



**Service Leaders** develop and manage the organization's strategic goals, particularly related to creating a customer value strategy designed to identify, meet, and exceed customers' expectations. They initiate plans and programs to achieve revenue and profitability objectives or to meet other significant organizational customer-focused goals.

#### Example Positions

*Chief Customer Officer, Chief Client Experience Officer, Executive Director of Client Services, Vice President - Customer Experience, VP - Customer Success*

## Competencies

**Leadership Maturity** – Service Leaders serve as role models for performance and organizational behavior by demonstrating humility, confidence, and courage in their leadership role.

**Leadership Communication** – They generate a shared commitment to the organization, build morale, and encourage ownership of mission, goals, and values.

**Organizational Savvy** – They are able to gather and accurately assess information related to the organization's formal and informal communication channels and power relationships.

**Deliberative Decision Making** – They tend to gather, consider, and evaluate all relevant information to make logical conclusions before being moved to action.

**Decisiveness** – They tend toward taking calculated risks by making decisions and taking action, even in the absence of all information.

**Strategic Thinking** – Service Leaders develop and help drive a shared understanding of a long-term vision that describes how the organization needs to operate now and in the future.

**Leading Change** – They effectively create a vision for change and engage others to implement the change process.

**Strategic Talent Management** – They attract, hire, engage, and develop talented people to build the capabilities required for the organization to perform at high levels.

**Service Focus** – They place great emphasis on creating customer loyalty by ensuring the highest value of service is always provided and by delivering on commitments to the customer.

## Representative Behaviors

- Serves as a role model and sets an example for highly credible leadership
- Generates pride and passion for the company's brand and service
- Moves fluidly between all levels of the organization in order to build wide support for ideas and plans
- Considers all pertinent information before making a decision
- Is willing to make decisions in the face of opposition
- Translates theory and strategy into actionable business plans
- Brings about improvement in own functional area by adopting new approaches
- Plans ahead for changes in personnel
- Ensures all actions and decisions are supportive of service to the customer as well as in the best interests of the company



### Service Leader Job Model

Leading	Active Communication	Interpersonal Dynamics	Making Decisions	Solving Problems	Managing Processes	Self-Management
Leadership Maturity	Influence and Persuasion	Interpersonal Sensitivity	Deliberative Decision Making	Creativity and Innovation	Quality Focus	Composure and Resiliency
Leadership Communication	Conflict Management	Helpfulness	Decisiveness	Analytical Thinking	Compliance	Generating and Expressing Enthusiasm
Driving Results	Negotiating	Service Focus	Strategic Thinking	Learning Agility	Response Orientation	Strength of Conviction
Leading Change	Active Listening	Relationship Building	Organizational Citizenship	Scientific Acumen	Safety Focus	Achievement Motivation and Perseverance
Managing Innovation	Communicating	Collaboration and Teamwork	Information Seeking	Business Acumen	Process Management	Self-Awareness
Managing Quality	Instructing	Organizational Savvy			Time Management	Adaptability
Team Building		Global Mindset			Planning and Priority Setting	Initiating Action
Coaching and Developing Others					Organizing and Documenting Information	Accountability
Delegating					Applying Standard Practices	Professionalism
Fact-Based Management						Continuous Learning
Strategic Talent Management						Extended Task Focus
Directing						Comfort with Ambiguity