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**Workbook**

**WHAT'S THE**

**SECRET?**

To Providing a  
*World-Class*  
Customer Experience

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## Chapter 1 | Customer Service Crisis: The Smoking Gun

- \_\_\_ percent of companies provide a level of customer service which is average at best.**
  - 80
  - 8
  - 70
  - 79
- \_\_\_ percent of customers surveyed described their experience as superior.**
  - 80
  - 8
  - 70
  - 79
- \_\_\_ of the companies surveyed believe that the service they provided was indeed superior.**
  - 80 percent
  - 8 percent
  - 70 percent
  - 79 percent
- The empirical evidence suggests that an investment in customer satisfaction does lead to:**
  - Low returns at high risk
  - High returns at low risk
  - Minimum returns at low risk
  - High returns at medium risk
- What does ACSI stand for?**
  - American Customer Service International
  - Advanced Customer Service Information
  - American Customer Standard Index
  - American Customer Satisfaction Index
- A one-point improvement in a company's ACSI score can result in as much as a \_\_\_ percent increase in cash flow.**
  - 10
  - 7
  - 3
  - 15
- The top customer satisfaction companies (based on their ACSI scores) outperformed the Dow Jones by \_\_\_ percent.**
  - 93
  - 200
  - 335
  - 80

**8. Which statements are 'warning signs' to recognizing customer unfriendly practices in your company?**

- Your most profitable customers are those who have the most reason to be dissatisfied with you.
- You have rules you want your customers to break because doing so generates profits.
- Your most profitable employees are those who have the most reason to be dissatisfied with you.
- You make it hard for customers to understand or abide by your rules.
- You depend on contracts to prevent customers from defecting.

**9. Price reduction = \_\_\_\_\_ = Service reduction = Value reduction = \_\_\_\_\_**

- Resource reduction, Employee reduction
- Resource reduction, Customer reduction
- Cost reduction, Competition reduction
- Loyalty reduction, Competition reduction

**10. Companies spend millions creating and advertising their brands, yet \_\_\_\_\_ is what drives customer perception.**

- listening to everything a customer has to say
- entry level feedback
- the customer's experience
- none of the above

**11. "If you want to see how a company is doing now, look at their current sales; if you want to know how a company will perform in the future, \_\_\_\_\_ ."**

- look at their previous year revenue."
- focus on additional revenue streams."
- focus on keeping things the way they are."
- look at their current customer satisfaction scores."

**12. It is conclusive that organizations that consistently deliver superior customer service generally enjoy: check ALL that apply**

- Higher customer retention
- Higher customer satisfaction
- Increased sales
- Higher comp sales
- Higher profit
- Increased cash flow
- Higher stock prices
- More shareholder earnings and value
- Less shareholder earnings and value
- Lower employee turnover
- Higher employee satisfaction
- Increase in future earnings
- Decrease in current earnings
- Reduced risk
- Being less affected by the fluctuations in the economy
- Increased risk

## Chapter 2 | Customer Service Crisis: The State of Service

- Two trends we continue to see from front-line employees, who are counted on to deliver service, time and again are:**
  - Lack of service aptitude, and declining people skills
  - Increased aptitude and improved people skills
  - Lack of health care, and declining computer skills
  - Increased service vision, and improved personal mission statements
  - None of the above
- Front-line employees in nearly every industry make between \$7 and \$20 per hour. You don't typically see them:**
  - Providing lousy service, and showing indifference for the customer.
  - Flying first-class, driving luxury cars, or staying at five-star resorts.
  - Shopping at discount malls and dining at quick service restaurants
  - Flying business class, driving older cars, or staying at motels.
  - None of the above
- In most cases, our most recently hired, least-trained, lowest-paid employee deals with our customers the most**
  - True
  - False
- Businesses that hire today's younger generation, who lacks the skills gained from human interactions, are responsible for improving their people skills and increasing their service aptitude.**
  - True
  - False
- In any organization, only those with "customer service" in their title, are the people who work in your company's Customer Service Department**
  - True
  - False
- The Experience Formula is:**
  - Reality – Timeliness = Customer Experience (R-T = CE)
  - Reality – Expectations = Customer Experience (R-E = CE)
  - Sincerity – Timeliness = Customer Experience (S-T = CE)
  - Consistency – Expectations = Customer Experience (C-E = CE)
  - None of the above

*(continued) Customer Service Crisis: The State of Service*

**7. The better the experience...**

- The more price becomes an issue.
- The better the price.
- The more expensive the product.
- The less price becomes an issue.

**8. People want either the best or...**

- The least expensive.
- The most expensive.
- More quality and time.
- Less quality and faster service.

**1. Which are the 10 principal sins (obstacles) that prevent companies from delivering excellent customer service?**

- Lack of service aptitude.
- Decline in people skills.
- Inability in connecting employees' jobs and their importance to success of the company.
- Poor hiring standards.
- Lack of experiential training.
- Not letting employees have input on systems.
- Economic downturns.
- Failure to implement and execute consistently.
- Lack of a strong employee culture.
- Lack of measurements and accountability.
- Focus on artificial growth.

**2. Accelerating advances in technology have eliminated so much of our face-to-face interactions with people. As a result:**

- We have a new generation of people in the workforce who do not have the inherent people skills needed.
- We have a new generation of people who can provide better ways to communicate.
- We have a new generation of people who are advanced in technology and help people faster.
- We have a new generation of people who have advanced people skills.

**3. Companies need to humanize their systems**

- True
- False

**4. All employees, regardless of their seniority, department, or title, need to understand how...**

- their time off impacts the overall success of the company and its service vision.
- their positions and contributions impact the overall success of the company and its service vision.
- their knowledge of technology impacts the overall success of the company and its service vision.
- their positions and contributions have no impact on the overall success of the company and its service vision.

