

# Leadership Competency Development Guide

## Competency Cluster: Maximizing Performance Results



### Competency: Customer Focus

**Definition:** Identifying and responding to current and future customer's needs. The ability to provide excellent service to internal and external customers.

**Behavioral Indicators:**

- Works with internal and external customers to identify their expectations and shared business objectives
- Ensures the effective delivery of the products or services to the customer
- Identifies and solves customer problems quickly and effectively
- Develops and implements ways to measure, track and maintain a high level of customer satisfaction

Developing/Practicing this Competency	Learning from Others	Sample Developmental Goals
<ul style="list-style-type: none"> <li>• Identify key internal and external customers, interview them, identify their needs</li> <li>• Learn how to develop scorecards and metrics to measure customer service</li> <li>• With staff, determine actual measures to use with our customers</li> <li>• Develop a customer satisfaction survey</li> <li>• Take a customer service class (see below)</li> <li>• Recognize staff who provide excellent customer service</li> <li>• Review any customer complaints and determine if any new procedures are needed</li> </ul>	<ul style="list-style-type: none"> <li>• Ask customers for ideas on improving your services</li> <li>• Interview people known for providing exceptional customer service and find out what they do and how they do it.</li> <li>• Ask a successful executive to mentor you on improving your units customer service</li> <li>• Have internal consultant provide customer service training to entire team</li> </ul>	<ul style="list-style-type: none"> <li>• By January 10, 2 team members and I will meet with three key internal customers, ask how satisfied they are with the service we provide and what we can do to improve it.</li> <li>• By March 8, I will interview Mario Itano to learn what his team has done to provide excellent service to its internal customers.</li> <li>• By December 11, complete an in-house or on-line course in customer service skills and identify at least 2 ideas my team can implement.</li> <li>• By April 9, I will brainstorm with my team way to improve service to internal and external customers. At least 2 ideas will be implemented by June.</li> <li>• By April 10, develop a customer satisfaction survey.</li> </ul>



# Leadership Competency Development Guide for Customer Focus

This is not an exclusive list of resources. Please feel free to conduct your own search for more resources related to Customer Focus in civil service.

## Resources Index



[Definition, Behavioral Indicators,  
Developmental Activities](#)



[Academic Journals and Books](#)  
on-line and available for checkout



[Videos and Podcasts](#)  
on-line and available for checkout



[Courses](#)  
on-line and for a fee



[Webinars](#)



[Other Resources](#)





## [Academic Journals and Books On-Line and Available for Checkout](#)



### Academic Journals and Articles on Customer Focus

[California State Library](#)

[Academic Journals and Articles](#)

### Books on Customer Focus

[California State Library](#)

[Books Available for Checkout](#)

[Safari On-Line Books](#)

See a book you are interested in reading? Check to see if the book is available for checkout at the [California State Library](#).

[On-Line Books](#)

[Trouble accessing Safari?](#)





## Videos and Podcasts



### Videos on Customer Focus

[California State Library](#)

[Videos Available for Check Out](#)

### Podcasts on Customer Focus

[Podcasts](#)





## Courses On-line And For a Fee



[On-Line Courses on Customer Focus](#)

[Instructor-Led Courses on Customer Focus](#)





## Webinars



# Coming Soon!!





## Other Resource Links



[Customer Service Skills Self-Assessment](#) – State of New York



## [Linked Documents](#)



## Academic Journals and Articles On-Line

### [A Customer Focus in Tough Times](#)

The author offers opinions on customer relations management. Companies are urged not to cut spending on customer relations to control costs during the recession. This is said to be a short-term policy that runs the long-term risk of alienating the consumers on which the business depends. Executives, especially marketing executives, are advised to communicate to consumers that their relationships with customers is a long-term value for their companies, as customer loyalty is one of the primary assets of any business

**Authors:** Crosby, Lawrence A.

**Source:** *Marketing Management*; Sep/Oct2009, Vol. 18 Issue 5, p8-9.

### [Customer Service, Government Style.](#)

The article focuses on a report on serving citizens from Accenture entitled "Leadership in Customer Service: Delivering on the Promise." The report ranks 22 countries based on scores taken from three components, including service maturity, customer service maturity, and citizen voice. Singapore is on top of the rankings with its innovative customer-centric vision and entrepreneurial attitude. Canada ranks second while the U.S. ranks third.

