



**Service Managers** are responsible for driving results through a team or department of individuals in a service role. They provide coaching to their team, delegate work to the appropriate resources, and make data-driven decisions to support the success of the business. They lead by example by showing a commitment to customer service through their actions.

#### Example Positions

*Branch Manager, Client Experience Manager, Customer Service Manager, Director of Customer Service, Manager - Customer Care, Regional Manager, Service Manager, Store Manager*

## Competencies

**Fact-Based Management** – They view the organization as an open system, synthesize information from diverse sources, come to conclusions, and make decisions that are rational and based on sound evidence.

**Coaching and Developing Others** – Service Managers provide quality time and planned commitment to direct reports and provide processes and opportunities for them to understand their strengths and limitations in relation to a range of high-quality and relevant Competencies.

**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.

**Communicating** – They provide the information required by others in a concise, direct, and unambiguous way. They strive to ensure that the receiver clearly understands the specifics of their message and they are able to listen to, receive, and understand messages conveyed by others.

**Process Management** – They take a systematic approach in contributing to making the company's workflow more effective, efficient, and capable of adapting to an ever-changing environment.

**Driving Results** – They motivate individuals to achieve and exceed goals by establishing accountabilities, clarifying performance expectations, agreeing to high standards and measures, monitoring and reviewing performance, and providing timely and relevant feedback.

**Delegating** – They display strong awareness of when, how, and to whom to delegate and will clearly communicate objectives, tasks, long-term benefits, and expectations for outcomes in order to empower others to take greater responsibility.

**Team Building** – They enable and encourage group members to work together to complete tasks and accomplish goals that individual members could not accomplish alone.

## Representative Behaviors

- Uses data and reporting to hold people accountable for meeting goals
- Gives constructive feedback in a way that motivates the individual or team to improve
- Ensures all actions and decisions are supportive of service to the customer as well as in the best interests of the company
- Maintains a constructive, open dialogue with others
- Develops systems for designing and measuring work processes
- Identifies and obtains the resources others need to complete projects
- Defines, communicates, and clarifies expectations with employees
- Motivates individuals to achieve team results



## Service Manager 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
<b>Driving Results</b>	Negotiating	<b>Service Focus</b>	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	<b>Communicating</b>	Collaboration and Teamwork	Information Seeking	Business Acumen	<b>Process Management</b>	Self-Awareness
Managing Quality	Instructing	Organizational Savvy			Time Management	Adaptability
<b>Team Building</b>		Global Mindset			Planning and Priority Setting	Initiating Action
<b>Coaching and Developing Others</b>					Organizing and Documenting Information	Accountability
<b>Delegating</b>					Applying Standard Practices	Professionalism
<b>Fact-Based Management</b>						Continuous Learning
Strategic Talent Management						Extended Task Focus
Directing						Comfort with Ambiguity