



## ***“Recruiting for Service Excellence – How to Avoid Undermining Your Workplace Culture of Service”***

“Mission Statement”. “Vision of Excellence”. “Commitment to Service”. Companies might call them by different names, but the concept is universal. “Here is our statement on how we treat our customers, and the lengths we will go to ensure our standards are the highest possible.” These ideas represent the company’s image and culture to stakeholders.

There are countless books, courses, and consultants available to help organizations better define goals, train staff members, and measure improvement metrics to raise standards of service. Unfortunately, all of the best efforts in creating a culture and high workplace standards are only as effective as the employees you recruit and hire that fit that culture. There is not nearly enough attention placed on finding that key candidate with personal values and that “hard-wired DNA” that fit your picture of Service Excellence. Transformation efforts will be working uphill unless recruitment systems are in direct alignment with the culture undergoing the change.

Poor customer service is projected to cost the US economy \$83 billion dollars per year. The White House Office of Consumer Affairs estimates that customer loyalty can be worth 10 times as much as a single purchase. Aside from the obvious benefits of avoiding bad hiring decisions (1.5 to as much as 3 times the annual salary of the position); think about the untold harm caused by bringing in candidates that do not exhibit the suitable attributes for customer-focused roles.

In this presentation\* we will:

- Explore and compare various statements of “Service Excellence”, from a wide variety of industries.
- Learn from what other world class organizations are doing to recruit candidates that fit their visions of Service Excellence, including organizations like Disney, Baptist Healthcare, GlaxoSmithKline, and Starbucks.
- Identify key behaviors recruiters and hiring managers must account for, but often overlook.
- Look at data points that reinforce how behavioral screenings support better workplace outcomes for superior employee performance.
- Provide action steps to align recruitment pre-screening with Service Excellence vision and goal statements.

\* HRCI credit pending