**Authors:** Newcombe, Tod.

**Source:** *Public CIO* 5, no. 5 (October 2007): 46-49.

### [Driving Customer Service Excellence.](#)

The article reports on the significance of having effective customer service in the marketplace to grow customer base and track customer dissatisfaction. The author cites the key factors to avoiding problems which are hiring best-qualified employees, aligning organization's expectations with the customer service representatives and understanding customer loyalty. The importance of having available information to enhance service functions, which can be obtained through employee interviews, feedback and targeted skills training, is presented.

**Authors:** Ferri-Reed, Jan.

**Source:** *Journal for Quality & Participation* 33, no. 4 (January 2011): 30.

### [A Focus on Customers.](#)

This article deals with the creation of the position of a chief customer officer (CCO) by business organizations to boost customer value. The first to appoint a CCO was from the utility sector in 1995--United Illuminating Co. Reflecting the company's long emphasis on customer service, the CCO function included integrated oversight of all major activities touching the customer, including customer sales and service, billing, communications, and the customer contact center. The food and beverage sector has seen a number of CCO titles in recent years, from Quaker Oats in 1997 to firms such as Kellogg Co. and Sargento Foods Inc. For companies that historically have organized by product line, realigning against the customer can be a daunting task--particularly at firms with decades of success in product-led growth. But it is neither an impossible task, nor one that must be accomplished overnight. In fact, a step-by-step approach can be effective even under traditional marketing organizations.

**Authors:** Johnson, Craig R. and Schultz, Don E..

**Source:** *Marketing Management; Sep/Oct2004, Vol. 13 Issue 5, p20-26.*

### [From Bureaucracy to Meritocracy and Customer Focus: A Georgia State Agency Reinvents Itself.](#)

The five-year history of Georgia's Office of State Administrative Hearings (OSAH) had been marked with rampant internal strife, inefficient work practices, customer dissatisfaction, and frequent changes in top leadership. With the Malcolm Baldrige criteria for performance excellence as a model, the new chief judge worked with a transition team to sow a new culture of mutual respect, teamwork, high performance, and customer service. Concurrently, the agency implemented a range of structural, systems, and process changes to support the new culture and a strong customer focus. These changes produced rapid and sustained improvements in performance and have made OSAH a public-sector success story. [ABSTRACT FROM AUTHOR]

**Authors:** Vinyard, John.

**Source:** . *Journal of Organizational Excellence; Autumn2004, Vol. 23 Issue 4, p35-46*

### [Good Calls.](#)

The article presents information related to government call centers in the U.S. In a 2002 survey and subsequent follow-ups, government call centers bested their private sector counterparts in such indicators as overall

customer satisfaction and answer accuracy. Ten federal agencies are working to set customer service and technology standards that all government call centers would meet.

**Authors:** Zeller, Shawn.

**Source:** . *Government Executive* 37, no. 8 (May 15, 2005): 3.

### [In Focus/Customer commitment - Client Focus Leads to Success.](#)

The author reflects on an organization's customer focus that leads to success. He indicates the signs that show how the customer was valued and what it means. These signs include: the status of customer in the company's organizational chart, the account relationship responsibilities of the senior executives, and the familiarity of an organization on competition. The author believes that insight enables a company to deliver the superior product and service quality.

**Authors:** Hammett, Pete.

**Source:** *Leadership in Action; Jul/Aug2008, Vol. 28 Issue 3, p21-24.*

### [Leadership That Focuses on the Customer--Really.](#)

The article presents a perspective on topics related to customer-focused leadership. It has been indicated that in order for leaders to make customer focus a reality in their organizations, they should need to demonstrate a genuine commitment to customer focus. Furthermore, they need to make everyone understand on how to address customers' needs proactively.

**Authors:** Field, Anne.

**Source:** *Harvard Management Update* 12, no. 7 (July 2007): 3.

### [Managing For Results: Opportunities to Strengthen Agencies' Customer Service Efforts](#)

The article presents a report by the U.S. Government Accountability Office (GAO), in which the agency evaluated the extent to which federal agencies are setting customer service standards and measuring related results. The GAO examined the efforts implemented by the Office of Management and Budget (OMB) to facilitate agencies' use of tools and practices. The agency recommended that OMB should direct agencies to consider options in making customer service standards.

**Authors:** Steinhardt, Bernice

**Source:** . *GAO Reports* (October 27, 2010): 1.

### [Marketing-Driven, Customer-Oriented Government Programs and Barriers They Overcame.](#)

The article focuses on the marketing-driven and customer-oriented government programs along with the barriers they successfully came through. It features the National Library of Medicine (NLM) background and its principles to new users of its electronic information services. Another program presented here is the Energy Star which promotes voluntary adoption of energy efficiency guidelines.

