
Overview

This standard covers a broad range of general, operational management responsibilities, all aimed at satisfying customers with the processes, products and/or services being delivered.

The standard is relevant to managers and leaders with responsibility for delivering products and/or services to customers.

This standard links to the other standards in key are *FD Manage customer service*.

Performance criteria

- You must be able to:*
- P1 Engage people within your organisation and other key stakeholders in delivering products and services to customers.
 - P2 Establish customers' expectations in terms of products, services and the ways these are delivered to them.
 - P3 Ensure organisational processes are designed and operated to deliver products and services to customers' expectations.
 - P4 Ensure people within your organisation are briefed on and understand customers' expectations and their own roles and responsibilities in meeting these expectations, including any agreed standards of customer service.
 - P5 Empower colleagues to meet or beat customers' expectations, including providing training, support, supervision and other resources.
 - P6 Ensure clear, effective and sustainable processes are in place to support customers and sort out their problems.
 - P7 Ensure that the day-to-day behaviour of people within your organisation matches your organisation's customer-focused values.
 - P8 Develop a culture which nurtures, respects, values, recognises and rewards people who work in the 'front-line' directly with customers.
 - P9 Establish and operate suitable processes for monitoring levels of customer satisfaction with products, services and the ways these are delivered.
 - P10 Make recommendations and propose plans to improve levels of customer satisfaction.
 - P11 Demonstrate increasing levels of customer satisfaction with the organisation's products, services and processes.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage people within your organisation and other stakeholders in delivering products and services to customers.
- K2 The difference between customer service and customer satisfaction.
- K3 The factors that make customers satisfied.
- K4 The importance of achieving customer satisfaction in a competitive environment or an environment where high levels of service are expected.
- K5 Best practice in customer service outside your own sector.
- K6 Types of customer survey and effective ways of collecting feedback.
- K7 How to measure customer satisfaction.
- K8 Techniques for motivating staff to deliver excellent service to customers.
- K9 How information and communications technology can support customer service and customer satisfaction.
- K10 How to design and manage processes and systems focused on customers' needs.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K11 Current and emerging trends that are likely to affect your products and/or services.
- K12 Developments in technology and how this will affect your work with customers.
- K13 The legal and regulatory framework within which you work, including customer and consumer rights, relevant codes of practice and ethical codes.

You need to know and understand:

Context specific knowledge and understanding

- K14 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K15 Your organisation's key stakeholders and their interests.
- K16 Your organisation's products and services.
- K17 Your organisation's customers.
- K18 The overall vision, objectives and associated plans of your organisation

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and its values.

- K19 The strengths and weaknesses of your products and services in terms of customer satisfaction.
- K20 The customer satisfaction survey, feedback and measuring methods that are suitable for your organisation.
- K21 The activities and services of your competitors or similar organisations and how this may affect your products, services and processes.
- K22 Which organisations you are compared with by your customers.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Seek opportunities to improve performance
- 2 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 3 Present information clearly, concisely, accurately and in ways that promote understanding
- 4 Encourage others to take decisions autonomously, when appropriate
- 5 Recognise the achievements and success of others
- 6 Demonstrate a clear understanding of different customers and their real and perceived needs
- 7 Empower staff to solve customer problems within clear limits of authority
- 8 Take personal responsibility for resolving customer problems referred to you by other staff
- 9 Recognise recurring problems and promote changes to structures, systems and processes to resolve these
- 10 Advocate customers' interests within your organisation
- 11 Clearly agree what is expected of others and hold them to account
- 12 Communicate a vision that inspires enthusiasm and commitment
- 13 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Communicating
- Empowering
- Evaluating
- Involving others
- Leadership
- Monitoring
- Motivating
- Obtaining feedback
- Persuading
- Presenting information
- Problem solving
- Providing feedback
- Questioning
- Reviewing
- Thinking with a focus on customers

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