

building a culture  
of Great service

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# Zingerman's®



building a culture of Great service  
for

**Restaurant**OWNER.com

with Joanie Hales and Tabitha Mason

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## Your Hosts:



joanie hales  
Trainer  
ZingTrain



tabitha mason  
Managing Partner  
Cornman Farms

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# We asked, you answered!

The Question: How would you rate your organizations' service culture on a scale of poor customer service to excellent customer service?

You (160 people) answered:

0	1	2	3	4	5	6	7	8	9	10
0	0	1	1	4	12	25	40	44	23	10

Average Score: **7** (on a scale of 0-10)

Net Promoter Score\*: **-6** (on a scale of -100 – 100)

*\*Tool Zingerman's uses to for soliciting and analyzing customer feedback, from Fred Reichheld's book, "The Ultimate Question"*

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## Trends around the challenges:

- Employees are not meeting our expectations
- Poor communication
- The restaurant is short staffed
- Dealing with employee turnover
- Customer complaints are not handled properly
- The younger generation (aka millennials) isn't as service focused
- People bring their personal baggage to work
- We don't have systems in place for service
- We're not doing good / enough training for service
- The quality of food and service is lacking
- FOH and BOH relationships
- **There is no consistency (from person to person, among departments, etc.)**

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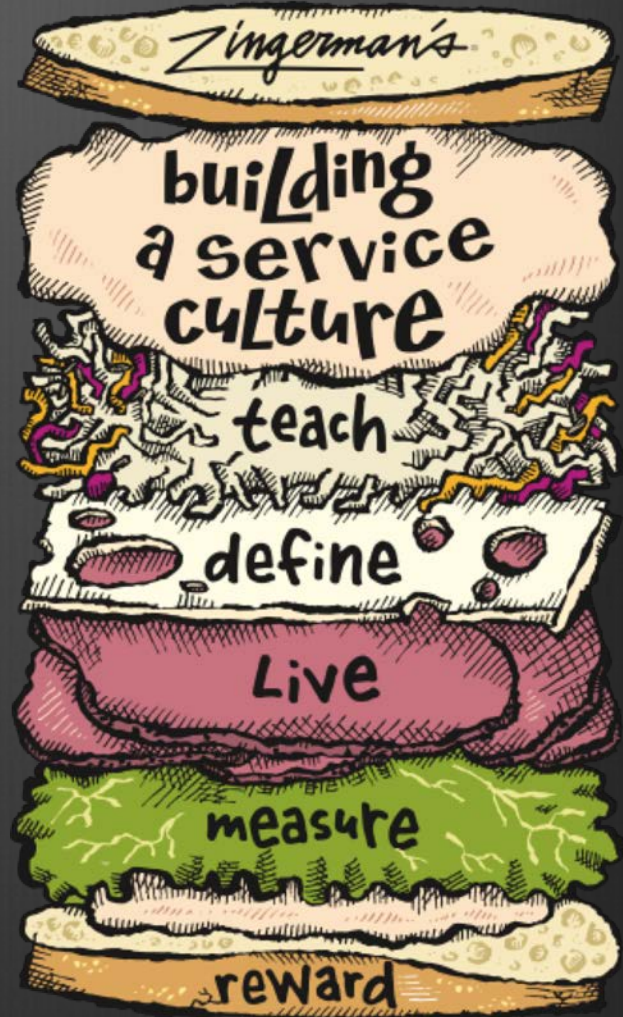


## Trends around the good things:

- We know the basics of customer service really well
- Our customers are our priority and we really care about their experience
- We are greeting customers quickly and serving food quickly
- The staff is knowledgeable and hard working
- The food is good and the quality is high
- Management is working well together
- Training is happening at all levels of the restaurant
- Our regulars keep coming back and bringing more people
- We work on service / try hard
- We're headed in the right direction
- **We're doing well – and there's always room for improvement**

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# Your Pre-Work:



## organizational service culture strengths/weakness

Rate how you feel your organization is doing for each of elements of a service culture.