**5. Most companies hire reactively, trying to fill openings caused by:**

- turnover or attitudes
- service and downturns
- service and growth
- turnover or growth

**6. On average a company devotes more than \_\_\_ percent of its training to hard skills (technical and operational) and less than \_\_\_ percent to soft skills (customer service, service recovery)**

- 10, 90
- 90, 10
- 50, 50
- 20, 40
- None of the above

*(continued) Customer Service Crisis: World-Class Service Sins*

**7. It is impossible to be world-class if you are totally committed to extensive and continuing training in soft skills**

- True
- False

**8. Companies that excel at customer service:**

- Do not allow staff to have thoughts on how the company can deliver better service to its customers.
- Dictate how staff can deliver better service to its customers and eliminate front-line input.
- Allow staff to have an opportunity to share their thoughts and front-line expertise on how the company can deliver better service to its customers.
- All of the above

**9. Companies need to see the impact that customer satisfaction has on their:**

- Customer retention
- Average ticket
- Re-sign rates
- Referrals
- Average contracts
- Frequency of visits
- All of the above

## Chapter 4 | Customer Service Crisis: Service Aptitude Level

### 1. Service aptitude is:

- A person's ability to recognize opportunities to exceed a customer's expectations, regardless of the circumstances.
- A person's lack of character, and complete indifference to exceed a customer's expectations, regardless of the circumstances.
- A person's ability to recognize opportunities to ignore a customer's expectations, regardless of the circumstances.
- A person's ability to recognize opportunities to exceed a customer's expectations, based on specific circumstances.

### 2. What does C-SAT stand for?

- Customer Service Aptitude Test
- Company Service Aptitude Test
- Complete Stage Activity Training
- Correct System Above-and-Beyond Testing

### 3. Select the aptitude level that the group of statements below the choices best describes.

- Unacceptable    Below Average    Average    Above Average    World-Class
  - Hours of operation are limited, policies are not consumer-friendly, can't hire new staff fast enough, and turnover is high at all levels, including management.
  - No training is provided, employees think customers are rude, and technical skills are limited to minimal product knowledge.
  - Compete by having the cheapest price, or no competition
- Unacceptable    Below Average    Average    Above Average    World-Class
  - Employees perform some great acts but sometimes lack day-to-day consistency.
  - Experiential training is provided for new employees, including how to deal with customers, and service recovery; all front-line employees have the authority to make the situation right for the customer.
  - Strong inspirational service vision, above-and-beyond situations occur often, and lower than normal turnover.
- Unacceptable    Below Average    Average    Above Average    World-Class
  - Extremely easy to do business with, reputation of great customer service, and customer friendly policies; employees are trained to look for opportunities to go above and beyond for the customer
  - New and existing employee experiential training is provided, including soft skills and service recovery; taught and tested on standards for every point of contact with the customer
  - Strong inspirational service vision, Daily pre-shift huddles, and strong above and beyond legacy

**1. What is a Service Vision?**

- Utilizing Customer Intelligence to personalize an experience and engage and anticipate a clients needs.
- The customer sets the pace, and you capture the moments.
- The true underlying value of what your organization brings to your customers, that provides a meaningful purpose for your employees.
- The defining characteristics of companies to all organizations, regardless of what the product is or who the customer is.

**2. What does the Service Vision influence?**

- Hiring Standards
- Training
- Leadership Philosophies
- Overall Business Model
- All of the above
- None of the above

**3. What are the two critical parts in creating a successful Service Vision?**

**Check TWO boxes**

- Finding a way to articulate your company's purpose and vision.
- New employees receive solid training in customer service.
- There is a strong implementation process and follow-through on initiatives.
- Concern with the way management is treating people.
- Analyzing how well you consistently market the vision internally to your employees and make the connection between how your employees roles impact and support that Service Vision.

**4. What is a Service Brand promise?**

- Keywords, phrase, quotes, and "isms" that are repeated over and over again in your company that reinforce your Service Vision.
- Clearly communicated standards for how our guests are to be treated by every team member.
- The reason businesses have short-term, transitional employees.
- Mixing experienced employees with new hires.
- None of the above

**5. What are a few ways to create your own Service Brand Promise?**

**Check ALL that apply**

- Asking "What business are we in?"
- Asking "What do we sell?"
- Determining what is "Priceless" to your customer.
- Answering "What is the long-term benefit of doing business with us over many years?"
- Determining how you can make price irrelevant to your customers.

*(continued) Commandment I: Service Vision*

**6. Match the Service Brand Promise with the Company**

- |   |                                 |
|---|---------------------------------|
| <input type="checkbox"/> Nothing is Impossible                                    | A. The Melting Pot Restaurant   |
| <input type="checkbox"/> No Rules   | B. The DiJulius Group           |
| <input type="checkbox"/> The Answer's "Yes"... what's the question                | C. Outback Steakhouse           |
| <input type="checkbox"/> Making Price Irrelevant                                  | D. Nemaocolin Woodlands Resort  |
| <input type="checkbox"/> Perfect Night Out  | E. The Ritz Carlton             |
| <input type="checkbox"/> Whatever/Whenever  | F. W Hotel                      |
| <input type="checkbox"/> We are ladies and gentlemen serving ladies and gentlemen | G. Cameron Mitchell Restaurants |

