

Leading Culture Outcome Improvement Analysis Guide

Leading Culture <i>driving performance</i>	Product	Service	People	Process	System	Controls
Product	That which is produced to deliver the value proposition	Method & standards of delivery of value proposition	Employee understanding of the product specifications and its end use	Production pathway leading to outcome	Production tools used by employees to create and deliver product	Series of checks to ensure product remains within accepted tolerances
Service	<ul style="list-style-type: none"> Product quality review Customer acceptance testing Service-value review 	Organisational interface with the customer resulting in the customer experience	Human element of the customer experience	Set or agreed steps or actions to deliver the customer experience	Automated steps or sequences in the customer experience	Series of checks to ensure the desired customer experience is delivered
People	<ul style="list-style-type: none"> Technical training Competency review 	<ul style="list-style-type: none"> Service experience review Customer service training Objection handling training 	Employees of the organisation along the value chain. Risk tolerances are understood	Employee decision points & approved actions along the value chain	Employee management of and data input to supporting systems	Supervisor – subordinate relationship that reviews performance along the value chain
Process	<ul style="list-style-type: none"> Production process review and potential redesign Technical review of product inputs 	<ul style="list-style-type: none"> Service bottlenecks Customer 'moments of truth' review Review of customer complaints 	<ul style="list-style-type: none"> Process training Review break points for unintended consequences 	All processes involved in the value chain. Compliance standards inbuilt	Automated tools that lead the employee or customer along the value chain	Business Process Management (Process House)
System	<ul style="list-style-type: none"> Review reports & usage IT review of system bugs and fixes Revise deferred system fixes 	<ul style="list-style-type: none"> Review, update, introduce customer self service Review reports & usage of service standard measures 	<ul style="list-style-type: none"> Data integrity review Revise system training Review report production and usage Identify manual workarounds 	<ul style="list-style-type: none"> IT architecture review Review process maps to ensure system support is optimised 	Non – people resources deployed to deliver or support the value chain	System design & interrogation to ensure most efficient possible operation
Control	<ul style="list-style-type: none"> Quality Assurance program review Supervisor product training Product defect review 	Supervisors accountable for: <ul style="list-style-type: none"> Customer experience standards Complaints Mystery shopping 	<ul style="list-style-type: none"> KPI's in place Regular performance reviews On the job training Standards enforced 	<ul style="list-style-type: none"> Supervisors as process owners BPM understood and applied Supervisors accountable for process improvement 	<ul style="list-style-type: none"> Supervisors accountable for report production & usage Elimination of manual workarounds 	Supervisory oversight to ensure value chain remains within accepted tolerances. Risk & Compliance standards enforced