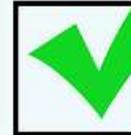


CUSTOMER SERVICE

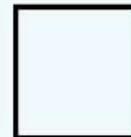
Excellent



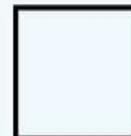
Good



Average



Poor



**Exceptional Customer Service
Delegate Manual - SAMPLE PAGES**



COURSE OUTLINE

9.30 Welcome and Setting the Scene

Overview of the Day

Knowledge/Skill Checklist

Knowing Me/ Knowing You exercise

Moments of Truth

Bet You Didn't Know That.... Exercise

Exercise Review

Customer Service Statements: Fact or Fiction

11.00 BREAK

11.15 3 Principles of Exceptional Customer Service:

- Delighting not just satisfying
- People buy from people (Rapport building)
- First (and last) impressions count

Consequences of Poor Service

Superior Service Behaviours: How Good Are You? Questionnaire

Review of exercise

12.45 LUNCH

1.30 In Our Customer's Shoes Exercise

Role of Email in Customer Service

Dos and Don'ts of Emailing

Introduction to Dealing with Difficult Situations

Assertiveness at Work

3.00 BREAK

3.15 Responding to Difficult Situations

Assertive Skill Practice

Coping with Irate Customers

Case Study & Review

Summary

Knowledge/Skill Checklist

Thoughts on Action Planning

5.00 CLOSE



KNOWLEDGE / SKILL CHECKLIST

In order to ensure that learning objectives are met by the course:

BEFORE THE COURSE: Rate your ability on a competence scale of 1-5 as follows:-

- 1 = No knowledge/skill
- 2 = A little knowledge/skill but considerable development required
- 3 = Some knowledge/skill but development required
- 4 = Good level of knowledge/skill displayed, with a little development required
- 5 = Highly competent - no/very little development required

WRITE your numerical rating in the 1st column. **AFTER THE COURSE:** Repeat the exercise, writing your new rating, in the 2nd column

COMPETENCE	PRE (1-5)	POST (1-5)
1. Understands the principles that underpin superior customer service		
2. Is aware of own strengths and development areas in delivering customer service		
3. Can define the meaning of a 'moment of truth' in customer service situations		
4. Delivers customer service that delights customers		
5. Understands the consequences of delivering poor customer service		
6. Handles customers in a professional manner on the telephone		
7. Uses email effectively and professionally		
8. Understands the meaning of the word 'assertion' and how it differs from aggression		
9. Is assertive with others, utilising the 3 step technique		
10. Can confidently handle a potentially aggressive situation		

"A satisfied customer-we should have him stuffed."
BASIL FAWLTY

CUSTOMER SERVICE STATEMENTS: FACT or FICTION

A large, cloud-shaped thought bubble with a scalloped border, containing the text 'The customer is always right'. Several smaller, empty circles of varying sizes trail off to the right and bottom from the main bubble.

**The
customer is
always right**

A large, cloud-shaped thought bubble with a scalloped border, containing the text 'Customer service is all about being friendly and helpful'. Several smaller, empty circles of varying sizes trail off to the left and bottom from the main bubble.

**Customer
service is all
about being
friendly and
helpful**

A large, cloud-shaped thought bubble with a scalloped border, containing the text 'The customer is always a number 1 priority'. Several smaller, empty circles of varying sizes trail off to the right and bottom from the main bubble.

**The customer
is always a
number 1
priority**

A large, cloud-shaped thought bubble with a scalloped border, containing the text 'Complaints are the worst thing that can happen for a business'. Several smaller, empty circles of varying sizes trail off to the left and bottom from the main bubble.

**Complaints
are the worst
thing that can
happen for a
business**



RAPPORT BUILDING

'a close and harmonious relationship in which there is common understanding'
Oxford English Dictionary

It can be described as:

- Getting down to the customer's level making connections with the customer
- Seeing 'eye to eye'
- Building 'like-ability'
- Whatever we do, it has to be delivered sincerely

Methods of rapport building with customers include:

-
-
-
-
-
-
-
-

"Profit in business comes from repeat customers, customers that boast about your project or service, and that bring friends with them."

