up sales interviews	<b>NA</b>	
8b. New sales development training covering sales contacts, sales follow-up, handling objections and sales presentations	<b>NA</b>	
<b>Management Training for Managers:</b>		
9. Strategy planning		
10. Coaching and reinforcement		
11. Team building		
12. Staff selection interviewing		

2 = yes, with strong results – we are satisfied.  
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 0 = we don't do this, or yes we do this but with little or no results.

	SERVICE emphasis	SALES emphasis
<b><u>B. On-Site Training System</u></b>		
13. Delivered one-to-one by immediate supervisor or coach		
14. Formal training tools available		
15. Training material includes your organization's services/products		
16. Learning spaced to allow job use and supervisory feedback		
17. Variety of learning methods with emphasis on skill practice		
<b><u>C. Executive Management Support of Training</u></b>		
18. Resources available to implement needed programs		
19. Established training responsibilities for managers and supervisors		
20. Management has graduated from programs		
21. Management kicks off training programs		
22. Management solicits feedback from participants		
23. Management reviews results/evaluations of programs		
<b>II. TOTAL - ONGOING DEVELOPMENT AND TRAINING</b>		

2 = yes, with strong results – we are satisfied.  
 1 = yes, with some good results – would like even greater results.  
 0 = we don't do this, or yes we do this but with little or no results.

### III. PERFORMANCE FEEDBACK, REWARDS & RECOGNITION

	SERVICE emphasis	SALES emphasis
<b><u>A. Company Feedback on Performance</u></b>		
1. Company accomplishments reported in internal newsletter		
2. Company accomplishments reported in annual report		
3. Company accomplishments reported at management conferences		
<b><u>B. Supervisor Feedback on Performance</u></b>		
4. Frequent one-on-one reinforcement of successful performance		
5. Work units reinforced frequently for successful performance		
6. Timely one-on-one coaching provided to improve performance		
7. Easy-to-use coaching/reinforcement tools for managers/supervisors		
<b><u>C. Customer Feedback</u></b>		
8. Overall shopping survey results reported to employees		
9. Employee project teams formed to analyze shopping survey results and make recommendations		
10. Each individual shopped receives his/her results		
11. Customer feedback tools, questionnaires for branch use		
12. Customer feedback information regularly reviewed with employees		
<b><u>D. Financial Rewards</u></b>		
13. Individual merit increase emphasis		
14. Individual special incentive/bonus pay		
15. Team incentive/bonus		
16. Individual work unit incentive activities		

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	SERVICE emphasis	SALES emphasis
<b><u>E. Promotion/Career Advancement</u></b>		
17. Established selection/hiring criteria		
18. Objective selection process using multiple input		
19. Career planning support systems		
20. Certification programs with strong emphasis		
<b><u>F. Recognition</u></b>		
21. Company employee of the month		
22. Work unit employee of the month		
23. Awards for special performance		
24. Training program completion certificates/recognition		
25. Special articles recognizing individuals in internal newsletter		
26. Special recognition of individuals at conferences		
27. Special recognition of individuals at work unit meetings		
<b>III. TOTAL - PERFORMANCE FEEDBACK, REWARDS AND RECOGNITION</b>		

## Service and Sales Culture Summary

0% V	50% V	100% V
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### I. PERFORMANCE EXPECTATIONS

#### Service Culture

0	11	21	32	42	53	64
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#### Sales Culture

0	11	21	32	42	53	64
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### II. ONGOING DEVELOPMENT AND TRAINING

#### Service Culture

0	7	15	23	30	37	46
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#### Sales Culture

0	7	15	23	30	37	46
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### III. PERFORMANCE FEEDBACK, REWARDS AND RECOGNITION

#### Service Culture

0	9	18	27	36	45	54
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#### Sales Culture

0	9	18	27	36	45	54
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## **Part B** **Future Action Plans**

(To be discussed and completed at a group workshop)

<b>Action Plans and Responsible Person</b>	<b>Expected Results/Impact</b>	<b>Target Date</b>
1.		
2.		
3.		
4.		
5.		

<b>Action Plans and Responsible Person</b>	<b>Expected Results/Impact</b>	<b>Target Date</b>
6.		
7.		
8.		
9.		
10.		

**Next Index Update Meeting:** \_\_\_\_\_