

Introduction

When you talk to employees about performance, you want positive and lasting contributions. Research shows that employees perform better when you link performance to results.

When you link specific behaviors like **customer service** to specific results, you get better customer service. This process is most effective when you link customer service to 'multiple' results. For example:

The Customer Service **Behavior**:

Refers customers to the 'right' people who can answer specific questions

Can produce the following **Results**:

1. Increased number of correctly resolved customer problems
2. Reduced amount of time customers have to wait to have problems resolved
3. Decreased number of complaints about customer service
4. Fewer customer issues being escalated to the supervisory level or above
5. Fewer number of employees involved in handling the 'same problem or issue'
6. Reduction in the number of times customers have to 'call back' about the same issue

You get better customer service because your performance discussion is more meaningful. You explain the value of customer service from many perspectives-people, processes, practices, and projects. You talk about 'who' customer service impacts, 'what' customer service impacts, and 'why' customer service is important.

This handbook contains many customer service behaviors and many workplace results you can use to create 'multiple' links. All behaviors and results are written as "**phrases**" for ready-made use in performance appraisals or during performance discussions.

Also included are **examples** of ways to use the linking process to conduct performance discussions, prepare performance

improvement plans (PIP), prepare individual development plans (IDP), and reinforce performance.

Below is the **3-Step** process for linking Customer Service to Results:

STEP 1: Identify Customer Service Behaviors

STEP 2: Identify Workplace Results

STEP 3: Link Customer Service Behaviors To Workplace Results

This handbook is written so you can customize performance discussions and appraisals. Fill in the blanks while reading or reproduce the forms for later completion. Use these materials and ideas to:

- Motivate people to improve unsatisfactory performance
- Motivate people to continue outstanding performance
- Motivate people to change negative behaviors
- Motivate people to be more committed to organizational goals
- Motivate people to be more cooperative
- Conduct more effective performance discussions
- Write more effective performance appraisals
- Write more results-focused recognition awards
- Develop more effective Performance Improvement Plans (PIP)
- Develop more effective Individual Development Plans (IDP)
- Create an environment that reinforces the value of positive performance

Contents

Step 1: Identify Customer Service Behaviors	6
33 Behaviors That Lead To Satisfactory Customer Service	8
Step 2: Identify Workplace Results	14
33 Results Of Satisfactory Customer Service	16
Step 3: Link Customer Service Behaviors To Workplace Results	20
33 Customer Service Behaviors Linked To 33 Workplace Results	22
Examples: Using The Linking Process To Discuss Performance	32
Examples: Using The Linking Process To Prepare Individual Development Plans (IDP) And Performance Improvement Plans (PIP)	37
Examples: Using The Linking Process To Reinforce Customer Service	45
12 Ways To Reinforce Customer Service	47
Other Tools For Linking Performance To Results	49