**7. What famous commercial can be used to develop your higher purpose?**

**Fill in the blank**

---

**8. Match the "ism" with the Company**

- |   |                         |
|---|-------------------------|
| <input type="checkbox"/> Winning One Customer at a Time (WOCAAT)  | A. Disney-ism           |
| <input type="checkbox"/> We are not in the coffee business serving people; we are in the people business serving coffee | B. John Robert's-ism    |
| <input type="checkbox"/> Creating Magical Moments   | C. Levy-ism             |
| <input type="checkbox"/> Anticipate and fulfill the unexpressed needs of our guests                                     | D. The Ritz Carlton-ism |
| <input type="checkbox"/> We are people's trips to Paris   | E. Starbucks-ism        |

**9. Jerry Garcia Quote: "You do not merely want to be considered just the best of the best; you want to be considered...."**

- unique."
- the leader in your industry."
- the only one who does what you do."
- None of the above

**10. Elevating an organizations customer service is a process that needs a commitment from the top down**

- True
- False

**11. What does CXO stand for?**

**Fill in the blank**

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*(continued) Commandment I: Service Vision*

**12. What is the most important function of the CXO?**

- The satisfaction of their customers and the future direction of the organizations customer service evolution.
- Developing cheat sheets on customers and employees to help remember exactly who they are.
- Ensuring the internal culture is not overwhelmed and doing his or her job correctly.
- Recognizing any recent special occasion.
- None of the above

**13. What are the responsibilities of the CXO? Check**

**ALL that apply**

- Ensuring that service is one of the company's hiring standards.
- The development and marketing of the Service Vision.
- Ensuring the equal representation of the experiential component along with the other five: physical, atmosphere, functional, technical, and operational.
- The creation and evolution of all the company's customer experience cycle and nonnegotiable standards.
- The reconciliation of financial accounts.
- The service training of new and existing employees.
- The implementation and execution of these standards.
- Service recovery training and systems to ensure the organization is zero risk.
- Creating an above-and-beyond legacy.
- The measurement and accountability of customer experience.

**14. Who do you market your service vision to?**

- Every employee in your organization
- Your customers
- Only your department
- Employees who have been with the organization more than 2 years
- Both employees and customers

**15. Leaders of a company make a Service Vision inspiring by:**

- Linking it to folklore stories to make it come to life
- Branding it daily
- Presenting annual awards for achieving it
- None of the above
- All of the above

## Chapter 6 | *Commandment II: Internal Culture*

### 1. Top three reasons why employees leave their job:

Select **THREE** boxes

- Lack of faith in the leadership or vision of the company.
- Concern with the way management is treating people.
- Lack of management support in areas such as performance reviews and employee development.
- Lack of job security or threat of downsizing.
- Offer of better salary with another business.
- Management expects employees to take personal calls outside of work hours .

### 2. Single most important determinant of an individuals performance and commitment to stay with an organization is:

- The relationship the individual has with his or her immediate manager.
- The relationship the individual has with their co-workers.
- The relationship the individual has with his or her spouse.
- The relationship the individual has with the customer.

### 3. The cost of replacing an employee is somewhere between 1.75 to 2.5 times his or her annual salary?

- True
- False

### 4. Finish the quote: "The better the culture...."

- the more you succeed."
- the less pay becomes an issue."
- the better the opportunity to build relationships with customers."
- the less expectations to work long hours."

### 5. We as leaders need to be clear about our \_\_\_\_\_ by setting standards and sufficiently training employees to deliver unforgettable customer service.

- position
- expectations
- department
- company

### 6. Disney's non-negotiable employment standards, are referred to as:

- TEAM (truth, enjoy, attitude, manage)
- SEATCAP (secret service, education, attendance, team, community involvement, attitude, purpose)
- PABA (present, action, believe, attitude)
- PATA (pay, attendance, transportation, attitude)
- None of the Above

### 7. John Robert's Spa employment standards are referred to as:

- SEATCAP (secret service, education, attendance, team, community involvement, attitude, purpose)
- PATA (pay, attendance, transportation, attitude)
- TEAM (truth, enjoy, attitude, manage)
- PABA (present, action, believe, attitude)
- None of the Above

*(continued) Commandment II: Internal Culture*

**8. To be the employer of choice, you need to be an organization known for four things.**

**Select FOUR boxes**

- Being a great place to work
- Having a relaxing environment
- Offering unlimited opportunity
- Providing great training
- Having superior customer service
- Established for more than 10 years
- Fun annual award parties

**9. Starbucks, Disney, and Nordstrom pay more than the industry standard.**

- True
- False

**10. We don't hire people with more winning qualities than our competition...**

- we just train and make it easier for a new team member.
- we just bring out their winning qualities.
- we weed out applicants who don't have service DNA.
- we hire people with better credentials.

**11. Which answer is NOT a stage in the Employee Career Experience?**

- Recruiting
- Screening and hiring
- Orienting and training
- Presentation delivery
- 90 days after hire
- 6 months after hire
- 1 year after hire
- 2 years after hire
- 5 or more years of employment

**12. An example of a service defect in the recruiting stage includes:**

- Attracting wrong-fit candidates.
- Recruiting reactively (only when short-staffed).
- Failing to articulate clearly the type of employee we want.
- All of the above
- None of the above

**13. An example of a standard at the recruiting stage include:**

- Constant (ongoing) recruiting and brand awareness regardless of staffing needs.
- Strong relationships with local schools and guidance counselors.
- Incentives for team members and guests to refer right-fit candidates.
- All of the above
- None of the above

**14. It's beneficial to mix experienced employees with new hires at orientation**

- True
- False

*(continued) Commandment II: Internal Culture*

**15. You can't be world-class unless every department in your organization is world-class, from front line to back office, from support staff to management**

