

# **CUSTOMER SERVICE ACADEMY OF JAMAICA LIMITED**

---

CERTIFIED CUSTOMER  
SERVICE EXECUTIVE  
(CCSE)

---

**CONTENT DOMAIN**

# CERTIFIED CUSTOMER SERVICE EXECUTIVE (CCSE)

---

The CCSE certification program is designed to enhance participants' awareness of the crucial role they play in creating a culture of service in their organizations.

Upon successful completion of this program, participants will be able to:

- ✚ Identify the characteristics that separate **true** leaders from **mere** managers.
- ✚ Commit to creating a culture of leadership in their organizations after being exposed to what leaders in General Electric, Johnson and Johnson, 3M, and Hewlett-Packard are doing.
- ✚ Identify Warren Bennis' ten principles common to great teams.
- ✚ Identify the nine strategies for enhancing quality leadership at the workplace.
- ✚ Identify the five elements of a total quality culture.
- ✚ Identify eight practices of High Performance Organizations (HPOs).
- ✚ Describe the process model for creating a Customer Satisfaction System (SSS) in an organization.
- ✚ Use Michael Porter's Value Chain Analysis to determine the things that really matter to customers.
- ✚ Identify the six fundamental characteristics of competitive advantage.
- ✚ Embrace the strategies for developing a Customer Relationship Management Program.
- ✚ Identify John Kotter's eight processes to initiate a movement for change in an organization.
- ✚ Embrace the strategies for maximizing personal value and happiness.
- ✚ Identify the components of a Memorandum of Understanding for Employee Satisfaction.

## ☀ **What Leaders Really Do:**

🚦 Some common definitions of leadership.

🚦 Setting a Direction:

- Lou Gerstner (American Express)

🚦 Aligning People:

- Chuck Trowbridge and Bob Crandall (Eastman Kodak)

🚦 Motivating People:

- Richard Nicholasi (Proctor and Gamble)

🚦 Creating a Culture of Leadership:

- General Electric.
- Johnson and Johnson.
- 3M.
- Hewlett-Packard.

## ☀ **The Leader's Role in Creating a Great Team:**

🚦 "Behind every Great Leader is a Great Team." (Adapted from Warren Bennis)

🚦 Warren Bennis' ten principles common to Great Teams:

- A shared vision.
- Managing conflicts by abandoning individual egos to the pursuit of the dream.
- Protection from corporate interferers.
- Having a real or invented enemy.
- Viewing themselves as winning underdogs.
- Paying a personal price.
- Great teams make strong leaders.
- Great teams are the product of meticulous recruiting.

✚ New Rules for Leaders:

- Providing direction and meaning.
- Generating and sustaining trust.
- Displaying a bias toward action, risk taking, and curiosity.
- Are purveyors of hope.

✚ **A Look at Quality Leadership:**

✚ The need for clear, consistent leadership to aid the quality effort.

✚ Leadership linked to quality strategy.

✚ Focus.

✚ Measures and Rewards.

✚ Poise and Confidence.

✚ Integrity and Trust.

✚ Communicating the Message.

✚ Energy and Enthusiasm.

✚ Vision.

✚ **Taking a New Approach to Quality:**

✚ What is Quality?

✚ The Quality Advantage.

✚ Five elements of a total quality culture.

✚ Focus elements of a customer- and market-driven enterprise.

✚ **Establishing the Service Profit Chain in Your Organization:**

✚ Profit and Growth.

- ✚ Customer Satisfaction.
- ✚ External Service Value.
- ✚ Employee Productivity.
- ✚ Employee Loyalty.
- ✚ Employee Satisfaction.
- ✚ Internal Service Quality.
- ✚ Leadership.
- ✚ Developing a Service-Profit Chain Audit.

✚ **The Practices of High-Performance Organizations:**

- ✚ Training and continuous learning.
- ✚ Information sharing.
- ✚ Employee participation.
- ✚ Organizational structure.
- ✚ Employee Relationship Management.
- ✚ Reward and Recognition.
- ✚ Employment security.
- ✚ Supportive work environment.

✚ **A Process Model for Creating a Customer Satisfaction System (CSS) in an Organization:**

- ✚ Strategy and Planning.
- ✚ Development of Measurement and Evaluation tools for External and Internal Customers.
- ✚ Development of Customer Satisfaction Standards and Service Level Agreements.

- ✚ Development of an HR Excellence Program: Best Practices in Hiring, Training, Participation, Empowerment, Best Practices in Retention Strategies, Motivation, Other HR Strategies.

- ✚ Strategies for Promoting and Embedding a Service Culture in the organization:

- A look at some best practices in customer service.
- The crucial role of executive commitment.
- Culture, Communication, Accountability.
- The Power of MBWA.
- Coaching, Counseling, Confronting.

- ✚ **Using Michael Porter's Value Chain Analysis to Determine the things that really matter to Customers:**

- ✚ Definitional issues.

- ✚ Why use the tool?

- ✚ How to use the tool.

- ✚ An example of Value Chain Analysis in action.

- ✚ **The Customer Service Executive's Role in Maintaining the Organization's Competitive Advantage:**

- ✚ Definitional issues.

- ✚ The six fundamental characteristics of competitive advantage.

- ✚ Strategies for developing a Customer Relationship Management (CRM) Program:

- Positioning.
- Differentiation.
- Relationship Selling.
- Partnering for Profit.
- Consultative Selling.

- ✚ Improving Customer Relationship Management.
- ✚ Examples of Customer Relationship Management.
- ✚ A CRM Program: Case Study of Nordstrom.

## ✚ **Customer Visits:**

- ✚ The contribution of customer visits to a market focus:
  - market orientation and financial performance.
  - market focus and quality.
  - promise of customer visits.
  - why personal visits
  - why visits by cross-functional teams
- ✚ The customer visit in practice. Some examples:
  - Hewlett-Packard.
  - IBM.
  - Milliken.
  - DuPont.
  - Sun Microsystems.
  - Apple Computer.
- ✚ A typology of customer visits:
  - Outbound Ad Hoc Visits.
  - Inbound Ad Hoc Visits.
  - Hybrid and Emerging Visit Types.
- ✚ Planning a Program of Visits.
- ✚ Selecting Customers to Visit.

- ✚ Preparing a Discussion Guide and Constructing Good Questions.
- ✚ Conducting the Visits.
- ✚ Completing the Visit Program.

✚ **Change Leadership and the Customer Service Executive:**

- ✚ Using John Kotter's eight-stage process to initiate a movement for change in an organization.
  1. Establishing a sense of urgency.
  2. Creating a guiding coalition.
  3. Developing a vision and strategy.
  4. Communicating the change vision.
  5. Empowering broad-based action.
  6. Generating short-term wins.
  7. Consolidating gains and produce more change.
  8. Anchoring new approaches in the culture.

✚ **Value-Driven Management and Personal Happiness:**

- ✚ The changing nature at the workplace and workforce.
- ✚ The death of lifetime employment and the birth of a new workplace relationship.
- ✚ Strategies for maximizing personal value and happiness at the workplace.
- ✚ The move from single-skill to multi-skill.
- ✚ A Memorandum of Understanding for Maximum Internal Customer Satisfaction.

## ✦ **How to Prepare a Customer Service Strategy Document:**

- ✦ Executive Summary.
- ✦ The role of customer service at your place.
- ✦ Your customers and what they want.
- ✦ Your customer service commitment.
- ✦ Your current performance.
- ✦ Strategic objectives for the period.
- ✦ Key indicators and targets.
- ✦ Monitoring and Communication Strategy.
- ✦ Resources.