CONTENTS

Preface xiii
The Authors xix

Part One: Service: The Real Business of Organizations 1

1. The Basics of Service Quality 3
2. Service Excellence from the Top Down 19
3. Customer Relations Mirror Employee Relations 42

ix
Part Two: Five Keys to Service Superiority 63

4. Create a Customer Focus Throughout the Organization 65

5. Establish Employee-Based Service Performance Standards 85

6. Measure Service Performance Against Superior Benchmarks 115

7. Recognize and Reward Exemplary Service Behavior 149

8. Maintain Enthusiasm, Consistency, and Predictability for the Customer 176

Part Three: The Future of Service Quality 193

9. Scan Today’s Trends to Envision Tomorrow’s Service 195

10. Create Strategies for Continuously Improving Service Quality 217

Appendixes: A Resource Toolkit 223

A. Outside Change Agents 225

B. Management Climate and Leadership Effectiveness Survey 230

C. Employee-Based Service Performance Standards 233

D. Telephone Techniques for Service Leaders 237

E. Sample Survey of Employee Opinion 242
Contents

F. Exit Interview Questionnaire 246

G. Examples of Customer Opinion Surveys 249

H. Sample Survey for Internal Clients 260

I. Some Suggestions for General Management Skills 274

References 277

Index 283