+ = strong      o = ok/neutral      - = weak

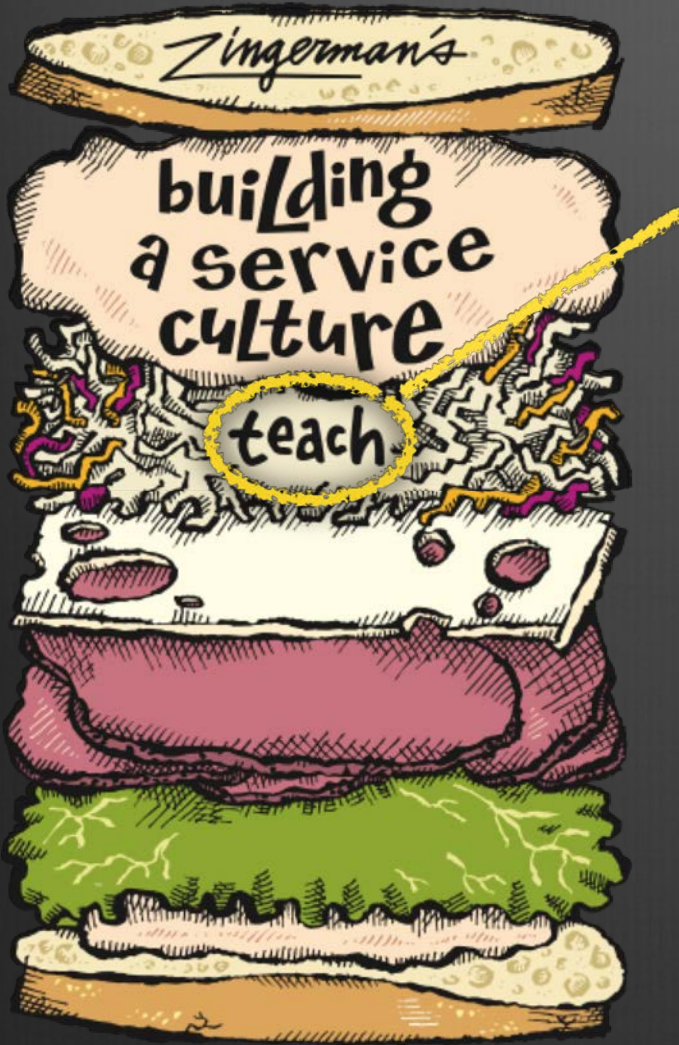
Teach It	+	o	-
• All new employees take an orientation class			
• All employees take a customer service class			
• Service is built into on-the-job training			
Define It			
• Your organization has a vision of what great service looks like when it's going well			
• Your organization has a clearly defined, documented system for customer service			
• Clear customer service performance expectations are documented			
Live It			
• Everyone (including managers) gives great service to customers			
• Managers give great service to staff			
• Systems are regularly reviewed with the customer's experience in mind			
Measure It			
• Feedback from customers is actively solicited and documented			
• Customer feedback is used to celebrate successes as well as identify opportunities to improve			
• Systems are updated/improved as a result of feedback			
Reward It			
• A documented system for staff recognition exists and is being consistently used			
• Informal peer appreciation is a part of organizational culture			
• Overall, staff feel like their work is recognized and valued			

- We use this exercise at the beginning of our 2-Day Art of Giving Great Service Seminar.
- This exercise is intended to give you a lens through which to view your service culture, and a framework to take action.
- If there is an area that is weaker for you, that's a good place to prioritize!
- Might be handy to save this, and revisit in 6 months or so to see (and celebrate!) how you've moved the needle.