- True
- False

**16. A study shows the higher the employee turnover...**

- the lower the customer service satisfaction levels.
- the higher the customer service satisfaction levels.
- the higher the management satisfaction levels.
- the lower the customer service defects.
- None of the above

## Chapter 7 | *Commandment III: Nonnegotiable Experiential Standards*

**1. Which is NOT one of the six components of a Customers Experience?**

- Setting
- Functional
- Physical
- Experiential
- Sectional
- Technical
- Operational

**2. What are people more likely to remember?**

- What you said
- How you made them feel
- What you are wearing
- The color of your eyes

**3. Secret Service focuses on which component?**

- Experiential
- Technical
- Operational
- Physical
- None of the above

**4. Neither technical nor operational excellence will create brand loyalty the way \_\_\_\_\_ excellence will.**

- Experiential
- Non-negotiable
- Inspirational
- Physical
- None of the above

**5. Experiential training is the least-provided and hardest to teach of the components.**

- True
- False

**6. Experiential training is the least-rewarding and provides the smallest return on investment (ROI).**

- True
- False

**7. Experiential training is about making the...**

- business more money
- employees experienced
- customer's day
- training more beneficial

*(continued) Commandment III: Nonnegotiable Experiential Standards*

**8. In order to create a world-class service organization, you must have non-negotiable experiential standards for at least half of the stages of the customer experience cycle**

- True
- False

**9. Nonnegotiable means front-line employees understand which standards are...**

- Negotiable
- Mandatory
- Flexible
- None of the above

**10. World-Class Service is restricted to upscale businesses that charge premium prices**

- True
- False

**11. The following are examples of Nonnegotiable Standards; select the correct Never or Always Standard**

**Never   Always**

- Be a detective
- Deliver at least one Secret Service to every guest
- Say "no"
- Make blind phone transfers internally
- Criticize other team members
- Do what it takes to make it right
- If you know it, use it
- Show frustration publicly
- Only say, "I don't know"
- 10-feet greet
- Have a conversation with a coworker, in front of a guest, that is unrelated to the guest.
- Take them there
- Say guests name two to four times
- Focus on what you can do, not what you can't
- Gossip
- Point
- Say, "not a problem"
- Over share with guest
- Criticize competitors
- Genuinely say, certainly, absolutely, and my pleasure
- Own it – even if it is not your fault
- Accept fine or okay from a customer who is asked "how was everything today?"
- Anticipate and deliver on the guest's needs
- Acquire, document, and share customer intelligence
- Make the customer wrong
- Do warm transfers
- A smile is part of the uniform
- Greet by name after you learn it

## Chapter 8 | Commandment IV: Secret Service Systems

1. **Secret Service creates an emotional bond between customer and company that ( \_\_\_\_\_ ) the product or service.**
2. **An emotional bond requires a personal connection between customer and employee and often the...**
  - importance of hearing what the guest is really asking for, instead of hearing just the words.
  - lowest paid and least appreciated employee is the best source of this bond.
  - companies hire reactively, causing a strained relationship, and no bond is achieved.
  - employees don't remember the customer's name.
  - manager is the best source of this bond.
3. **Secret Service is defined by:**
  - Using hidden systems to deliver unforgettable customer service.
  - Obtaining customer intelligence and utilizing it to personalize the guests experience.
  - Leaving the customers asking How'd they do that? How'd they know that?
  - All of the above
  - None of the above
4. **Customer Intelligence includes:**
  - buying habits
  - purchasing history
  - referrals
  - personal preferences
  - where they live
  - where they work
  - all of the above
5. **Which is NOT an example of Customer Personalization:**
  - Acknowledge their name immediately
  - Recognize their special occasion
  - Demonstrate your secret service
  - Ask how their last (specific) purchase from you, worked out
  - Thank them for their referral
  - Mention their profession or where they work
  - Acknowledge a preference of theirs, for example, "I know you like your orders to arrive on Mondays"
  - Scheduling their next appointment
  - Recognize any recent special occasion (i.e. birthday, promotion)
  - Mention the city they live in
6. **The NORM Factor is a:**
  - reference to the character Norm in the old sitcom Cheers
  - reference to the founder of John Roberts Salons
  - standard used in the medical industry - Normal Or Rational Meaning
  - None of the above

*(continued) Commandment IV: Secret Service Systems*

**7. A good system with the proper training allows even the newest employees to personally engage and recognize new, returning, or VIP customers and to personalize the customer's experience accordingly**

- True
- False

**8. Guestology is:**

- Silent cues, visual triggers
- Customer Intelligence
- Understanding our guests expectations
- "Making everyone feel like Norm"

**9. Profiling your customers preferences allows you to:**

- personalize their experience
- build rapport
- anticipate their needs
- All of the above
- None of the above

**10. Questions that build rapport:**

**Check ALL that apply**

- What's the occasion?
- Where are you going on vacation?
- What is your new position?
- Who are you shopping for?
- Where do you work?
- Where does she go to school?

**11. Rapport-and-relationship building accomplishes your goal of:**

- Connecting with the customers through genuine conversation rather than just jumping in for the sale.
- Recognizing even those customers who come less frequently.
- Recruiting and hiring through orientation and continuing throughout the entire employee career experience.
- Creating a culture that is too busy to learn about the customer.
- None of the above

**1. Customer loyalty is won or lost...**

- when managers coach and immediately address inconsistencies.
- at the front lines of each individual location.
- by your service vision statement.
- All of the above
- None of the above

**2. Companies that deliver superior customer service devote \_\_\_\_ percent of their training hours and budgets to soft training.**

- 10 to 25
- 25 to 50
- 50 to 75
- 5 to 10

**3. Map the customer's experience journey: Identify all the significant points of interaction called \_\_\_\_\_ that your customers may have with your company.**

- Maps
- Workshops
- Opportunities
- Systems
- Stages

**4. What are service defects?**

- All the things that can ruin the customer's experience at each stage.
- All the tasks or jobs for each stage.
- The actions that will create an exceptional experience and a raving fan.
- Common situations that we want our front-line employees to recognize and be prepared for in order to make a customer's day.

