

## Lead a team to improve customer service

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### Overview

This standard is about looking at both your organisation and your staffing resources and bringing these together in a constructive way to improve overall customer service. This standard is for hospitality team leaders, first line managers or supervisors.

It costs five times more to attract a new customer than it does to keep an existing one. Excellent service can therefore make the difference between a business surviving and thriving, and that's where great staff offering a customer experience to your organisation's standard is so important.

It's about setting demanding but achievable objectives and giving support and guidance to your team to encourage them to improve their customer service delivery. It's about encouraging team members to make the best use of their abilities and empower them to solve customer problems within clear limits of authority. It's about giving feedback on both great performance and on those occasions where things could be improved.

Perhaps above all, it's about leading by example; having a passion for customer service and sharing this enthusiasm with your colleagues and team so that everyone strives to offer great customer service to your organisation's standard.

When you have completed this standard you will be able to demonstrate your understanding of and your ability to:

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### Performance criteria

You must be able to:

1. Treat team members with respect at all times
2. Agree with team members their role in delivering effective customer service
3. Involve team members in planning and organising their customer service work
4. Allocate work which takes full account of team members' customer service skills and the objectives of the organisation
5. Motivate team members to work together to raise their customer service performance
6. Give team members support and direction when they need help
7. Encourage team members to work together to improve customer service
8. Check that team members understand what they have to do to improve their work with customers and why that is important
9. Check with team members what support they feel they may need throughout this process
10. Provide sensitive feedback to team members about their customer service performance
11. Encourage team members to discuss their customer service performance
12. Discuss sensitively with team members action they need to take to continue to improve their customer service performance

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### Knowledge and understanding

You need to know and understand:

1. The roles and responsibilities of your team members and where they fit in with the overall structure of the organisation
2. How team and individual performance can affect the achievement of organisational objectives
3. The implications of failure to improve customer service for your team members and your organisation
4. How to plan work activities
5. How to present plans to others to gain understanding and commitment
6. How to facilitate meetings to encourage frank and open discussion
7. How to involve and motivate staff to encourage teamwork
8. How to recognise and deal sensitively with issues of underperformance

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## Behaviours

**The following behaviours are provided as guidance to underpin effective performance of a hospitality supervisor**

1. You show respect for the views and actions of others
2. You set demanding but achievable objectives for yourself and others
3. You empower staff to solve customer problems within clear limits of authority
4. You encourage and support others to make best use of their abilities
5. You constantly seek to improve performance
6. You give feedback to others to help them improve their performance
7. You work to develop an atmosphere of professionalism and mutual support

## Links to other NOS

This standard is linked to all other standards in the Hospitality Supervision and Leadership suite of standards.

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<b>Developed by</b>	People 1st
<b>Version Number</b>	2
<b>Date Approved</b>	February 2016
<b>Indicative Review Date</b>	March 2021
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating Organisation</b>	People 1st
<b>Original URN</b>	Unit 42
<b>Relevant Occupations</b>	Supervisor; Team Leader
<b>Suite</b>	Hospitality Supervision and Leadership
<b>Keywords</b>	improve, customer service

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