**Authors:** Carol A. Bryant, et al.

**Source:** *Social Marketing Quarterly* 13, no. 3 (September 2007): 43-50.

### [Prevention is Better than Cure: Redoubling the Focus on Customer Retention.](#)

This paper considers the means to improve customer retention, and therefore profit, via a better understanding of customer satisfaction, churn and win-back initiatives. It gives practical steps and results. The paper demonstrates that dialogue will reveal to the financial services marketer specific actions necessary to avoid and reverse customer churn (attrition).

**Authors:** Evans, Maggle..

**Source:** *Journal of Financial Services Marketing*; Nov2002, Vol. 7 Issue 2, p186.

### [Serving the Difficult Customer.](#)

The article focuses on how to serve people in the role of a government professional. It states that there is a difference of serving government officials and serving people from the vantage point of private and corporate business. It notes that the lack of options of public as well as its involvement of their tax money make interactions unique

**Authors:** Kovac, Mark, Josh Chernoff, Jeff Denneen, and Pratap Mukharji.

**Source:** *Public Management (00333611)* 91, no. 5 (June 2009): 34.

### [Shifting the Focus to the Customers](#)

Customer Relationship Management (CRM) is one of the killer applications of the moment. When researching this article, found that user reactions to CRM systems ranged from 'we're just looking at it' or 'we're just looking at it,

again' to 'done that, and we're looking for the next big thing.' There's CRM for the sales force, the most popular starting point, followed by CRM for channels, for partners, for support and for call centres. There are five key issues for effective implementation,' says Sue Goble, vice-president of technical account management at Siebel Systems Inc. The key staff in the development phase are the IT professionals, both architects/developers and service delivery staff, as well as the sponsors. Siebel has adopted the principle that you're certified on the release on which you passed, and is very reasonable in terms of provision of upgrade exams only testing the differences in order to upgrade from release to release, but the customer endorsement needs to be upgraded too.

**Authors:** Bellinger, Alan

**Source:** IT Training; Apr2004, p54-56.

### [Strike the Right Balance Between Service Efficiency and Customer Satisfaction.](#)

The article discusses the importance of balancing between service efficiency as well as customer satisfaction. A research shows that companies with superior service operations have higher customer loyalty. Moreover, it suggests practices that help companies balance efficiency and quality in their service operations, which include segmenting service levels, striving for consistency over several budget cycles and share accountability and continually look for efficiencies.

**Authors:** Johnson, Craig R. and Schultz, Don E..

**Source:** *Marketing Management*; Sep/Oct2004, Vol. 13 Issue 5, p20-26.

### [Taking Customer Service to the Next Level.](#)

Focuses on the customer services given by local governments. Models for success in the public sector; How to develop a positioning and branding strategy for the local government; Strategies for setting work program priorities

**Authors:** McClendon, Bruce.

**Source:** *Public Management (00333611)* 82, no. 12 (December 2000): 12.

## [What Does It Mean to Focus on the External Customer?](#)

The article discusses the need for companies to focus on the external customer. The authors' have classified employees as high, moderate and low. At a higher level one is actively involved in shaping the customer value proposition beyond a certain relationship and High performers build complex relationships with customers and provide services that customers are not aware of. Listening to feedback shows a low level of performance and at moderate level, one knows the customer very well. This means one can predict how one might respond to a given offering and one can also predict needs that one may attend to in the future

**Authors:** Lewke, Reynold and Kelner, Steve.

**Source:** *CIO*; 1/15/2008, Vol. 21 Issue 7, p56-56.





# California State Library

Customer Focus Books Available for Checkout

Book Title	Author	Publisher	Year	Call Number
<b>101 ways to improve customer service : training, tools, tips, and techniques</b>	Ukens, Lorraine L.	Pfeiffer, Hoboken, NJ: J. Wiley & Sons Inc.	2007	HF5415.5 .U44 2007
<b>Be our guest : perfecting the art of customer service</b>	Disney Institute	Disney Editions	2003	HF5415.5 .B4 2003
<b>Best practices in customer service</b>	Zemke, Ron	HRD Press, AMACOM	1999	HF5415.5 .B4 84 1999 12/06/99 CT
<b>Catch! A Fishmonger's Guide to Greatness</b>	Cyndi Crother and the crew of the World Famous Pike Place Fish	Berrett-Koehler	2004	HD9459.W67 C76 2004
<b>The complete guide to customer service</b>	Lash, Linda M.	Wiley	1989	HF5415.5 .L37 1989 01/09/90 T 05/05/89 CTZ
<b>Creating a customer-focused organization</b>	Brothers, Theresa	Conference Board	1993	HF5415.5 .C7 45 1993 03/09/94 CTZ
<b>Customer satisfaction : working to put service first</b>	Dept. of the Treasury, Internal Revenue Service	Dept. of the Treasury, Internal Revenue Service	2000	T 22.44/2:3645
<b>Customer service delivery: research and best practices</b>	Fogli, Lawrence	Jossey-Bass	2006	HF5415.5 .C8 39 2006
<b>Customer service for dummies</b>	Leland, Karen.	Hoboken, N.J. : Wiley ; Chichester : John Wiley	2006	JS148 .C87 2006



