

# Real<sup>®</sup> SERVICE

ESSENTIALS TO BUILDING  
AUTHENTIC RELATIONSHIPS WITH  
CUSTOMERS



An innovation by PACE OD Consulting

## TABLE OF CONTENTS

About PACE OD Consulting	4
Our Calling: Being Real <sup>®</sup> Matters	7
The Importance of Service Excellence	8
The Story Behind Real <sup>®</sup> Service	10
Praise for Real <sup>®</sup> Service	12
Real <sup>®</sup> Service Workshops	13
Real <sup>®</sup> Service Overview	14
Real <sup>®</sup> Service Essentials	16
Real <sup>®</sup> Service Engagement	17
Real <sup>®</sup> Service Enablers	18
Real <sup>®</sup> Service Exuberance	19
Why Real <sup>®</sup> Service?	21
Endorsements	23
Return on Investment System	24
Closing Remarks	27

# ABOUT PACE OD CONSULTING

Against the backdrop of a severe economic downturn in 1998, Dr. Lily Cheng and Dr. Peter Cheng founded PACE out of a desire to help organisations Perform Above Challenging Environments. Since 1998, PACE has stayed true to its purpose of advancing organisations, resolving our clients’ people and leadership challenges.

Today, PACE has grown into a multi-cultural team of professional and dynamic individuals. Together, we use our diverse experiences and deep expertise to develop, design, and deliver research-based OD solutions, which to date have impacted more than 138,000 individuals from over 6000 organisations across 17 industries in Asia, Europe and the United States.

Our OD Consultants work closely with MNCs and government bodies alike, partnering them throughout the entire OD journey, from diagnosing organisational challenges, developing targeted OD solutions through workshops and coaching, and finally, driving their sustenance for the client organisation’s continued success.

Our proprietary learning content, evidence-based solutions, and technology-based tools are also made available online via Real® Learning and Realyse®. Through self-directed learning, HR, HROD, and L&D professionals, C-Suite leaders, business owners, and anyone who believes in holistically developing people, can be equipped with the OD knowledge, resources and skills to advance their organisations forward.

Join us in our OD journey as we stay committed to building people, leaders, and advancing organisations towards their mission.



## OUR VISION

Helping organisations realise shared aspirations with authenticity to attain organisational excellence.

## OUR MISSION

We facilitate authentic stakeholder engagement through OD solutions that transform leaders, people and organisations.

## OUR CORE VALUES

**PASSION**  
We exude boundless energy in what we do

**CHALLENGE**  
We proactively innovate and change for better outcomes

**AUTHENTICITY**  
We are genuine and trustworthy in all relationships

**ESPIRIT DE CORPS**  
We inspire commitment and strong regard for the team





## OUR CALLING: BEING REAL® MATTERS

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At PACE, we are committed to advancing Real® organisational development (OD) practice, positively impacting organisations we work with.

We confront business realities with humility, courage and maturity. We're authentic in all our dealings and relationships. We're courageous to articulate the truth. We embrace hard truths with adaptive actions instead of defensiveness.

At PACE, we strive relentlessly to help leaders be Real®, building transformational organisations from within. OD practice is the fruit of our efforts to be truer, better and greater versions of ourselves.

We're OD doctors, coaches, facilitators, researchers and more — but most of all, we're friends.



# THE IMPORTANCE OF SERVICE EXCELLENCE

With increasing expectations from well-traveled and affluent customers, providing excellent customer service is no longer an option in our competitive business environments. It is a bare necessity.

However, excellent customer service must be preceded by the building of authentic relationships with customers who now look beyond the transactional aspects of products and services. It is these authentic relationships that keep customers coming back — again and again.

*A better approach is to persuade employees to commit to a holistic definition of service: creating value for others, outside and within the organization. Teach them to first appreciate customers' concerns and only then to take action. They should continually ask themselves, Who am I going to serve, and what do they need and value most?*

— Harvard Business Review 2016, "Revolutionizing Customer Service"

Building authentic relationships with customers does not happen by chance. It requires the intentional and deliberate investment of effort as organisations and service providers. It demands us to provide Real® Service that is not a one-off event but a continuous journey that is based on a deep passion to serve customers — forming the foundation for customer loyalty.