*Disclaimer: this is not an exhaustive list!*

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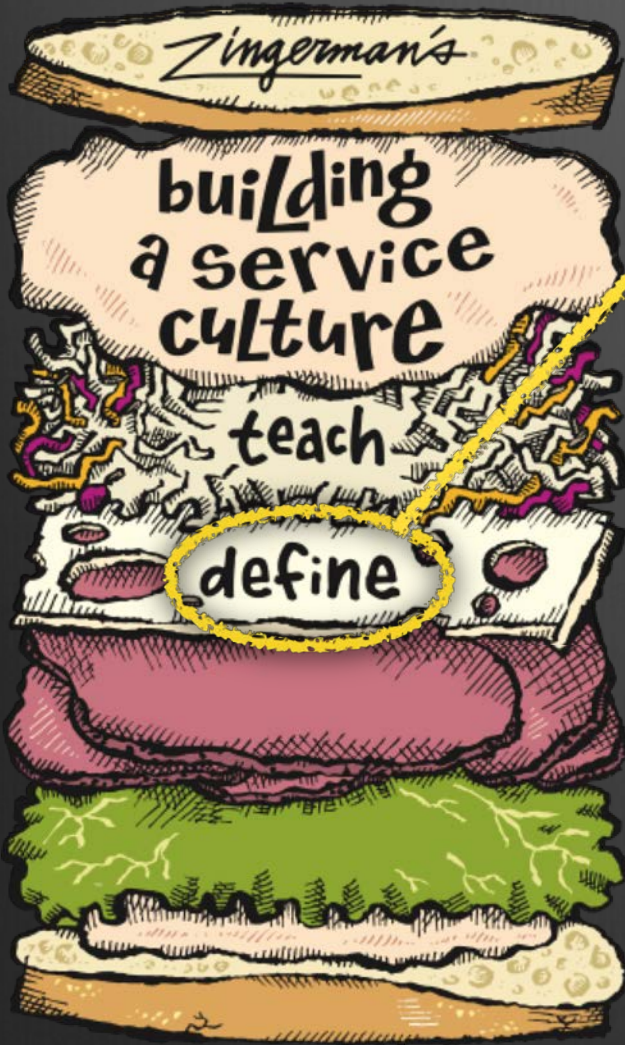
# teaching Great Service

- Not relying on 'common sense'
- Belief that service is a skill that everyone can learn
- Clear behavioral performance expectations
- Organizational commitment to teaching
- The 5-90-5 Rule



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# defining Great Service

- Explicitly defining and sharing what “great service” means to your organization
- Set staff up for success
- Focus on what not how
- Applies to everyone
- Results in (more) consistent service delivery

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## *Zingerman's* Service Recipes

# 3 steps for giving great service

1. Figure out what the customer wants
2. Get it for them
  - Accurately
  - Politely
  - Enthusiastically
3. Go the extra mile



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# Tabitha's favorite tool: the 10-4 Rule



GREAT CUSTOMER SERVICE STARTS WITH THE

# 10-4 RULE

ANY TIME YOU'RE WITHIN 10 FEET OF A GUEST,  
MAKE EYE CONTACT AND SMILE.

WITHIN 4 FEET, GREET THEM VERBALLY.



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*Zingerman's* Service  
Recipes

## 5 steps to effectively handling complaints

1. Acknowledge the complaint
2. Sincerely apologize
3. Take action to make things right
4. Thank the customer
5. Document the complaint