<b>Book Title</b>	<b>Author</b>	<b>Publisher</b>	<b>Year</b>	<b>Call Number</b>
<b>Customer service guide</b>	United States	U.S. Dept. of Labor, Bureau of Labor Statistics	2000	L 2.46/3:C 96/2
<b>Customer service in health care: a grassroots approach to creating a culture of service excellence</b>	Baird, Kristin	AHA Press	2000	R7727 .B276 2000 02/07/00 CT
<b>Customer service : human capital management at selected public and private call centers: report to the Chairman, Subcommittee on Oversight, Committee</b>	United States	The Office	2000	GA 1.13:GGD-00-161
<b>Customer service in permitting [microform]: a toolkit for regions, states, tribes and local permitting authorities</b>	United States	U.S. Environmental Protection Agency	2000	EP 1.2:T 61/3
<b>Customer service standards: our commitment to quality</b>	United States	U.S. Dept. of Labor, Pension and Welfare Benefits Administration	2000	L 40.2:C 96/2000
<b>Customer service training: exercises, handouts, assessments, and tools to help you ...</b>	Kamin, Maxine	American Society for Training and Development	2002	HF5415.5 .K2 5 2002 10/15/02 T
<b>The customer service workbook</b>	Lake, Neville	Kogan Page	2002	HF5415 .L243 2002 04/29/03 T
<b>Delivering knock your socks off service</b>	Anderson, Kristin	Amacom	1991	HF5415.5 .A5 3 1991 11/18/91 CTZ
<b>Delivering quality service: balancing customer perceptions and expectations</b>	Zeithaml, Valarie A.	Free Press	1990	HF5415.5 .Z45 1990 03/11/91 T 04/05/90 CTZ



<b>Book Title</b>	<b>Author</b>	<b>Publisher</b>	<b>Year</b>	<b>Call Number</b>
<b>Federal Emergency Management Agency customer service course: instructor guide</b>	United States	The Agency	2000	FEM 1.8:C 96/INSTR.
<b>Federal emergency management agency customer service course: student manual</b>	United States	Federal Emergency Management Agency	2000	FEM 1.8:C 96
<b>FEMA customer service course for disaster assistance employees and locally hired staff</b>	Federal Emergency Management Agency	Federal Emergency Management Agency	2000	FEM 1.8:C 96/2/STUD
<b>Front-line customer service : 15 keys to customer satisfaction</b>	Carr, Clay	Wiley	1990	HF5415.5 .C3 7 1990 07/15/91 T 05/01/91 CTZ
<b>Great customer service on the telephone</b>	Anderson, Kristin	AMACOM, American Management Association	1992	HF5541.T4 A4 5 1992 06/30/93 CTZ
<b>A handbook for measuring customer satisfaction and service quality</b>	National Academy Press	National Academy Press	1999	HE4461 .H253 1999 06/23/99 CT
<b>Helping our veterans succeed: general SBA information</b>	Office of Marketing & Customer Service	Office of Marketing & Customer Service	2000	SBA 1.2:V 64/5/2000
<b>How to measure service quality &amp; customer satisfaction: the informal field guide for tools and techniques</b>	Chakrapani, Chuck	American Marketing Assoc.	1998	HF5415.5 .C4 45 1998 08/27/99 CT
<b>Human Resources Service: customer guide and personnel directory</b>	Department of Health & Human Services Program Support Center	The Service	1998	HE 1.6/3:C 96



