



### Competencies that are addressed:

#### PRIMARY COMPETENCY CATEGORIES:

- **Leadership—**

Drives business results by aligning the vision, mission, and values to enhance business value. Is able to enlist the willing cooperation of others, while tapping into their highest skills and abilities, to achieve desired results.

- **Accountability—**

Demonstrates personal responsibility. Holds self and others accountable for outcomes that are in alignment with the direction of the organization.

- **Customer Experience—**

Leverages positive experiences to create customer loyalty and long-term relationships.

#### RELATED COMPETENCY CATEGORIES:

- **Communication—**

Practices active listening supported with meaningful oral and written information.

- **Interpersonal Skills—**

Displays a consistent ability to build solid relationships inside and outside the organization.

- **Results Oriented—**

Passionate about winning. Dedicated to achieving all-win solutions to situations.

# Coaching a Service Team

## SUMMARY

Effective service management begins with understanding a talent management process that includes planning, communication, monitoring, appraisal, and reward. As a manager, you establish measurable goals, and determine how they will monitor performance for team members. Understanding how to give and receive constructive feedback helps keep associates on target for good performance and develops accountability to improve performance. When you apply a positive coaching model, you can collaborate with employees to deal with the critical issues, create options for new behaviors, and establish commitment and accountability.

## CONTEXT

Managers of service teams have challenging responsibilities to juggle. You deal with the expectations established by marketing and advertising, promises made by salespeople, problems with operations and production, and deal with internal and external customer needs. Coaching service people to meet or exceed all these expectations requires a delicate balance of diplomacy and discipline.

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### At the completion of this module, participants will be able to:

- Manage talent and set goals to bridge gaps in performance
- Use constructive feedback and coaching to improve performance
- Identify, monitor, and hold employees accountable

*“The goal as a company is to have customer service that is not just the best, but legendary.”*  
—Sam Walton