**5. Benefits of the Customer Experience Cycle workshop include:**

- Excellent team-building exercise.
- Front-line involvement, enrollment, and buy-in.
- A model of nonnegotiable standards for front-line employees and departments to follow.
- Increased awareness of all Service Defects.
- Increased awareness of all Above-and-Beyond Opportunities that most front-line employees miss.
- Increased service aptitude of associates and management.
- Awareness of the information that becomes the basis for the systems and processes that remove the wide variation of experiences the companies tend to deliver.
- Information that allows companies to create training materials, tests, and the next generation of customer service standards.
- All of the above

**6. Which of the following is typical for soft-skill training at World-class service organizations?**

**Check ALL that apply**

- New employees receive one full day of orientation that not only covers policies and procedures, but more importantly covers the legacy and history of the company.
- New employees receive one full day customer service (a.k.a. Secret Service Boot Camp) and Customer Experience Cycle Workshop.
- New employees get tested on the service defects, standards, and above-and-beyond opportunities of the stages of our customer's experience.
- New employees take a Service Aptitude Test.
- New employees go through technical/operational training (technical, product knowledge, job specific).
- Existing employees go through re-orientation, at the very least, every other year with new employees.
- Existing employees go through Secret Service Boot Camp, at the very least, every other year with new employees.

**7. What does E-SAT stand for?**

- Enrollment Student Aptitude Test
- Employee Service Aptitude Test
- Every Stage Activity Training
- Experiential System Above-and-Beyond Testing
- None of the above

**8. A smile is:**

- an Emoticon
- Optional
- The most overrated customer service tool a business can have.
- The most underrated customer service tool a business can have.

## Chapter 10 | *Commandment VI: Implementation and Execution*

### 1. **Two big rules for implementation:**

#### Select 2 boxes

- Select a path, train on it, and stick with it. Have training continuity and use one concept that all your future themes will support.
- Change frequently, use multiple concepts and themes to find out which ideas work best to motivate employees.
- Implement many ideas quickly, even if only a few get accomplished, employees are kept active and engaged.
- Implement slowly and properly, which above all means that you never try to introduce too many ideas at one time.

### 2. **What is a series of questions called that filters out which ideas fit the criteria of low cost and simple to execute, and which ideas may be too complex to roll out at this time.**

- Norm Series
- Complex Criteria Series
- Guillotine Filtering System
- Complex Execution Rollout

### 3. **Which of the following should be completed ANNUALLY?**

- Existing employees go through the customer experience cycle and retake that test.
- Secret Service Project Team updates the components of the customer experience cycle (Service Defects, Nonnegotiable Standards, Above-and-Beyond Opportunities).
- Eliminate or re-tweak any standards that are stale, more costly or complex than expected, or that fail to deliver the anticipated impact.
- All of the above

### 4. **A “worst practice” is to**

#### Check all that apply:

- Crawl before you walk
- Allow managers to roll out the implementation on their own
- Introduce 12 new concepts next week.
- Maintain enthusiasm and momentum
- All of the above

### 5. **The two most important words in the success of implementing systems are:**

- timely and globally
- quickly and often
- consistency and continuity
- hope and luck

### 6. **The implementation and accountability of standards and systems are every manager’s responsibility.**

- True
- False

**1. What is 'Zero Risk'?**

**Check all that apply**

- Having all stages of your customer experience cycle approved by The DiJulius Group.
- Having all your employees fully aware of the potential common service defects that can arise at each stage of the customer experience cycle.
- Having employees trained and empowered to provide great service recovery when defects do arise.
- Having extensive background checks completed on all employees.

**2. While they may complain about the service defect...**

- they know we are zero risk to deal with most of the time.
- they will tell their friends, and the business will fire the right people.
- they will be really happy they got something for free as an apology.
- they will rave at how well we handled it.

**3. When challenges occur with customers, have protocols in place to:**

- address them immediately so they don't spin out of control and create brand terrorists.
- monitor the customer, and note in their account they are always difficult.
- find out the employee to blame and take disciplinary action.
- make sure the customer is aware of the company policy's.

**4. An integral part of our process for training new employees is to teach them...**

- How to know when the customer is taking advantage of them.
- How to say no, and document the customer is difficult to work with.
- How to recognize and anticipate potential service defects and have the protocol resolutions to fix them.
- To only have a manager handle any challenging situations.

**5. It is not our fault...**

- so don't blame us.
- but it is still our problem.
- it's company policy.
- this is the industry standard.

**6. Only \_\_\_ percent of customers who had problems were highly satisfied with how they were resolved by management.**

- 35
- 25
- 75
- 2

**7. Customers who are satisfied with problem resolution are more likely to return than those with no reported problems**

- True
- False

**8. In addition to having protocols in place to make things right immediately, companies also need**

- a separate room to take care of customers who are complaining so no one else hears them.
- communication tools that immediately allow all employees, managers, and front-line staff to capture a customer's complaint.
- the CXO available 24/7 to take care of customer complaints
- a handbook that employees can reference to know if the complaint is valid or not

**9. Awareness of service defects will make the staff**

**Check all that apply**

- more sensitive to the customer's experience
- more likely to cause service defects
- more likely to try to reduce those service defects from happening
- more prepared to handle those defects when they do arise.
- more aware of which customers complain most often

**1. Steps to creating an above-and-beyond culture:**

**Check ALL that apply**

- Empower employees with autonomy and confidence that they can aggressively go above and beyond without being second-guessed by management.
- Train employees to be able to consistently recognize above-and-beyond opportunities that occur.
- Inspire them on how to think outside the box and go above-and-beyond for the customer.
- Acquire and document all above-and-beyond stories that happen in your organization.
- Advertise and recognize those stories and employees throughout your entire organization.