But how much does customer service and customer loyalty translate into organisational performance and profitability?

An outstanding example would be the Disney theme parks — known to be “the happiest place on earth.” Despite the high cost of tickets and travel, families often to bring their families to this destination of a lifetime not just once, but again and again. How does Disney do it? Disney focuses on connecting deeply with positive emotional experiences that essentially connect with their customers, apart from delivering value that exceeds the price paid.



In a classic study of Sears' spectacular turnaround in 1993, where sales increased by more than 9% in existing stores, researchers showed that a **5 point improvement in employee attitudes result in a 1.3% improvement in customer satisfaction scores, in turn driving a revenue increase of 0.5%**. A more recent study into the Service-Profit Chain showed that each 5% increase in customer loyalty generates an additional 25-85% in net profit.

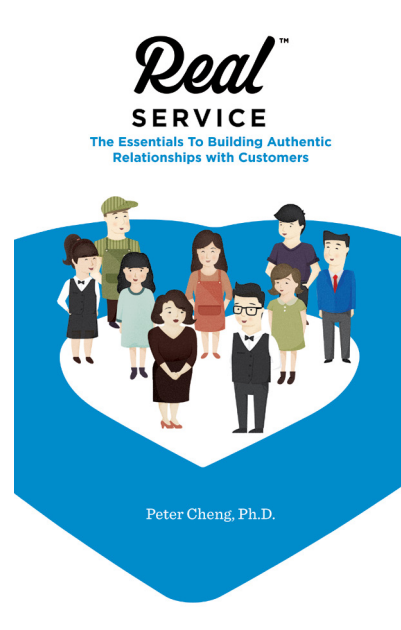
This research compels us to conclude that having positive employees who engage in service excellence is the cornerstone for winning new customers and retaining existing ones, resulting in long-term business profitability and increasing competitive impact by differentiating service leaders from merely acceptable service providers. From answering customers' inquiries on the phone, to handling customers' expectations during a sale and providing service and resolving issues after sales, rendering service excellence can be the deciding factor between patronising a company or moving on to another (Dimensional Research, 2013).

The good news is, regardless of industry or company type, service excellence can be cultivated intentionally through building programmes at all levels of any organisation, to embed service excellence within organisational culture. That's where Real® Service is designed to provide a platform for service excellence development, equipping and culture building.



## THE STORY BEHIND REAL® SERVICE

Dr. Peter Cheng believes that anyone can go beyond mastering and managing service essentials to engage customers socially and psychologically like never before. *Real® Service* is built on the premise that authentic relationships are the key to customer delight and loyalty. Together with its companion workshop series, *Real® Service* offers organisations and individuals an opportunity to be equipped with intentional competencies for long-term service impact through passionate, authentic engagements fuelled by a passion to offer real help.



*Real® Service* is the culmination of Dr. Peter Cheng's extensive experience in working with organisations, leaders and people to help develop service excellence cultures and practices over the last 30 years. Beginning with two large national healthcare groups in 1998 and 2000, PACE's consulting and development work helped to take service from the transactional, traditional definition of "making customers happy" to authentic relationships that deliver transformational service.

Dr. Peter Cheng believes that service has to begin with redefining what service is about. These foundational projects saw him developing customer service culture plans that involved analysing customer complaint and compliment ratios, customising case studies for discussion and management, all the while creating experiential learning programmes that weaved in sociological and psychological concepts in application to the real world. (To this day, 22 years on, PACE continues to be engaged by the healthcare industry for its service excellence programmes.)

## THE STORY BEHIND REAL® SERVICE



In the course of time, as PACE continued to deliver and customise service excellence programmes with this approach, Dr. Cheng's heart was to create a scalable product that could be mastered by anyone who wanted to challenge the traditional ideas of service and dig deeper into building authentic relationships for organisational excellence — resulting in the writing of *Real® Service*. To create an even greater accessibility and allow for deeper learning, he consolidated more than a decade of proven and tested customised content into a compelling series of 4 workshops consisting of 5 modules each: *Essentials, Engagement, Enablers* and *Exuberance*.



