



Zest – Leadership for a future generation of leaders

Asset: Discovery questions for the 5 pillars

Pillar	Question
Role modelling	Are your leaders accessible to employees and customers?
	Do your leaders actively role model behaviours required within the business?
	Are your people able to challenge leaders about how they are seen by employees and customers?
	Do you have a staff survey or 360 degree reporting process that allows for feedback to leaders?
	Are your leaders held to account when they fall short of the role model they are meant to be?
Empowerment	Do your employees feel trusted?
	Do you actively empower your employees to take decisions and resolve issues without the need for escalation?
	Is empowerment instilled across the business or in small pockets?
	Do your leaders drive empowerment and push back when employees escalate issues that they can resolve?
Clarity	How do you communicate the level of empowerment to your employees?
	Is empowerment discussed and made clear through the onboarding process and within induction training?
	Do you constantly reinforce the drive for customer service and why it matters?
	Is customer service openly discussed at team meetings?
	Do you re-clarify the boundaries of empowerment when things go wrong?

Pillar	Question
Exceeding expectations	Do your employees know the basic level of customer service that is expected?
	Do you openly discuss the need for exceeding customer expectations?
	Do you know your champions of customer service who regularly exceed customer expectations?
	How do you spread good practice between teams?
Recognition	Do you celebrate when your employees deliver great customer service?
	Do you pass on feedback direct to employees from customers?
	How do you curate the stories of customer service so they form part of your culture?
	Are stories of customer service included in your induction?
	How do you reward employees for continually delivering great customer service?



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