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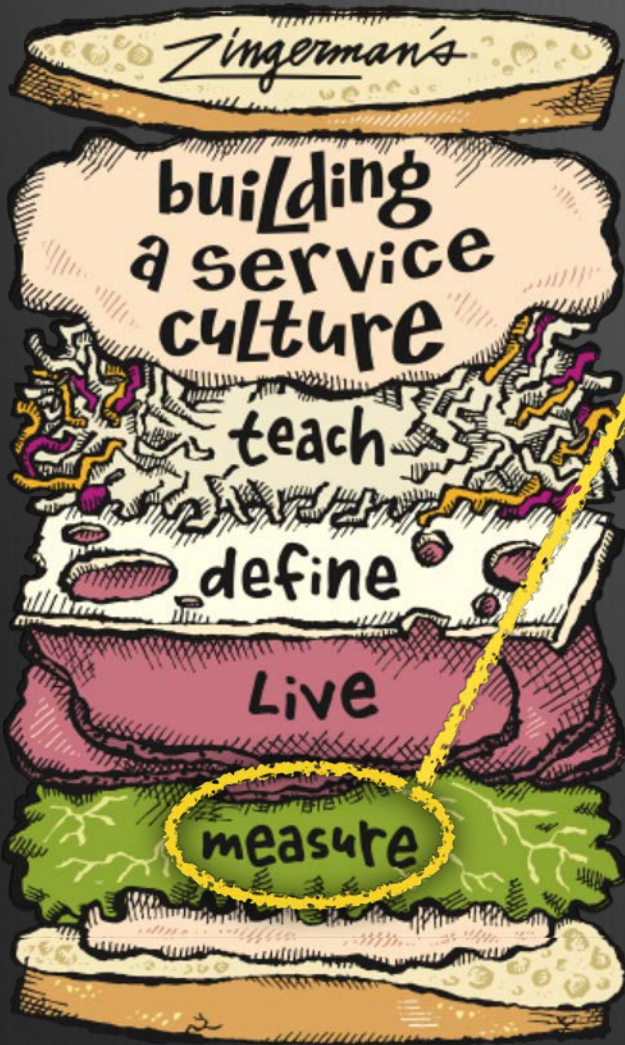
# Living Great Service

- Choosing to giving great service
- No skunking
- Managing energy
- The Leaders set the tone (ie: walk the talk)



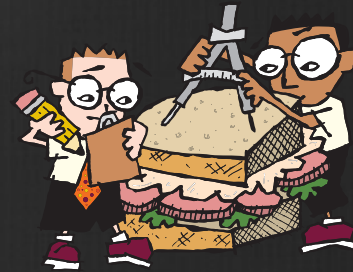
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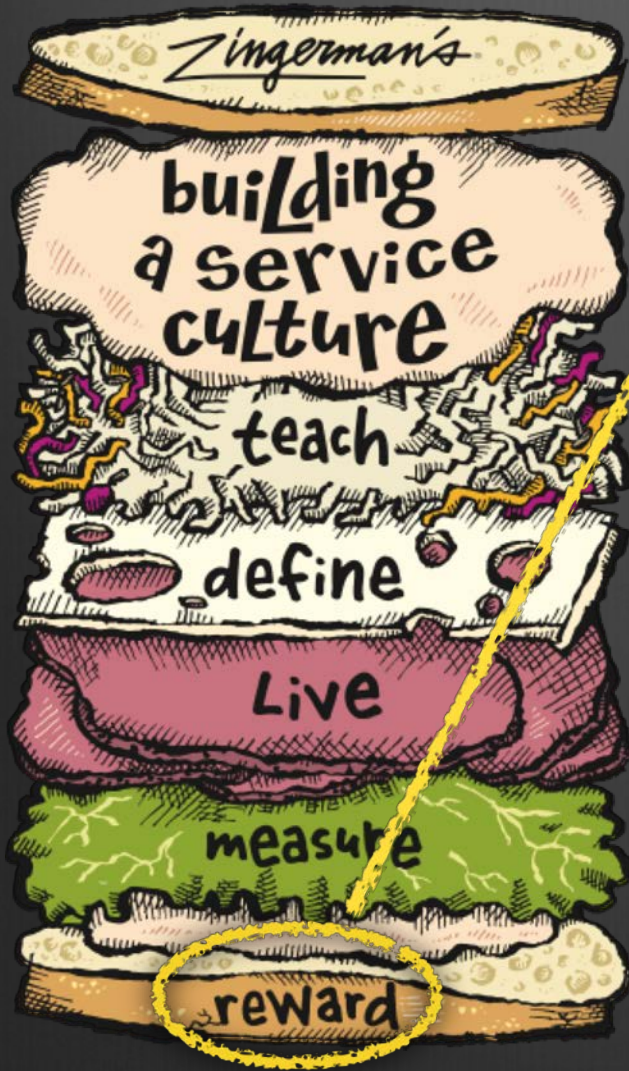
# measuring Great Service

