

Moments of truth

Who is service delivery for?

First of all, let us be clear about the focus of service delivery. This is the citizen, or client, of the public service. Clients can be:

- Internal – the people with whom you work on a daily basis. They may be government or departmental officials such as yourself, or contractors or service providers.
- External – the public, such as “Joe Citizen”, businesses, professionals, experts.

Both internal and external clients experience service delivery from us personally or our departments as we carry out our daily duties and responsibilities. We need to think about simple, no cost ways to improve service delivery – and the simplest is about the attitude of staff!

“Moments of Truth”

- Any opportunity that a citizen has to create an impression, or form an opinion of the department offering the service
- Each interaction with a department makes an impression on the citizen
- The experiences cumulatively form a chain which make up a citizen's experience and therefore perception about service delivery

What impacts on the Moment of Truth?

Three personal factors impact on a citizen's perception of service. These factors are:


Concern shown for the citizen or client - a greeting or a smile!

Amount of friendliness shown to the citizen or client

Civility extended to the citizen or client

Examples:

- ❑ If queues are long, expressing concern at the wait acknowledges the client's frustration
- ❑ Greeting in a warm manner with a smile and courtesy assists in creating a positive impression

	<p>Module 2 Reflection and consolidation Activity 2.5: Moments of truth</p> <ul style="list-style-type: none">❑ Capture 'moments of truth' that you have had with regard to service delivery (or even customer service).❑ Now, take that experience into your workplace and conduct your own 'undercover boss' experiment. If you are able to be a 'citizen' in your own department, do so, and record what you experience and observe.❑ What action can you plan to address issues that you observe or experience? Or, how can you celebrate examples of excellent care and service delivery?
---	---

Leadership and the proper implementation of *Batho Pele*

We are not just going to point out the faults and failings in customer service. We are going to offer salient advice and guidance about how it can be made to work within your department.

Whereas your staff need to manage service delivery interactions with clients, whether these are external or internal, as a leader, you need to manage:

- ❑ client interactions
- ❑ your staff – to hold them accountable for superior service delivery
- ❑ yourself – as a role model of service delivery excellence and exemplary behaviour

Service delivery is therefore a leadership issue!

Creating conditions for good service delivery:

- ❑ Staff need to be self empowered and self regulated. They should have some freedom to make certain decisions;
- ❑ Insist on a positive outlook as the norm and culture of the department;
- ❑ Encourage staff to be aware of clients feelings and responses – encourage empathy;
- ❑ Talk about mastery of fear and anxiety.

(adapted from [http://www.mckinsey.com/insights/organisation/themomentof truth.](http://www.mckinsey.com/insights/organisation/themomentoftruth))

Further tips for leaders on how to enhance service delivery:

- create meaning and clarity of purpose for people in frontline work;
- improve capability – make sure that staff have the right skills and attributes;
- put reward structures in place – ‘catch people doing something good’;
- enlist role models who epitomise the values and behaviours you require.

Lastly, insist that you and all your staff know **what** you need to do, but also **why**!



Module 2 Online Activity 1.2: Analysing service delivery stories

1. Complete the task below and save the exercises and your scored results in your personal on line folder.
2. Decide whether each story is a service delivery success or failure. Then indicate what *Batho Pele* principle is involved. Finally, for those issues that you decided were service delivery failures, select a strategy from the box below, that could be used to address the service delivery issue that was described.