
Overview

This standard is about ensuring that your organisation puts customers first.

This standard is relevant to managers and leaders with the authority to be able to influence to culture of their organisation.

This standard links closely to *CFAM&LBA8 Develop your organisation's values and culture* and also to the other standards in key are *FD Manage customer service*.

CFAM&LFD1 - SQA Unit Code HK3C 04

Develop a customer-focused organisation

Performance criteria

- You must be able to:*
- P1 Communicate to people in your organisation and other key stakeholders how customers are at the heart of achieving your organisation's vision and strategic objectives.
 - P2 Establish a set of customer-focused values and beliefs which develops suitable skills, behaviours and attitudes leading to a culture that puts the customer first.
 - P3 Ensure that customer-focused processes and systems exist throughout the organisation.
 - P4 Ensure that there are schemes in place that reinforce staff commitment to providing a level of service that meets or beats customers' expectations.
 - P5 Establish collaborations, where appropriate, with other organisations to maintain and improve services to customers.
 - P6 Ensure that joint activities are undertaken with customers in order to identify and make improvements to the level of customer service provided by your organisation.
 - P7 Measure, periodically, the level of customer service your organisation is providing.

CFAM&LFD1 - SQA Unit Code HK3C 04

Develop a customer-focused organisation

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The principles of effective customer service.
- K2 The factors that make customers satisfied.
- K3 The importance of achieving customer satisfaction.
- K4 How to measure the level of customer service being provided.
- K5 The benefits of forming collaborations to maintain and improve customer service.
- K6 Best practice in customer service outside your own sector.
- K7 Techniques for motivating staff to deliver excellent service to customers.
- K8 How to design and manage processes and systems focused on customers' needs.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K9 Current and emerging trends that are likely to affect your products and/or services.
- K10 Developments in technology.
- K11 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

- K12 Your organisation's products and services.
- K13 The overall vision, objectives and associated plans of your organisation.
- K14 Your organisation's customers.
- K15 The strengths and weaknesses of your organisation in terms of satisfying customers.
- K16 How a change in your market structure, products or services will affect your customers.
- K17 The activities and services of your competitors or similar organisations, and how this may affect your products, services and processes.

CFAM&LFD1 - SQA Unit Code HK3C 04

Develop a customer-focused organisation

Behaviours

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

- 1 Seek opportunities to improve performance
- 2 Find practical ways to overcome obstacles
- 3 Demonstrate a clear understanding of different customers and their real and perceived needs
- 4 Advocate customers' interests within your organisation
- 5 Encourage and welcome feedback from others and use this feedback constructively
- 6 Develop systems to gather and manage information and knowledge effectively, efficiently and ethically
- 7 Communicate a vision that inspires enthusiasm and commitment
- 8 Identify and work with people and organisations that can provide support for your work
- 9 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 10 Identify the range of elements in a situation and how they relate to each other
- 11 Take timely decisions that are realistic for the situation

CFAM&LFD1 - SQA Unit Code HK3C 04

Develop a customer-focused organisation

Skills

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

- Building consensus
- Communicating
- Empowering
- Evaluating
- Leadership
- Monitoring
- Motivating
- Reviewing
- Thinking strategically
- Thinking with a focus on customers

CFAM&LFD1 - SQA Unit Code HK3C 04
Develop a customer-focused organisation

Developed by	CFA Business skills @ work
Version number	2.0
Date approved	March 2012
Indicative review date	March 2015
Validity	Current
Status	Original
Originating organisation	CFA Business skills @ work
Original URN	CFAM&LFD1
Relevant occupations	Managers and Senior Officials
Suite	Management & Leadership
Key words	Management & leadership; develop; customer-focused organisation