### Praise for *Real® Service*

"Peter has produced a wonderful set of workshop tools to accompany his thorough and engaging text analysing the meaning of *Real® Service*. He opens the door to important psychological and sociological rules that govern the relationship between clients and service providers in all cultures. The workshops that accompany the text provide a sound basis for learning what some of those rules are without however getting into jargon and complicated models. I congratulate Peter for developing these workshops and am sure that they will give many future service providers the tools they need to be helpful and to give *Real® Service*."

— **EDGAR H. SCHEIN**, Professor Emeritus at the MIT Sloan School of Management



## REAL® SERVICE WORKSHOPS

**“Real® Service organisations are resolved to go beyond customer expectations to ‘WOW’ them.”**

**— Dr. Peter Cheng, Real® Service (2014)**

*Real® Service Workshops* are designed for organisations and service professionals who aspire to retain their customers through building authentic relationships that promote customer loyalty.

Instructionally designed from the *Real® Service* book, the workshops encompass a holistic intervention that is aimed to have participants *learn, reinforce, internalise and apply* the learning back to the real work situations.

Befitting the learning needs of service providers at different levels of service competencies in the organisation, each of these 1-day or 2-day workshops builds on the others to provide learners with both deep and broad service competencies based in social psychology to help them gain customers' share of heart, mind and voice — making them brand ambassadors for the organisation.

For time-deficient learners or organisations, each of the 4 workshops can also be engaged as stand-alone programmes, and each workshop can be further broken down into 90-minute segments, facilitating bite-sized learning.

*Real® Service Workshops* are designed to engage Cognitive, Affective and Psychomotor skills of learners, incorporating a blend of learning methodologies that include varied service concept sharing, experiential activities, real business case discussions, wisdom of crowds, and role-play. In addition, PACE provides the following value-added services:

1. *Continuous Research & Development:* We provide timely and relevant updates
2. *~10-20% Customisation of Content:* Case studies and content is customisable to your industry: e.g. case studies, business examples etc.
3. *OD helpline\*:* We are here for you when you need us for OD help and assistance
4. *Implementation of Optional ROI System†:* We help you make the intangible ROI tangible through visible business outcomes.

\* working hours, 9am-5pm, Mondays to Fridays

† see ROI System Writeup, page 24

### More Praise for Real® Service

Real® Service provides valuable insights on how to fuel genuine service excellence. It illustrates practical approaches to create value for our customers. Dr. Cheng is ever so passionate and selfless about sharing his wealth of experiences.

**— SERENE FOO**, Senior Director of Quality Service, Singapore National Eye Centre

This book truly helps in very practical terms, how to get down to render service excellence. Peter has sprinkled his service principles with authentic anecdotes of service excellence and down-to-earth suggestions for practical application in the workplace. I am convinced by this book that products and services can be replicated but Real® Service cannot be imitated.

**— DR. LEO TAN WEE HIN**, Professor & Director, National University of Singapore

Real® Service captures the essence of Service Excellence combined with many powerful literatures. Every chapter contains a simple but powerful concept. A very concise and informative book for organisations that are out to wow their customers.

**— TEO CHIN HIAN**, Senior Manager of Business Excellence



# REAL® SERVICE OVERVIEW

**“REAL® SERVICE HINGES ON BUILDING AUTHENTIC RELATIONSHIPS WITH CUSTOMERS BEYOND TRANSACTIONAL EXCHANGE.”**

**— DR. PETER CHENG, *REAL® SERVICE***

## ESSENTIALS

### OH I SEE!

Adopt a service mindset that begins from within the organisation

### WIN THEM OVER!

Understand the need to gain the share of heart, mind and voice of customers

### I FEEL SO GOOD!

Learn about the key handles for providing the Total Service Experience and building authentic relationships with customers

### THE WEATHER TODAY IS...

Manage customer expectations and maintain goodwill

### SURPRISE, SURPRISE, SURPRISE!

Differentiate the expected services from surprising services and learn to innovate to delight customers