- Away from “gut feeling” reaction to data-based decision making
- Capturing the voice of the customer using the Code Red & Code Green
- Soliciting feedback using the Net Promoter Score
- Sharing positive feedback



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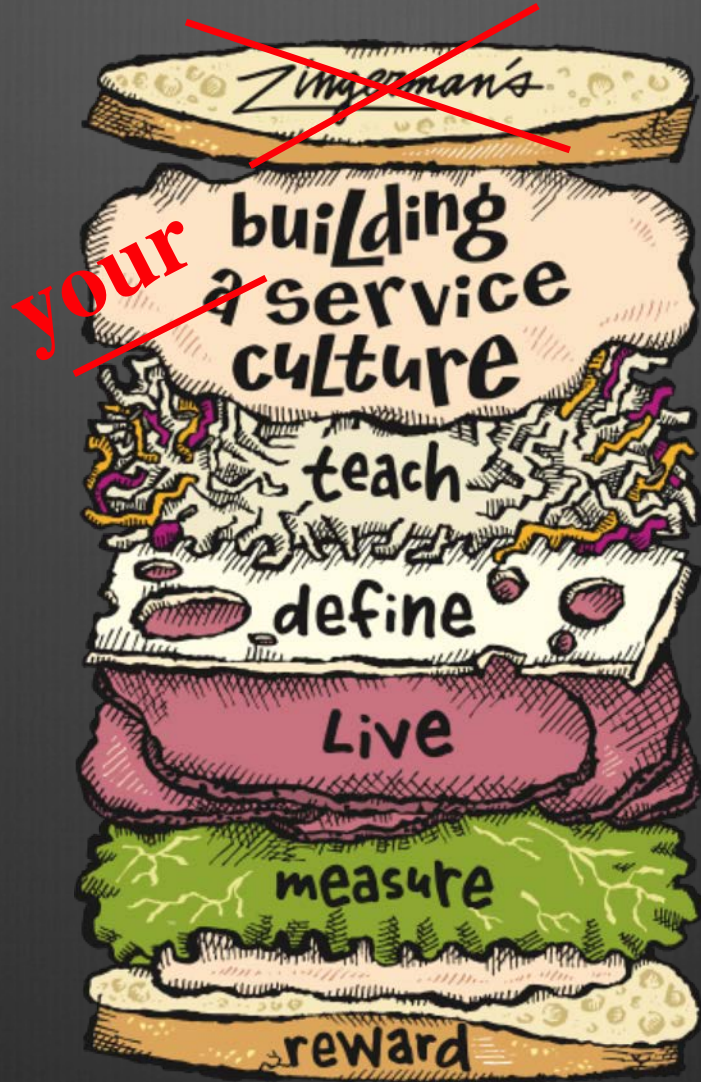
## rewarding Great Service

- Genuine, specific appreciation
- Mix of public and private recognition
- Acknowledgement between peers
- Recognize people how they want to be recognized
- HUGE energy booster



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## Where to start?

- Go back to the Service Culture Assessment: what do you see as the biggest area for improvement? Or an opportunity for a quick win?
- Tips for each of the 5 elements:
  - **Teach:** Start with teaching specific tools, like the 10-4 Rule
  - **Define:** If you don't have one, use ours!
  - **Live:** Pay attention to your language – and your energy
  - **Measure:** Keep a sheet of paper handy, and take notes
  - **Reward:** Create a 'Web of Appreciation' for your team

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Live Workshop

# THE ART OF GIVING GREAT SERVICE

Go to [RestaurantOwner.com/workshop](http://RestaurantOwner.com/workshop)

May 6 & 7, 2019 Ann Arbor, MI

**Restaurant**  
**OWNER.com**