**2. The above-and-beyond culture starts with:**

- Treating VIP's differently.
- Starting a loyalty program.
- Serving milkshakes with real milk.
- Documenting every above-and-beyond story that you hear from someone in your company.

**3. Focus on what you can do...**

- not what the customer wants.
- not what you can't do.
- and how quickly you can get it done.
- before closing time.

**4. The more your organization creates emotional capital with your brand...**

- the more forgiving your customers will be when negative situations arise and the less likely your customers will be to shop your competition.
- the more intellectual capital you will expend.
- the less financial capital will be realized.
- the more emotional your customers will be when negative situations arise.

**5. If you want to have an above-and-beyond culture you have to be a story-telling company**

- True
- False

**6. It is not critical that all employees are trained and tested on the different ways they can go above-and-beyond for customers**

- True
- False

**7. If an action can be realistically executed 85 percent of the time it should be a:**

- Above and Beyond
- Non-negotiable standard
- Service Defect
- None of the above

*(continued) Commandment VIII: Creating an Above-and-Beyond Culture*

**8. World-class service organizations empower autonomy and require their front-line-employees to ask permission**

- True
- False

**9. Don't win the argument...**

- but lose the customer.
- win the battle.
- but let them know you are right.
- go above and beyond.

**10. Daily Pre-shift huddles:**

**Check ALL that apply**

- Share new information that all associates should be aware of.
- Communicate information about customers who are VIPs, significant first-timers, or marking a special occasion.
- Reinforce service philosophies.
- Determine where to order lunch.
- Create awareness of any service defects that have occurred and that you want to reduce the possibility of recurring.
- Create awareness of recent above-and-beyond stories in order to encourage more employees to recognize similar opportunities.

**11. What are ways to acquire Above-and-Beyond stories:**

**Check ALL that apply**

- Document all the folklore stories that have happened over the years, dating all the way back to the company's inception.
- Solicit stories from your customers and employees.
- Make up a story, about how you really made someone's day.
- Make it a part of the manager's close day report.
- Document every story to be shared with the entire organization.

**12. Ways to advertise Your Above-and-Beyond Stories:**

**Check ALL that apply**

- Share top 10 to 20 stories at new employee orientation.
- Share a new one every day at pre-shift huddles.
- Put all recent stories in employee newsletters.
- Recognize and celebrate new stories at any company meetings and trainings.
- Create an annual above-and-beyond award.
- Train and test new employees to recognize above-and-beyond opportunities.
- Create signage of top above-and-beyond stories.

Chapter 13 | *Commandment IX: Measuring Your Customer's Experience*

1. **World-Class service organizations use \_\_\_\_\_ to measure the Customers experience and satisfaction, providing benchmarks for performance in each location/department.**
  - a Rhythm method
  - Employee feedback
  - Goals
  - a Scientific method
  
2. **Your goals for measuring your customer's experience must... Check ALL that apply**
  - be measurable, tied to a specific metric
  - be separate from your Service Vision
  - let you know how satisfied your customer are
  - let you know who is clearly serving customers
  
3. **Satisfied customers are loyal customers**
  - True
  - False
  
4. **Research has shown that \_\_\_\_\_ "satisfied" customers say they're likely to return, and \_\_\_\_\_ would recommend that business to others.**
  - Less than half of, only 30 percent
  - More than half of, only 60 percent
  - All, most
  - All, few
  
5. **"Highly satisfied" customers are \_\_\_\_\_ as likely to return as satisfied customers.**
  - twice as likely
  - not as likely
  - three times a likely
  
6. **"Highly satisfied" customers are \_\_\_\_\_ as likely to recommend the business to others.**
  - twice as likely
  - not as likely
  - three times a likely
  - none of the above
  
7. **Businesses with more "highly satisfied" customers:**
  - Have higher "comp (same-store) sales" growth
  - Have lower "comp (same-store) sales" growth
  - Have no change in "comp (same-store) sales" growth
  - None of the above
  
8. **As employee turnover increases:**
  - Customer satisfaction increases
  - Employee satisfaction increases
  - Customer satisfaction levels decrease
  - None of the above

*(continued) Commandment IX: Measuring Your Customer's Experience*

9. \_\_\_ percent of "highly satisfied" employees recommend their company as a great place to patronize.

- 43
- 5
- 86
- 3

10. \_\_\_ percent of "satisfied" employees recommend their company as a great place to patronize.

- 5
- 86
- 3
- 43

11. Gaining a 5 percent increase in customer loyalty can increase profits 25 percent to 85 percent

- True
- False

12. What gets measured...

- can't be seen.
- gets managed.
- must be in inches.
- gets reported.

13. To ensure customer experience measurements continue to elicit response from your people:

- tie performance evaluations, incentives, raises, and promotion at each location to that location satisfaction scores.
- provide a report to everyone identifying who is making the most mistakes and send a copy to top customers.
- employee response is not important, just focus on the customer.
- there is no need to provide incentives, just make the employee believe you will reward them appropriately.