## ENGAGEMENT

### DON'T TALK DOWN TO ME!

Apply transactional analysis to engage customers more effectively

### ARE WE IN TUNE?

Unravel the keys to effective communication and adapt dialogue skills

### WHERE IS THE LEADER?

Discover the key concepts to service leadership

### ARE YOU FROM MARS?

Apply MBTI concepts to achieve meaningful interface with customers

### DO YOU READ ME? OVER.

Master the steps to carrying out a seamless connection that will prevent customers from feeling a sense of loss

## ENABLERS

### “WHY YOU SO LIKE THAT?”

Acquire skills to deal with challenging customers

### IT'S AN EMERGENCY!

Realise that the customer loyalty cannot be taken for granted and must be managed to retain them

### LET'S NIP IT IN THE BUD!

Learn how to solve customers' problems at the root to prevent future recurrence

### WE'RE STANDING ON A GOLD MINE!

Appreciate customer complaints as rare commodity and set feedback systems to improve customer service

### HOW COME I DIDN'T THINK OF THAT?

Learn and apply creative techniques to serve customers better

## EXUBERANCE

### REIGNITE YOUR PASSION!

Appreciate passion as the key to becoming a service champion and learn how to reignite passion

### HOW CAN I HELP YOU?

Adopt an exceptional view of problem-solving

### IS SOMETHING AMISS?

Adopt a situational awareness mindset to anticipate customer needs

### I NEED A CONFIDENCE BOOST!

Learn to remain composed and engage others effectively even when put on the spot to answer

### I'M NO PUSHOVER!

Practise the art of assertion to increase self-confidence in interacting with customers

# REAL® SERVICE ESSENTIALS

Considered the cornerstone of *Real® Service*, *Essentials* provides the pillars and framework to build relationships with customers to delight and retain them. This programme equips service providers with new perspectives in how they view service and respond with customer-oriented behaviours that win customers over.

## Key Deliverables from Essentials

- Adopt a service mindset that begins from within the organisation
- Understand the need to gain the share of heart, mind and voice of customers
- Learn about the key handles for providing the Total Service Experience and building authentic relationships with customers
- Learn how to manage customer expectations and maintain goodwill
- Be able to differentiate the expected service from surprising services
- Innovate surprising services to delight and wow customers to come back for more



ESSENTIALS				
<b>OH I SEE!</b> Adopt a service mindset that begins from within the organisation	<b>WIN THEM OVER!</b> Understand the need to gain the share of heart, mind and voice of customers	<b>I FEEL SO GOOD!</b> Learn about the key handles for providing the Total Service Experience and building authentic relationships with customers	<b>THE WEATHER TODAY IS...</b> Manage customer expectations and maintain goodwill	<b>SURPRISE, SURPRISE, SURPRISE!</b> Differentiate the expected services from surprising services and learn to innovate to delight customers

# REAL® SERVICE ENGAGEMENT

Customer interaction constitutes a large part of the job for service providers – a service provider that can effectively and pleasantly engage customers over the phone and face-to-face builds stronger relationships. *Engagement* explores the different conversational and interactional skills that are crucial to providing Real® Service and managing self and others effectively.

## Key Deliverables from Engagement

- Learn to avoid inappropriate ego states when responding to others, to continually engage customers
- Unravel the keys to effective communications and adaptive dialogue skills to connect with customers
- Learn the 6 roles of Service Leaders and learn to practice the roles
- Learn the different dichotomies to effectively understand and manage the self and others, and apply MBTI concepts to achieve meaningful interface with customers
- Learn the concept of “One Voice” and apply service initiatives to ensure customers enquiries are handled seamlessly across the entire organisation



ENGAGEMENT				
<b>DON'T TALK DOWN TO ME!</b> Apply transactional analysis to engage customers more effectively	<b>ARE WE IN TUNE?</b> Unravel the keys to effective communication and adapt dialogue skills	<b>WHERE IS THE LEADER?</b> Discover the key concepts to service leadership	<b>ARE YOU FROM MARS?</b> Apply MBTI concepts to achieve meaningful interface with customers	<b>DO YOU READ ME? OVER.</b> Master the steps to carrying out a seamless connection that will prevent customers from feeling a sense of loss



# REAL® SERVICE ENABLERS

*Enablers* delves into a slightly more sensitive area of customer service: working with difficult and sometimes displeased customers. *Enablers* equips service providers with skills needed to manage difficult customers, and how service providers can recover from mistakes to win the heart of customers. Participants of this programme will also learn the importance of retaining customers and how to use feedback management systems to enable customers to have their voices heard and concerns addressed by the service provider.