<b>Book Title</b>	<b>Author</b>	<b>Publisher</b>	<b>Year</b>	<b>Call Number</b>
<b>Improving customer service: accompanying report of the National Performance Review, Office of the Vice President: [Vice President Al Gore]</b>	National Performance Review	The Review	1994	PRVP 42.2:G 74/CUSTOM
<b>Killer customer care : how to provide five star service that will double and triple profits</b>	Colombo, George W.	Entrepreneur Media	2003	HF5415.5 .C6 24 2003
<b>Lessons taught by Baldrige winners</b>	Brennan, Niall	Conference Board	1994	HD62.15 .L64 1994 01/04/95 CTZ
<b>Listening to the voice of the customer: 16 steps to a successful customer satisfaction measurement program</b>	Anton, Jon	Customer Service Group	1997	HF5415.335 . A57 1997 04/08/98 CT
<b>Making meaning: how successful businesses deliver meaningful customer experiences</b>	Diller, Stephen	New Riders	2006	HF5415.55 .D 54 2006
<b>A manager' s guide for action planning: customer service team 2</b>	United States	U.S. Dept. of Education	2000	ED 1.8:P 69
<b>Managing knock your socks off service</b>	Bell, Chip R.	AMACOM	1992	HF5415.5 .B4 36 1992
<b>Managing to keep the customer: how to achieve and maintain superior customer service throughout the organization</b>	Desatnick, Robert L.	Jossey-Bass	1993	HF5415.5 .D4 7 1993 07/06/93 CTZ
<b>Monitoring, measuring, and managing customer service</b>	Goodman, Gary S.	Jossey-Bass	2000	HF5415.5 .G6 7 2000 12/05/00 CT
<b>New service development: creating memorable experiences</b>	Fitzsimmons, James A.	Sage Publications	2000	HD9980.5 .N4 8 2000 02/23/00 CT



Book Title	Author	Publisher	Year	Call Number
<b>Organizing to provide quality customer service</b>	U.S. Dept. of Agriculture, Forest Service, Intermountain Region	U.S. Dept. of Agriculture, Forest Service, Intermountain Region	1993	A 13.2:Q 2
<b>Outstanding customer service: the key to customer loyalty</b>	Deviney, David E.	Provant Media Publishing	1998	HF5541.T4 T4 4 no. 8 04/11/02 CT
<b>Oversight of customer service at the Office of Workers' Compensation Programs: hearing before the Subcommittee on Government Management Information, a</b>	United States	Washington : U.S. G.P.O.	2000	Y 4.G 74/7:C 96/6
<b>The price of government: getting the results we need in an age of permanent fiscal crisis</b>	Osborne, David,	Basic Books	2004	HJ275 .O83 2004
<b>Providing high-tech customer support [microform]: the good, the bad, and the ugly</b>	Hildrum, Norman W.	National Biological Survey, Environmental Management Technical C	1994	I 49.109/2:94-R 013
<b>Raving fans : a revolutionary approach to customer service</b>	Blanchard, Kenneth H.	Morrow	1993	HF5415.5 .B5 28 1993
<b>Upset citizens &amp; customers: how to deal the angry, difficult, demanding public : a customer service Guidebook for Government and Business Service Providers</b>	Slowik, Donald W.	Evergreen Press	2000	HF5415.5 .S5 8 2000 03/10/00 CT



## Books Available On-Line

**[Awesomely Simple: Essential Business Strategies for Turning Ideas into Action](#)**

by John Spence. Jossey-Bass, 2009

[Chapter Six - Extreme Customer Focus](#)

**[A Complaint is a Gift: Recovering Customer Loyalty When Things Go Wrong](#)** by

Janelle Barlow, Claus Moller, and Tony Hsieh, 2008

**[Customer Service Intelligence: Perspectives for Human Resources and Training](#)**

by Lynn Van Der Wagen. Butterworth-Heinemann, 2008

**[Customer Service: New Rules for a Social Media World](#)** by Peter Shankman. Que, 2010.

**[Customer Service Training 101](#)** by Renee Evenson. AMACOM, 2010

**[Essential Lessons on Leadership](#)** by Doug Lennick, et al. FT Press, 2011

[Chapter 30 – Build a Customer Service Culture](#)

**[Five Star Service, One Star Budget: How to create magic moments for your](#)**

**[customers that get you noticed, remembered and referred](#)** by Michael Heppell. FT Press, 2009

**[How to Build Customer Confidence](#)** by Fred Wiersema. FT Press, 2010

**[Now, Build a Great Business!: Seven Ways to Maximize Your Profits in Any](#)**

**[Market](#)** by Mark Thompson and Brian Tracy. AMACOM, 2010

[Chapter 7 - Create a Great Customer Experience](#)

