

# Tool

## Characteristics of a customer-driven organisation: a self-test

**Area of Application** Self-evaluation of client orientation in the context of organisational change processes

**Objective** Evaluation of client-orientation of companies and organisations

### 1 Context

This tool refers to the principles of service management and is designed as a diagnostic self-test to analyse the service- and client-orientation of your organisation and address its problems. It will help to determine the respective strengths and weaknesses as well as the need for improvement.

### 2 Description of the tool

Rate the extent to which the statement about your own organisation is true, using the following scale:

- 1 = not at all
- 2 = to a small extent
- 3 = to a moderate extent
- 4 = to a great extent
- 5 = to a very great extent

Then add up the scores for each cluster in the space entitled *Your score*. Next, calculate your percentage rating by dividing your score by the highest possible score. After calculating your percentage in each cluster, look at where your scores are high and where they are low. These suggestions will lead you towards opportunities for improvement.

#### Step 1 Vision, commitment and climate

1. Our organisation is totally committed to the idea of creating satisfied customers. \_\_\_\_\_
2. Rather than having to undo mistakes, we aim to "do things right the first time". \_\_\_\_\_
3. Executives demonstrate with by actions that customer satisfaction is important. \_\_\_\_\_
4. Our goal is to exceed the expectations of our customers in the things that matter most to them. \_\_\_\_\_
5. Being customer-focused is a major factor in determining who gets ahead in our organisation. \_\_\_\_\_
6. Our organisation is totally committed to the idea of quality. \_\_\_\_\_
7. Serving customers' needs takes precedence over serving our internal needs. \_\_\_\_\_

**Your score** (max.35) \_\_\_\_\_

**Your percentage score** \_\_\_\_\_



**Step 5 Reaching out to our customers**

- 1. We make it easy for our customers to do business with us. \_\_\_\_\_
- 2. Employees are encouraged to go above and beyond to serve customers well. \_\_\_\_\_
- 3. We try to resolve all customers' complaints. \_\_\_\_\_
- 4. We make it easy for customers to complain to us about our products and services. \_\_\_\_\_

**Your score** (max. 20) \_\_\_\_\_

**Your percentage score** \_\_\_\_\_

**Step 6 Competence, capability and empowering people**

- 1. We treat employees with respect. \_\_\_\_\_
- 2. Employees at all levels have a good understanding of our products and services. \_\_\_\_\_
- 3. Employees who work with customers are supported with resources that are sufficient for doing the job well. \_\_\_\_\_
- 4. Even at lower levels of our organisation, employees are empowered to use their judgement when quick action is needed to make things right for a customer. \_\_\_\_\_
- 5. Employees feel they are involved in an exciting enterprise. \_\_\_\_\_
- 6. Employees at all levels are involved in making decisions about some aspects of their work. \_\_\_\_\_
- 7. Employees are cross-trained so that they can fill in for each other when necessary. \_\_\_\_\_

**Your score** (max. 35) \_\_\_\_\_

**Your percentage score** \_\_\_\_\_

**Step 7 Continuously improving our processes and products**

- 1. Instead of competing with one another, functional groups cooperate to reach shared goals. \_\_\_\_\_
- 2. We study the best practices of other companies to get ideas about how we might do things better. \_\_\_\_\_
- 3. We work continuously to improve our products and services. \_\_\_\_\_
- 4. We systematically try to reduce our R&D cycle times. \_\_\_\_\_
- 5. When problems with quality are identified, we take quick action to solve them. \_\_\_\_\_
- 6. We invest in the development of innovative ideas. \_\_\_\_\_

**Your score** (max. 30) \_\_\_\_\_

**Your percentage score** \_\_\_\_\_

### **3 Use of the tool**

The tool can be used by any organisation that wants to check its client orientation.

The following areas (clusters) are considered:

1. Vision, commitment and climate
2. Aligning ourselves with our customers
3. Readiness to find and to eliminate customers' problems
4. Using and communicating customer information
5. Reaching out to our customers
6. Competence, capability and empowering people
7. Continuously improving our processes and products