



Culture of Customer Experience

Diagnostic Instructions

Gallup's CCX Diagnostic is divided into four sections: governance, voice of the customer/employee (VoCE), continuous improvement and culture enablement. Each section contains a series of paired descriptors. For each pair, select the descriptor that best describes your organization, and the extent to which it does.

Expected completion time of the diagnostic is 10 minutes.

Before beginning, please answer the following questions about your organization

1) Based on the main customer experience metrics your organization benchmarks today, which statement describes the current state?

- ☐ Top-tier customer experience
- ☐ Middle-tier customer experience
- ☐ Bottom-tier customer experience
- ☐ I don't know/do not measure

2) Based on the main customer experience metrics your organization tracks today, which statement describes its trend over the past 5 years?

- ☐ Declining rapidly
- ☐ Declining slowly
- ☐ Static
- ☐ Increasing slowly
- ☐ Increasing rapidly
- ☐ I don't know/do not measure

3) If applicable, what was your latest approximate Net Promotor Score (NPS)?

- ☐ ≤0-20
- ☐ 21-30
- ☐ 31-40
- ☐ 41-50
- ☐ 51-60
- ☐ 61-70
- ☐ 71+
- ☐ I don't know/we do not measure

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00: Governance

Thinking about the way your organization **governs and manages the customer experience** overall, please select the descriptor that best describes **your organization**, and the extent to which it does.

	Strongly Describes ▼	Somewhat Describes ▼	Neutral ▼	Somewhat Describes ▼	Strongly Describes ▼	
a) Each of the channels governs their own customer experience strategy.	☐	☐	☐	☐	☐	The customer experience is centrally governed by a cross-functional team (including channel and shared service partners).
b) Customer experience metrics are established, managed and communicated by each of the individual business units/channels independently.	☐	☐	☐	☐	☐	Customer experience metrics are established, managed and communicated centrally, and in consultation with individual business units and channels.
c) Decision-making is primarily centralized at the top, with priorities, strategies and actions cascaded down to all levels of the organization.	☐	☐	☐	☐	☐	Decision-making is more distributed across the organization, with priorities, strategies and actions identified, and then activated across all levels of the organization.
d) Executives say the right things, but ultimately, customer experience is viewed as the responsibility of customer-facing teams.	☐	☐	☐	☐	☐	Executive team embraces the opportunity of customer experience to drive growth and assumes responsibility by setting a clear customer experience vision and strategy.

01: VoCE

Thinking about the way your organization **collects and reports customer experience data**, please select the descriptor that best describes **your organization**, and the extent to which it does.

	Strongly Describes ▼	Somewhat Describes ▼	Neutral ▼	Somewhat Describes ▼	Strongly Describes ▼	
a) Customer data is collected sporadically through internally designed and operated processes.	☐	☐	☐	☐	☐	Customer data is collected using a recurring, formal customer experience management platform or program.
b) Data is reported and available on a need-to-know basis	☐	☐	☐	☐	☐	Real-time data is reported and available on demand at the organizational, channel, team, and individual level
c) Data collection is primarily about the identification and tracking of pain points in the customer experience.	☐	☐	☐	☐	☐	Data collection includes both the identification and tracking of pain points, as well as the points of delight in the customer experience.
d) Customer experience metrics focus mostly on organizational based outcomes (e.g., NPS, number of products/services, primacy, etc.).	☐	☐	☐	☐	☐	Customer experience metrics are comprehensive of customer-based benefits and outcomes (e.g. emotional attachment, number of problems, financial wellbeing, etc.).
e) Customers' data are primarily analyzed and leveraged reactively (used to answer questions as asked by senior leaders).	☐	☐	☐	☐	☐	Customers' data are analyzed proactively to identify actionable insights and inform decision-making at an organizational, channel, team, and individual level.
f) No clear connection has been established between the customer metrics measured and managed and the desired business outcomes of the organization.	☐	☐	☐	☐	☐	Metrics measured and managed are predictive of desired business outcomes of the organization.
g) Each source of data is stored, treated and analyzed separately.	☐	☐	☐	☐	☐	Multiple data sources are integrated into the same data environment for analytical purposes (including employee experience metrics).

02: Continuous Improvement

Thinking about the way your organization **addresses customer experience improvement opportunities**, please select the descriptor that best describes **your organization**, and the extent to which it does.

	Strongly Describes ▼	Somewhat Describes ▼	Neutral ▼	Somewhat Describes ▼	Strongly Describes ▼	
a) No formal process exists for handling and resolving customers' reported issues, problems and escalations in their experience.	☐	☐	☐	☐	☐	A formal handling and resolution process exists for customers' reported issues, problems and escalations in their experience.
b) Problem resolution is handled by individual business units, primarily focused on resolving individual customer's complaints.	☐	☐	☐	☐	☐	Problem resolution is handled by a designated cross-functional team, primarily responsible for resolving systemic customer problems using a formal improvement methodology.
c) Individual business units/channels identify, evaluate and implement product and service delivery improvements.	☐	☐	☐	☐	☐	Designated cross-functional teams use a formal design-thinking methodology to identify, evaluate and implement product and service delivery improvements.
d) There is no organizational expectation for local teams to develop and share action plans for enhancing customer experience.	☐	☐	☐	☐	☐	Local teams use customer-experience data to discuss opportunities and share developed action plans for enhancing customer experience.

03: Culture Enablement

Thinking about the way your organization **embeds the customer experience into the organization's culture**, please select the descriptor that best describes **your organization**, and the extent to which it does.

	Strongly Describes ▼	Somewhat Describes ▼	Neutral ▼	Somewhat Describes ▼	Strongly Describes ▼	
a) Customer-experience training primarily consists of products and service knowledge for the front-line employees.	☐	☐	☐	☐	☐	Customer-experience training goes beyond product and service knowledge and develops a common language and shared service values that everyone is responsible for across the organization.
b) Goals and incentives are inconsistent throughout the organization.	☐	☐	☐	☐	☐	Individual and team customer-experience goals and incentives are established and communicated throughout the organization.
c) Financial performance outcomes are shared as the main way to inspire and recognize employee behavior.	☐	☐	☐	☐	☐	Storytelling (connecting employee behavior to customer outcomes) is regularly used as way to inspire and recognize employees.
d) Customer experience expectations are communicated as broad, overarching company values	☐	☐	☐	☐	☐	Customer experience expectations are communicated as specific employee behaviors that are used as part of ongoing performance conversations
e) Success with customers is random, relying mostly on the natural talents of the employee.	☐	☐	☐	☐	☐	Employees are upskilled on capabilities necessary to be successful with customers.
f) Manager feedback is infrequent and relies heavily on formal touchpoints, such as annual performance reviews.	☐	☐	☐	☐	☐	Manager feedback is regular, meaningful and individualized to employees.
g) Customer-experience expectations are randomly aligned to the employee life cycle (hiring, onboarding, performance management, etc.) and rarely reinforced.	☐	☐	☐	☐	☐	Customer-experience expectations are aligned, set and reinforced at every stage of the employee life cycle (hiring, onboarding, performance management, etc.).

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