**[The Truth About What Customers Want](#)** by Michael R. Solomon. FT Press, 2008

**[What's The Secret?: To Providing a World-Class Customer Experience](#)** by John R.

DiJulius. John Wiley & Sons, 2008

**[What to Say to a Porcupine: 20 Humorous Tales that Get to the Heart of Great](#)**

**[Customer Service](#)** by Richard S. Gallagher. AMACOM, 2008

**[Winning Customers with Commitment](#)** by Gary Hirshberg. FT Press, 2010



## Trouble accessing Safari?

If you work at a state agency, and if you see screen below, click on START USING SAFARI under “Academic License & Public Library Users”

**Safari** Books Online

ProQuest

HOME Signed Out

Welcome to Safari Books Online

**PERSONAL & CORPORATE ACCOUNT USERS**

**PERSONAL ACCOUNT SIGN IN**

Choose this option to access your Personal or Corporate account.

**ACADEMIC LICENSE & PUBLIC LIBRARY USERS**

**START USING SAFARI**

Choose this option to access Safari Books Online via an Academic or Public Library account.

Safari Books Online's on-demand digital library provides access to over 9,800 technology, creative and business books and videos from leading publishers. When you have a question or need information, use Safari Books Online to gain immediate access to many books with lots of answers — not just one. All of the content on Safari Books Online is vetted, reliable and provided by the world's leading publishers and authors.

If you are already a Safari Books Online subscriber and would like to access your individual paid account, [click here to sign in](#).

If you not on a State of California computer,, you will need to enter your State Library card number and PIN in order to log-in to Safari. If you still can't access Safari, please contact the State Library (916-654-0261).The California State Library is open Monday - Friday from 9:30 am - 4 pm.



# California State Library

Customer Focus Videos Available for Checkout

Video Title	Description	Format/ Length	Year	Call Number
<b>Basic telephone skills</b>	Covers ten skills which form the foundation of delivering exceptional customer service on the phone.	VHS/20 Minutes	1999	HF5541.T4 T 44 no. 9 04/11/02 CT
<b>But I Don't Have Customers</b>	This video teaches employees the steps and techniques for defining their internal customers and how to serve them appropriately.	VHS/21 Minutes	1998	HF5415.53 B87 1998
<b>The call of the phone cord mummy: or how to be more than a disembodied voice and give fearless customer service on the phone</b>	Video highlights key telephone customer service issues -- listening carefully, putting themselves in the customer's shoes, staying professional and courteous, and going the extra mile to solve problems.	VHS/19 Minutes	1997	HF5541.T4 C34 1997 02/20/0 3 T 02/11/03 T
<b>Customer service in action</b>	This video, 1) demonstrates key skills in a realistic environment that your colleagues will recognize; 2) improves every customer service interaction, and 3) defines the four common types of teammates and learn how to work with them.	VHS/CD ROM 17 Minutes	2005	HF5415.5 .C 87 2005
<b>Dealing with People: A Video About Effective Customer Service</b>	This video illustrates some basic skills in effective customer service.	VHS/13 Minutes	1993	HF5415.5 D43 1993
<b>Determining caller needs: listening skills and questioning techniques</b>	Explains effective listening skills and questioning techniques in the context of customer service over the telephone.	VHS/25 Minutes	1999	HF5541.T4 T 44 no. 2 04/11/02 CT
<b>Fish! tales: building trust.</b>	Tile Technology--a roofing company in Tacoma, Washington--is transforming the construction industry. By living the Fish! philosophy, the employees at Tile Tech have increased customer service and revenues; all while improving the company's safety record.	DVD/11 Minutes	2002	HF5549.5.M 63 F534 2002
<b>Flight of the Buffalo: Soaring to Excellence: Learning to Let Employees Lead</b>	Authors and management consultants James A. Belasco and Ralph C. Stayer help America's top businesses and governmental agencies achieve success by challenging traditional	VHS 30 Minutes	1994	HD57.7 B4472 1994

[Back to Videos and Podcast](#)

[Next Page](#)



