

Gap 5 can be seen as an accumulation of all of the gaps which start somewhere else.

Gap one: This is caused by failure to understand our customers, a block in communication from the bottom to the top, and of course the number of management levels that communication has to go through.

Gap two: Is caused by a commitment at the top to excellence, and steering service through goal setting, task standards, and beliefs around what can be done or not.

Gap three: This is a critical one because it involves all operational levels. It is influenced by team-work, how employees fit into their jobs; how the technology that we use fits, beliefs around controls and how much innovation and initiative employees can exercise; the quality of supervision; conflicting jobs and personalities; and of not knowing exactly what is required from one's job.

Gap four: This is influenced by the way we talk to each other in different activities (remember the internal customer and the need to care for those whom we deliver to in the company as we saw in the first game.) It is also strongly influenced by what we tell the world and how much we promise them through advertising. Remember, advertising and promotion is an important part of ensuring legitimate transaction because by spreading knowledge of products it empowers all consumers. Spreading knowledge is one thing, making false promises another!

Guided by the Service Gaps model above, examine how we can improve service in following specific areas.

PARTICIPANT FEEDBACK

TITLE: *Developing a Service Culture*

What you should do:

- 1. Fill in the details required. If you wish to remain anonymous, leave out your name, but fill in the other detail to enrich the final analysis.**
- 2. The questions are specific, and your answers must reflect what happens to you in the workplace. If you need any help speak to your facilitator.**
- 3. Do not list less than 1 or more than 5.**
- 4. After completion of the workshop exercise, remove the sheet and hand it to the facilitator.**

PERSONAL DETAILS

NAME:

POSITION:

WORKPLACE (DEPARTMENT ETC):

A. WHAT WE SHOULD DO TO DEVELOP AND PROMOTE A SERVICE CONCEPT.

1.

2.

3.

4.

B. WHAT WE NEED TO GET CLOSER TO OUR CUSTOMERS.

1.

2.

3.

4.

C. WHAT WE NEED TO ENHANCE OUR IMAGE AND MEET THESE EXPECTATIONS.

1.

2.

3.

4.

D. THINGS THAT CAN IMPROVE OR THAT IMPEDE SERVICE DELIVERY:

1.

2.

3.

4.

Let us come to your own delivery of service excellence.

It is clear that a fundamental issue in creating meaning is that you have to identify

- 1. your customers**
- 2. their needs and wants**
- 3. and things you can provide which the customers don't know they need or want.**

This last point is more important than it may first appear. It is called "cutting the customer off at the pass". This is the stamp of a truly market focussed activity and of service excellence. The company or activity that can identify needs that the market has not identified itself, in a sense knowing better than the market itself what it could find useful, is the ultimate form of service to our fellow humans. It is also known as innovation.

SECTION ONE: (A) MY INDIVIDUAL PASSIONS.

Write down at least five points that you are passionate about in terms of your professional occupation and individual pursuits.

SECTION ONE: (B) WHAT WE AS A GROUP/COMPANY ARE OR CAN BE PASSIONATE ABOUT.

Write down at least five points that we as a company are or can be passionate about.

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MY MISSION: (individual)

**SECTION TWO (B)
DEFINING VALUES.**

Make a list of all of the most important things that you feel should constitute individual values in the way we behave towards each other, suppliers and customers. Some of these should be drawn from the list of passions that has been flip-charted. Remember “values” by their very nature have a benevolent motive. In other words they are not based on your own self-interest but on your behaviour towards others or how you would expect them to behave towards you.

INDIVIDUAL