W EDWARDS DEMMING



PRACTICAL EXAMPLES OF SUPERIOR CUSTOMER SERVICE

All of the following examples take little effort and time but create that 'magic touch' which customers remember most.

A hotel

A guest fed back.....

"The little touches by every member of the team. Walking through the hotel, everyone smiles and says hello. In the Spa, there were regular (but not intrusive) checks to see if I was okay and offers of drinks. In the restaurant my waiter took time to engage me in conversation about my day. I was very, very impressed and it underlined even more strongly to me that magic service moments aren't just about extravagant gestures. It's about consistent small touches that make you feel that you're important"

Car insurance company

A female customer was very shaken and upset after a car accident. The advisor who took the claim details was comforting, patient (even though the call was extending into her lunch break) and not rushing the lady. After the call, the advisor had a quick chat with her manager and organised a bouquet of flowers to be sent to the distressed customer.

Restaurant waitress

The waitress knew everything about the menu, including what the products tasted like; recommendations on wine; names of ingredients and country of origin of ingredients. She gathered most of this information 'off her own back' by asking questions and researching on the internet.

In a department store

A restaurant assistant organised a replacement outfit for a customer who had spilt coffee down herself. She also arranged for her outfit to be dry cleaned and returned to her 48 hours later.

"You gotta keep the customer satisfied."
SIMON & GARFUNKEL



SUPERIOR SERVICE BEHAVIOURS - HOW GOOD ARE YOU? - Page 2

Using the scale 1-6, rate your skills by circling the number that applies.

1= NEVER do

6 = ALWAYS do

- | | | | | | | | |
|----|--|---|---|---|---|---|---|
| 1. | Under promises and over delivers (i.e. customer thinks 'thanks - I wasn't expecting that') | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. | Thinks ahead by anticipating problems and managing customer expectations (e.g. doesn't promise without confidence we can deliver; keeps customer informed of progress) | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. | Actions things for customers in a calm and controlled manner (e.g. keeps own worries to themselves, doesn't 'alarm' customer) | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. | Looks for improvements and ways of becoming even better at their job | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. | Asks customers for feedback on quality of service offered | 1 | 2 | 3 | 4 | 5 | 6 |
| 6. | Cheerful goodbye to customers at end of visit/ phone call | 1 | 2 | 3 | 4 | 5 | 6 |
| 7. | Demonstrates team working (e.g. offers help to colleagues under pressure; flexible with boss and colleagues; readily covers for team members) | 1 | 2 | 3 | 4 | 5 | 6 |
| 8. | Has a positive mental attitude (e.g. balances 'moans' with solutions; is a tonic to work with) | 1 | 2 | 3 | 4 | 5 | 6 |
| 9. | Is consistent in demonstrating behaviours/qualities above | 1 | 2 | 3 | 4 | 5 | 6 |

Questionnaire designed from many years of observing and discussing exceptional service behaviour.



IN OUR CUSTOMER'S SHOES

It can be useful to spend some time getting into 'the shoes of' the customers and clients you help in your role. In your syndicate group, discuss the service you offer. You might want to use the following questions to help your discussion:

- Describe your typical customers (gender/ age/ background/ lifestyle/ temperament/ behaviours)
- What does our level of service look like from their perspective?
- How do our customers feel about our service if they were being really honest?
- What are their expectations from us?
- What are the customers measuring our service against?

List your findings here. Choose a spokesperson from within your syndicate group to feedback your findings.