Video Title	Description	Format/ Length	Year	Call Number
	management practices. Using this video, viewers can learn to: replace 'top-down' management with employee empowerment; tap the capabilities of all the employees in the company; vest employees with responsibility for solving their own problems; and create meaningful, face-to-face relationships between customers and employees... build trust, increase satisfaction and sales by putting the customer at the center of your organization.			
<b>From curt to courteous: business friendly program</b>	Program explains how words, voice, tone and the listeners imagination create an instant image for the caller. Shows the middle ground between being too impersonal and the other extreme of being too familiar.	VHS/23 Minutes	1999	HF5541.T4 T 44 no. 3 04/11/02 CT
<b>Give 'em the pickle!</b>	Discusses the secret to a successful business, which is doing those special or extra things ("pickles") to make customers happy. Outlines the four principles that will help ensure that your customers keep coming back: service, attitude, consistency, and teamwork.	DVD/VH S 18 Minutes	2002	HF5415.5 .G 58 2002
<b>How to avoid emotional leakage</b>	Concerns training employees to avoid damaging customer relations by allowing an ill temper <b>to</b> interfere in the communication process.	VHS/9 Minutes	1997	HF5541.T4 T 44 vid. B 05/01/02 T 04/11/02 CT
<b>How to deal with the foreign accent</b>	Shows techniques <b>to</b> make communication easier with diverse foreign accent customers.	VHS/12 Minutes	2000	HF5541.T4 T 44 vid. F 04/11/02 CT
<b>How to handle the irate, angry, rude, unhappy, and sometimes abrasive caller</b>	Provides tips and ideas on how <b>to</b> handle difficult callers. Also how to handle complaint calls.	VHS/11 Minutes	1997	HF5541.T4 T 44 vid. D 04/11/02 CT
<b>If Looks Could Kill: The Power of Behavior</b>	Shows how people behave when dealing with customers or colleagues can determine the success or failure of each interaction.	DVD/29 Minutes	2006	BF 637 C45 I3 2006
<b>Internal customer service: WACTEO, we are customers to each other</b>	Video increases the level of service inside the wall of your organization by showing the importance of internal customer service.	VHS/9 Minutes	1998	HF5541.T4 T 44 vid. E 04/11/02 CT



Video Title	Description	Format/Length	Year	Call Number
<b>On incoming calls</b>	Deals with basics of telephone skills.	VHS/18 Minutes	2001	HF5541.T4 T44 no. 1 04/11/02 CT
<b>The other side of the window: providing exceptional service in government</b>	How to apply flexibility and common sense so that working 'by the book' doesn't preclude satisfying the customer.	VHS/DVD 19 Minutes	2001	JF1601 .O83 2001 05/10/02 CT
<b>Proactive customer service: secrets of rapport building and cross-selling</b>	Features techniques to assist customer service employees to be more proactive as opposed to passive or average.	VHS/19 Minutes	1998	HF5541.T4 T44 no. 8 04/11/02 CT
<b>Quality service in the public sector</b>	Helps employees improve their customer service skills and create satisfied customers with every encounter. Includes customizable Power-Point presentation, printable leader's guide, quiz and training points.	VHS/25 Minutes	2005	HF5415.5 .Q34 2005
<b>Remember Me</b>	Illustrates that the attitude behind how a customer is treated is even more important than meeting the customer's service expectations.	DVD/11 Minutes	2000	HF5415. 5 R46 1991
<b>7 things never to say to your customers</b>	In this program you are shown how to avoid the "service killer" statements that lose customers.	VHS/18 Minutes	2005	HF5415.5 .S48 2005
<b>Six cardinal rules of customer service: a visit to the hall of shame</b>	Demonstrates the right and wrong way of customer service on phone or in-person visitors. Stresses the use of six cardinal rules: people before paperwork, don't rush callers, be friendly before you know who it is, don't be too busy to be nice, don't use military language on civilians, give a hearty 'thank you' and 'you are welcome' to replace slang words.	VHS/20 Minutes	1988	HF5541.T4 T44 no.6 05/01/02 T 04/11/02
<b>Smile! Make 'em smile</b>	Smile! (Sincerity, Motivation, Integrity, Laughter, Enthusiasm) shows how positive attitude can be the primary factor in every customer service interaction -- for the sake of the customer and, most importantly, for your own quality of life. Inspired by Seattle's singing bus driver, Reggie Wilson.	VHS/12 Minutes	2002	HF5415.5 .S64 2002 01/22/03 T
<b>SMILE : make 'em laugh</b>	The SMILE! program models improving customer service "from the inside-out" with a positive attitude and a SMILE :	DVD/12 Minutes	2002	HF5415.5 .S64 2002