14. Without demonstrating the financial benefit of improved customer satisfaction, employees will not see the value of providing a better customer experience

- True
- False

## Chapter 14 | *Commandment X: World-Class Leadership*

### 1. Every world-class customer service organization:

- Is difficult to work for
- Is world-class to work for
- Requires a degree to work for
- None of the above
- All of the above

### 2. What does world-class leadership provide?

- Passion
- Inspiration
- Discipline
- All of the above
- None of the above

### 3. Culture reflects...

- Leadership
- Customers
- Employees
- Vision
- All of the above

### 4. Guess Who?

Got fired from his first job by his newspaper editor for lack of ideas, then proceeded to go bankrupt several times.

- Bill Gates
- Oprah Winfrey
- Michael Jordan
- Lance Armstrong
- John DiJulius (author of this book)
- Walt Disney
- Howard Schultz (CEO of Starbucks)
- Steve Jobs

Grew up in a dysfunctional, poverty-stricken home and was physically abused, yet has become one of the wealthiest and most influential women in the **world**.

- Bill Gates
- Oprah Winfrey
- Michael Jordan
- Lance Armstrong
- John DiJulius (author of this book)
- Walt Disney
- Howard Schultz (CEO of Starbucks)
- Steve Jobs

*(continued) Commandment X: World-Class Leadership*

**Guess Who? (continued)**

Got cut from his high school basketball team.

- Bill Gates
- Oprah Winfrey
- Michael Jordan
- Lance Armstrong
- John DiJulius (author of this book)
- Walt Disney
- Howard Schultz (CEO of Starbucks)
- Steve Jobs

Dropped out of college, only to become one of the wealthiest persons in the world.

- Bill Gates
- Oprah Winfrey
- Michael Jordan
- Lance Armstrong
- John DiJulius (author of this book)
- Walt Disney
- Howard Schultz (CEO of Starbucks)
- Steve Jobs

Was diagnosed with terminal cancer, given less than a year to live, only to have become one of the most successful athletes in sports history.

- Bill Gates
- Oprah Winfrey
- Michael Jordan
- Lance Armstrong
- John DiJulius (author of this book)
- Walt Disney
- Howard Schultz (CEO of Starbucks)
- Steve Jobs

Grew up in the projects of Brooklyn, New York, quit his job over a conflict of vision with owners, and eventually purchased that same company. Today that company is one of the most recognizable brands in the world.

- Bill Gates
- Oprah Winfrey
- Michael Jordan
- Lance Armstrong
- John DiJulius (author of this book)
- Walt Disney
- Howard Schultz (CEO of Starbucks)
- Steve Jobs

*(continued) Commandment X: World-Class Leadership*

**Guess Who? (continued)**

Was adopted at birth, dropped out of college after six months, started a company in his garage that eventually became a billion dollar organization, got fired from the company he started, created Pixar Animation Studios, eventually returned to run the company he started, and created some of the hottest technology gadgets ever.

- Bill Gates
- Oprah Winfrey
- Michael Jordan
- Lance Armstrong
- John DiJulius (author of this book)
- Walt Disney
- Howard Schultz (CEO of Starbucks)
- Steve Jobs

At age 6, watched his father leave his mother and his five siblings, went from upper middle class to welfare overnight, was labeled ADD and LD in school, was requested to repeat many grades in elementary school, was suspended a few times, and was not accepted into the high school that his older brothers attended. Graduated at the bottom of his graduating class, and flunked out of college after a year and a half.

- Bill Gates
- Oprah Winfrey
- Michael Jordan
- Lance Armstrong
- John DiJulius (author of this book)
- Walt Disney
- Howard Schultz (CEO of Starbucks)
- Steve Jobs

**5. Which is NOT A Habit of World-Class Leaders**

- Live your dream
- Fight for your dream
- Sell your dream
- Sleeping in
- Be a dream maker
- Believe in people

**6. Two reasons why leaders have accomplished so much. Check TWO boxes**

- Because someone believed in them when they weren't easy to believe in.
- They have teams of people who do everything for them.
- They themselves believed in people around them that helped make their vision and dreams a reality.
- They are wealthier than most people.
- They are smarter than most people.

*(continued) Commandment X: World-Class Leadership*

7. **The key to leadership is to \_\_\_\_\_ people when it isn't easy to \_\_\_\_\_ them, when they don't even \_\_\_\_\_ themselves.**

- Believe in, believe in, believe in
- Trust in, trust in, trust in
- Question, question, question
- None of the above

8. **World-class leaders always focus more on work and do not maintain balance with a home life**

- True
- False

## Answer Key

### Chapter 1 | *The Smoking Gun*

2-3

1. 79
2. 8
3. 80 percent
4. High returns at low risk
5. American Customer Satisfaction Index
6. 7
7. 93
8. ALL BUT : Your most profitable employees are those who have the most reason to be dissatisfied with you.
9. Resource reduction, Customer reduction
10. the customer's experience
11. look at their current customer satisfaction scores."
12. ALL BUT : Less shareholder earnings and value  
Decrease in current earnings, Increased risk

### Chapter 2 | *The State of Service*

4-5

1. Lack of service aptitude, and declining people skills
2. Flying first-class, driving luxury cars, or staying at five-star resorts.
3. True
4. True
5. False
6. Reality – Expectations = Customer Experience (R-E = CE)
7. The less price becomes an issue.
8. The least expensive.