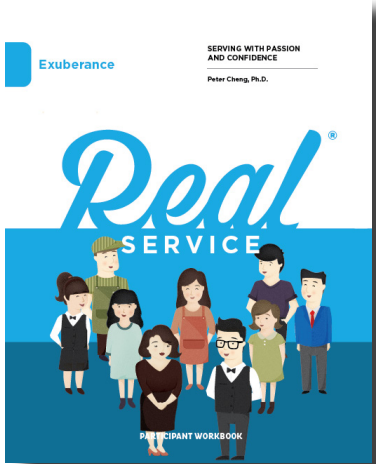
## Key Deliverables from Enablers

- Acquire skills to work with challenging customers and win them back
- Understand the customer loyalty progress ladder and learn how to craft loyalty programme initiatives to reward and retain customers
- Learn the difference between satisfied and delighted customers and learn way on how to increase delightful services that surprise customers
- Learn how to solve the customers’ problems at the root to prevent future recurrence
- Learn to be creative in resolving customers’ concerns

ENABLERS				
<b>“WHY YOU SO LIKE THAT?”</b> Acquire skills to deal with challenging customers	<b>IT’S AN EMERGENCY!</b> Realise that the customer loyalty cannot be taken for granted and must be managed to retain them	<b>LET’S NIP IT IN THE BUD!</b> Learn how to solve customers’ problems at the root to prevent future recurrence	<b>WE’RE STANDING ON A GOLD MINE!</b> Appreciate customer complaints as rare commodity and set feedback systems to improve customer service	<b>HOW COME I DIDN’T THINK OF THAT?</b> Learn and apply creative techniques to serve customers better

# REAL® SERVICE EXUBERANCE

Topping off the series, *Exuberance* is designed to have service providers revisit and reignite their passion in providing service so that they can demonstrate service excellence with utmost sincerity. *Exuberance* covers the various aspects of service that exudes boundless energy and excitement, and developing exceptional problem-solving skills that emphasises a proactive attitude and approach. *Exuberance* also explores the art of exuding self-confidence and assertion without being overbearing, and allows one to remain calm and composed and effectively engage others even when put in a difficult situation.



## Key Deliverables from Exuberance

- Appreciate passion as the key to becoming a service champion and learn how to reignite passion, understand the occupational passion framework and identify areas of strength as an individual and as an organisation
- Learn to adopt exceptional problem-solving methods to solving customer problems effectively
- Learn and understand the situational awareness framework to go beyond basic attentiveness, and adopt a situational awareness mindset to anticipate and attend to the unexpressed needs of customers
- Learn and practice the subtle art of assertion to increase self-confidence during interaction with customers
- Learn how to remain composed and engage other effectively even when put on the spot

EXUBERANCE				
<b>REIGNITE YOUR PASSION!</b> Appreciate passion as the key to becoming a service champion and learn how to reignite passion	<b>HOW CAN I HELP YOU?</b> Adopt an exceptional view of problem-solving	<b>IS SOMETHING AMISS?</b> Adopt a situational awareness mindset to anticipate customer needs	<b>I NEED A CONFIDENCE BOOST!</b> Learn to remain composed and engage others effectively even when put on the spot to answer	<b>I’M NO PUSHOVER!</b> Practise the art of assertion to increase self-confidence in interacting with customers





**PUT SIMPLY, ENGAGEMENT  
INVOLVES INVESTING THE  
“HANDS, HEAD, & HEART”  
IN ACTIVE, FULL WORK  
PERFORMANCE.**

**— ASHFORTH & HUMPHREY**

## WHY REAL® SERVICE?

### *Is Real® Service for me and/or my organisation?*

Service excellence can and should be a culture, not simply a series of events or behaviours. In order for organisations to benefit from the returns of customer satisfaction and loyalty, they must equip and inspire their people to build such a culture. While many of us serve both external and internal customers in some capacity — whether it be responding to an inquiry on the phone, or providing information to a team member — the following groups would especially benefit from *Real® Service*:

- Organisations that have service related business, e.g. hospitality, F&B, retailers
- Primary Target: People in the organisation who have direct interface with external customers, regardless of position
- Secondary Target: People in the organisation who have internal customers, such as serving and supporting other teams. Service is not just external, but in serving those who you work with, working towards a common goal becomes easier to achieve with service excellence as a culture

### *What's so unique about Real® Service?*

*Real® Service* does not merely build knowledge-based mindsets but action-oriented culture. Injected with rich, *customisable* real life case studies from Asia and beyond that provide relevant and refreshing context to the principles expounded, making learning enjoyable, memorable and easy to apply. Other unique features include:

- Bite-sized learning approach: flexible delivery of workshops, especially for time-deficient learners or organisations
- Flexible yet sequential individual programmes that build on each other but can also be delivered separately — allowing for learners of different competency levels to be matched to their needs
- Synthesises 30 years of practitioner experience and research-based social psychology frameworks into a compelling package that anyone can learn something from to deliver service that "WOWs"





## ENDORSEMENTS

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‘Thank you for organising such an interesting course. It hits the spot. Everyone knows about service but it is good to be jolted, realised about excellence in service delivering competency, commitment and confidence!’

‘The workshop conducted is very interesting and I have learned a lot of new knowledge and skills in providing good service to our customers.’

‘The pointers / highlights of the course were brought across clearly in an interesting manner, which made it easier to remember.’

— **Ministry of Education, Singapore**

‘(I would recommend this course) Because this has greatly improved my capabilities to handle customers and i want to share these good methods.’

— **Hitachi Corporation**

‘I believe most staff should understand the importance of service excellence. Thus this course reinforces this and helps us to understand the direction of the management.’

— **MSIG, Singapore**

Excellent workshop to build confidence and better coping skills pertaining to customer service.’

‘Helps to improve our overall qualities and mindset when facing outsiders as well as ourselves.’

‘It is very interesting and increases knowledge and better understanding about customer service.’

— **Singapore National Eye Centre**

# RETURN ON INVESTMENT SYSTEM

With the increasing demand for ROI to justify OD and L&D budget allocations, the new reality is clear: ROI is here to stay. To help leaders attain a sustainable learning and ROI capability of our programmes, PACE is committed to help you undertake best practices for ROI implementation with our ROI system.

In our research where 929 learners were surveyed, we discovered the following brutal facts of ROI:

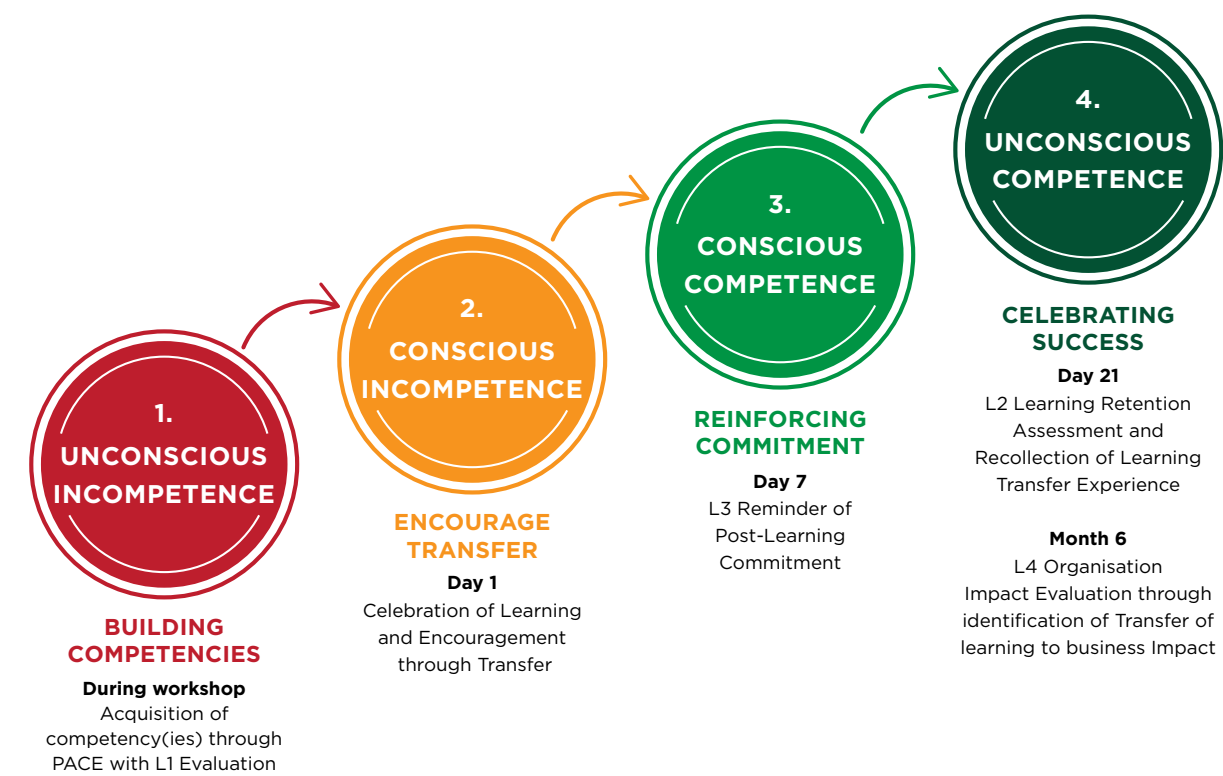
- 1. 25% learners find no opportunity to transfer learning back at the workplace.
- 2. 54% learners find they lack motivation and support from others in their work team.
- 3. 21% learners find that learning acquired does not fit into the working culture at their workplace.

### What can PACE do for your organisation?

To ensure that learning is sustainable and also to encourage a culture of self-directed learning within the organisation, Transfer of Learning (TOL) and Return on Investment (ROI) systems have been specially designed and customised into an Employee Development Portal. The portal provides learning resources to the participants, and administration functions for the HR administrators. It also generates ROI reports to the client on key development indicators, which facilitate future interventions.

In typical learning interventions, achieving Levels 1 and 2 (*ref. ROI System diagram*) are the main focus of learning programmes. However, HR practitioners or business leaders may not have opportunities to reinforce critical on-the-job behaviours and thus, this is left to the individual. The PACE ROI System addresses this gap by helping organisations implement *Level 3 Learning Retention Assessment*, and *Level 4 Organisation Impact Evaluation*. With the aim of enhancing one's self-directed learning behaviours in today's rapidly changing business environment, PACE ensures application and reinforcement through a system that constantly measures the effectiveness of reaching the goals of the OD solution.

Please consult us for further details on implementing the PACE ROI System for your organisation's L&D programmes.



The Empirically Successful PACE ROI System

### Our Work in ROI

- 1. More than a decade of scientific practitioner work on establishing and implementing effective Learning & Development ROI Systems.
- 2. Pioneering successful, innovative implementation of a L&D ROI System that strengthens and improves the L&D process.
- 3. Making the intangible ROI tangible through visible business outcomes so that business leaders can focus on organisation growth.

### Founded on validated research and theories:

- 1. Adult Learning Principles for optimal learning
- 2. Positive Psychology for effective learning application
- 3. Organisation Development Principles for focused application leading to organisation results





**DR. PETER CHENG & DR. LILY CHENG**

FOUNDERS, PACE OD CONSULTING

## CLOSING REMARKS

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At PACE OD Consulting, our mission is to advance organisations globally to thrive in the evolving economy through quality OD solutions and content. *Real® Service* was created with this mission in mind to help organisations around the world by equipping them with service excellence mindsets and ultimately shaping their organisational cultures.

We look forward to working together with you to connect, equip and transform the people, leaders and organisations in your learning community.

Best Regards,

*Dr. Peter Cheng & Dr. Lily Cheng*

*On behalf of PACE OD Consulting Pte Ltd*

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