Video Title	Description	Format/ Length	Year	Call Number
	Sincerity, Motivation, Integrity, Laughter and Enthusiasm, and was inspired by Seattle's singing bus driver Reggie Wilson.			
<b>So Help Me (Employee edition)</b>	This video illustrates realistic customer service problems that can frustrate both customers and employees.	VHS & DVD 18 Minutes	2005	HF5415.5 S65 2005
<b>So Help Me (Supervisor edition)</b>	This video takes a fresh look at customer service by showing the direct connection between a supervisor's behavior and the way employees treat customers.	VHS & DVD 18 Minutes	2005	HF5415.5 S65 2005b
<b>What's Wrong With This Picture?</b>	Ten powerful vignettes put the class in charge of identifying various customer service blunders and suggesting appropriate improvements.	VHS/16 Minutes	2005	HF5541 T4 T44 v. A



# Podcasts

## [iTunes University Free Download](#)



**BusinessWeek --  
Customer Service  
Champs**



**Improving Customer  
Experience**



**The Customer First  
Podcast**



**Call Center, Customer  
Service & Customer  
Management | Customer  
Management IQ - IQPC**



**Quality in Service  
News**



**The Social Customer**



**Service with  
Purpose**

## On-Line Courses for a Fee on Customer Focus

### [California Virtual Campus](#)

The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.

Phone Number: (530) 879-4085

Online Contact: <http://www.cvc.edu/contact/>

### [OTech - Training & Event Center, HALO \(High Achievement Learning Organization\) “Office Desk Courses”](#)

HALO (High Achievement Learning Organization) delivers thousands of online courses and resources to your employees in a connected collaborative environment. With HALO, users can receive training and discuss best practices around specific content. OTech brings you HALO through the LearningPASS program, which offers other training services at deep discounts and no contracts.

Phone Number: (916) 464-7547

Website: <http://www.dts.ca.gov/training/default.asp>

Email: [training@state.ca.gov](mailto:training@state.ca.gov)



## Instructor-Led Courses for a Fee on Customer Focus

### [American River College](#)

American River College offers instructor- led and on-line classes that help people prepare for new careers and enhance with current job skills.

Phone Number: (916) 484-8011

Online Contact: [info@arc.losrios.edu](mailto:info@arc.losrios.edu)

### [College of Continuing Education, California State University Sacramento \(CSUS\)](#)

The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.

Phone Number: (916) 278-4433

On-line contact: [http://www.cce.csus.edu/general\\_info/contactus.htm](http://www.cce.csus.edu/general_info/contactus.htm)

- Building a Service Culture (1 day)
- Project Quality

### [Centre For Organizational Effectiveness](#)

The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.

Phone Number: (858) 534-9119

Online Contact: <http://www.tcfoe.com/contact.html>

Email: [info@tcfoe.com](mailto:info@tcfoe.com)

### [Cooperative Personnel Services \(CPS\)](#)

CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.

Phone Number: (916) 263-3614 Option 3

Website: [www.cps.ca.gov/training.aspx](http://www.cps.ca.gov/training.aspx)

Email: [trainingcenter@cps.ca.gov](mailto:trainingcenter@cps.ca.gov)



### [Folsom Lake College](#)

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace.

Website: [Career Technology Programs](#)

Phone Number: (916) 608-6687

Online Contact: [http://www.flc.losrios.edu/Contact\\_Us.htm](http://www.flc.losrios.edu/Contact_Us.htm)

- Project Integration And Scope Management (54 hours)

### [Los Rios Community College District, Business and Economic Development Center \(BEDC\)](#)

BEDC offers training at their worksite in Sacramento and at the employer's worksite. BEDC will customize training to meet the employer's needs.

Phone Number: (916) 563-3230

Email: [WinnerB@losrios.edu](mailto:WinnerB@losrios.edu)

- Connecting with Customers through Effective Communication (1 day)
- Connecting with Customers through the Telephone and Email (1day)
- Conflict Management in Customer Service (1 day)
- Overcoming Time and Stress Barriers to Customer Service (1 day)
- Managing Yourself with Difficult Customers (1 day)
- Many Specialized Courses for Call Centers Available (1/2-1 day courses) - 20 course days available
- Creating a Quality Environment (1 day)
- Winning the Customer Care Game (1 day)
- Customer Service Culture (1/2-1 day)- option in 80 hour Supervising for Performance

### [OTech Training Center](#)

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional development and management training to state, federal, and local government agencies.

Phone Number: (916) 739-7502

Email: [Training@state.ca.gov](mailto:Training@state.ca.gov)

- Customer Focus (1 day)

### **[State Personnel Board \(SPB\)](#)**

State Personnel Board offers training courses that range from Upward Mobility, to the Analyst Series Certification, Supervisory Training, Equal Opportunity Academy, and more.

Phone Number: (916) 653-2085

Email: [ttp@spb.ca.gov](mailto:ttp@spb.ca.gov)