### Chapter 3 | *World-Class Service Sins*

6-7

1. ALL BUT : Economic downturns.
2. We have a new generation of people in the workforce who do not have the inherent people skills needed.
3. True
4. their positions and contributions impact the overall success of the company and its service vision.
5. turnover or growth
6. 90,10
7. False
8. Allow staff to have an opportunity to share their thoughts and front-line expertise on how the company can deliver better service to its customers.
9. All of the above

### Chapter 4 | *Service Aptitude Level*

8

1. A person's ability to recognize opportunities to exceed a customer's expectations, regardless of the circumstances.
2. Company Service Aptitude Test
3. Unacceptable, Above Average, World-Class

### Chapter 5 | *Service Vision*

9-11

1. The true underlying value of what your organization brings to your customers, that provides a meaningful purpose for your employees.
2. All of the Above
3. Finding a way to articulate your company's purpose and vision., Analyzing how well you consistently market the vision internally your employees and make the connection between how your employees roles impact and support that Service Vision.
4. Keywords, phrase, quotes, and "isms" that are repeated over and over again in your company that reinforce your Service Vision.
5. ALL

6. D, C, G, B, A, F, E
7. MasterCard "priceless"
8. C, E, A, D, B
9. the only one who does what you do."
10. True
11. Chief Xperience Officer
12. The satisfaction of their customers and the future direction of the organizations customer service evolution.
13. ALL BUT: The reconciliation of financial accounts.
14. Every employee in your organization
15. All of the above

### Chapter 6 | *Internal Culture*

12-14

1. Lack of faith in the leadership or vision of the company.  
Concern with the way management is treating people.  
Lack of management support in areas such as performance reviews and employee development.
2. The relationship the individual has with his or her immediate manager.
3. True
4. the less pay becomes an issue."
5. expectations
6. PATA (pay, attendance, transportation, attitude)
7. SEATCAP (secret service, education, attendance, team, community involvement, attitude, purpose)
8. Being a great place to work, Offering unlimited opportunity  
Providing great training, Having superior customer service
9. False
10. we just bring out their winning qualities.
11. Presentation delivery
12. All of the above
13. All of the above
14. True
15. True
16. the lower the customer service satisfaction levels.

### Chapter 7 | *Nonnegotiable Experiential Standards*

15-16

1. Sectional
2. How you made them feel
3. Experiential
4. Experiential
5. True
6. False
7. customer's day
8. False
9. Mandatory
10. False
11. AA, NNN, AA, NN, A, N, AAA, NNNNN, AA, N, AA, N, AAA

### Chapter 8 | *Secret Service Systems*

17-18

1. (transcends)
2. lowest paid and least appreciated employee is the best source of this bond.
3. All of the above
4. all of the above
5. Scheduling their next appointment
6. reference to the character Norm in the old sitcom Cheers
7. True
8. Understanding our guests expectations
9. All of the above
10. ALL
11. Connecting with the customers through genuine conversation rather than just jumping in for the sale.

(continued) Answer Key

**Chapter 9 | Training to Provide a World-Class Customer Experience 19-20**

1. at the front lines of each individual location.
2. 25 to 50
3. Stages
4. All the things that can ruin the customer's experience at each stage.
5. All of the above
6. All apply
7. Employee Service Aptitude Test
8. The most underrated customer service tool a business can have.

**Chapter 10 | Implementation and Execution 21**

1. Select a path, train on it, and stick with it. Have training continuity and use one concept that all your future themes will support. Implement slowly and properly, which above all means that you never try to introduce too many ideas at one time.
2. Guillotine Filtering System
3. All of the above
4. allow managers to roll out the implementation on their own, introduce 12 new concepts next week.
5. consistency and continuity.
6. True

**Chapter 11 | Zero Risk 22-23**

1. Having all your employees fully aware of the potential common service defects that can arise at each stage of the customer experience cycle., Having employees trained and empowered to provide great service recovery when defects do arise.
2. they will rave at how well we handled it.
3. address them immediately so they don't spin out of control and create brand terrorists.
4. How to recognize and anticipate potential service defects and have the protocol resolutions to fix them.
5. but it is still our problem.
6. 35
7. True
8. communication tools that immediately allow all employees, managers, and front-line staff to capture a customer's complaint.
9. more sensitive to the customer's experience, more likely to try to reduce those service defects from happening, more prepared to handle those defects when they do arise.

**Chapter 12 | Creating an Above-and-Beyond Culture 24-25**

1. All
2. Documenting every above-and-beyond story that you hear from someone in your company.
3. not what you can't do.
4. the more forgiving your customers will be when negative situations arise and the less likely your customers will be to shop your competition.
5. True
6. False
7. Non-negotiable standard
8. True
9. but lose the customer.
10. ALL BUT: Determine where to order lunch.
11. All BUT: Make up a story, about how you really made someone's day.
12. ALL

**Chapter 13 | Measuring Your Customer's Experience 26-27**

1. a Scientific method
2. ALL BUT: be separate from your Service Vision
3. False
4. Less than half of , only 30 percent
5. twice as likely
6. three times as likely
7. Have higher "comp (same-store) sales" growth
8. Customer satisfaction levels decrease
9. 86
10. 43
11. True
12. gets managed.
13. tie performance evaluations, incentives, raises, and promotion at each location to that location satisfaction scores.
14. True

**Chapter 14 | World-Class Leadership 28-31**

1. Is world-class to work for
2. All of the above
3. Leadership
4. Walt Disney, Oprah Winfrey, Michael Jordan, Bill Gates, Lance Armstrong, Howard Schultz (CEO of Starbucks), Steve Jobs, John DiJulius (author of this book)
5. Sleeping in
6. Because someone believed in them when they weren't easy to believe in., They themselves believed in people around them that helped make their vision and dreams a reality.
7. Believe in, believe in, believe in
8. False



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