



Additional Behaviors for Values

Communication

- Three-email rule: If there are three emails sent on a subject without resolving the issue, pick up the phone and have a conversation.
- Set up out-of-office automatic replies on your email and change your voicemail when you know you will be out of the office. Give an alternate to contact in the event of an emergency.
- Take notes when on the phone to help you remember all important parts of the conversation. Summarize complex calls with a follow-up email to ensure understanding between you and your customer.
- Listen and repeat back for understanding. Ask questions for clarification.
- Be aware of the tone of email. If you think it could be misconstrued, call!

Adaptive

- Map out a customer journey and look at improving your process. Be willing to bring new ideas to your team or another team to improve processes.
- Be flexible with your methods if possible, but firm about achieving the best results for your customer.

Reliable

- Prioritize your workflow to be more available to your customers.
- Inform your customer when you don't know the answer, but that you will work with others to find it.
- Document common resolutions to share with others.
- Listen to your customer's needs and establish an agreed-upon timeline for completing their request.
- Admit when you've made a mistake and work to find a solution. Don't be afraid to ask for help.

Expert

- Know the framework (statutes, laws, regulations, etc.) you have to work within and be able to explain the framework to your customer. Let them know if the framework prevents you from fulfilling their request, and then work with them to identify a possible alternative solution.
- Commit to continuous professional development.

Solution-Driven

- Identify common problems your customers experience in certain situations. Anticipate obstacles your customers might run into before they do, and give them the right information and support to overcome those challenges.
- Stop the endless phone-chain transfers for customers. Find the correct person and have them follow up with the customer.
 - Ask the customer how many people they have spoken to already.
 - Who else have you reached out to?
- Listen to understand the problem trying to be solved. Don't make assumptions about your customer's request. Don't jump to making a recommendation without full understanding of the issue first.