"You don't get a second chance to make a first impression."
ANON



EMAIL GUIDELINES

When sending:

- Double check addressees before sending. Sending a message to the wrong recipient can be both damaging and embarrassing
- Never e-mail in anger. Calm down first, or consider an alternative method - email isn't good with emotion. Face to face can be a much more effective way of getting how you feel across to an individual
- If you classify all your emails as urgent, people may gradually stop treating them as such
- Consider posting written material on the intranet/shared drives/internet rather than email as an attachment. These can slow down systems- typically anything more than 1Mb. Perhaps consider taking out pictures to reduce the size
- Give attachments meaningful names to the Customer. If sending more than one attachment, make sure the recipient is aware of what the files are and, if appropriate, what order they should be read in
- Signature block for external emails should, as a minimum, state
 - your full name
 - company name
 - company registration number
 - telephone number
 - fax number
 - website address

When reading:

- Deal with email at set times of the day only - if your organisation doesn't have guidelines, then twice a day is a good guide. The tendency is to open email as soon as it arrives. If it was that urgent to reply, the sender would have picked up the phone
- Organise your emails into a filing system for quick retrieval, by creating folders with meaningful names. Using the 'Rules' wizard, create rules which automatically file the mail by specified criteria, making the process easier to manage
- Turn off the automatic 'incoming e mail alert' facility

"The only place where success comes before work is in the dictionary."

VIDAL SASSOON

IRATE PEOPLE - TIPS AND TACTICS

- Offer a solution / compromise or be as helpful as possible, and reassure e.g.
 - o *"I suggest that I Is that okay? When is it convenient for you?"*
 - o *"I'm going to deal with this personally myself"*
- Manage your emotions
 - Be objective
 - Do not take it personally
- Beware about saying *"I know how you're feeling"* - you probably don't and it can aggravate the situation
- Physically
 - Challenge not confront
 - Count to two to check your reaction - 'Act don't react'
 - Take deep breaths
 - Remove your frustration by talking the episode through with a colleague or the other half tonight!
- Take control
 - Be assertive
 - Ask relevant questions
 - Get the information right
 - Take notes
 - Listen carefully to what is being said
- Questions
 - Angry people will be annoyed even further by probing questions if they see them as irrelevant, or not a contributing factor to solving their immediate problem
 - Keep the person informed as to why you need certain information
- Use the Person's Name
 - This can often help pacify irate people, as long as it's not used too often
- See it as a challenge
 - You have to have the right attitude
 - People will respond to you in a rude way if you are rude!!
 - If you do react in a negative or rude way you may well be in the wrong job

"Most smiles are started by another smile."

ANON



ASSERTIVE SKILL PRACTICE - SUGGESTED SOLUTIONS

1. *“I can understand your frustration about this, Mrs James, and do apologise for the delay. My name is Lindsay and I will personally sort this out for you. Now may I take some details?”*

TIP: Repeating your name gives confidence that they have a named person who is intent on fixing the issue. This may not be your job however the customer sees that you are taking control, particularly if you use the word ‘personally’.

2. *“I appreciate that it’s taken so long, however I have had other priorities, like the big management report I’ve just completed for the boss. I will finish your work by the end of the day. Is that okay?”*

TIP: Don’t rise to the sarcastic footnote he/ she uses about coping with the workload. Keep focused on the facts, and what you are going to do about it.

3. *“Well George, I do hope you have a great weekend. Now, you were saying something about XXXXXX, tell me more”*

TIP: This is a difficult one - you don’t want to be seen to be rude but you do have a job to do! After the comment about having a good weekend, it’s probably best **NOT** to pause before you get him back to the queries, otherwise it’s almost an invite for him to carry on!

4. *“I do understand that other things may take priority. It’s just that you have missed 2 appointments recently, Mrs Mace. It does waste a lot of time for us and other people could have taken the slots. Let’s make a new appointment time now but do let us know as early as possible if there’s a problem with it. Now, how does 3.30pm on Tuesday 24th September sound?”*

TIP: Explaining the effect of people’s behaviour can help influence so they understand the impact.

5. *“Look, I can see your problem - it must be a nightmare. However I really need it delivered before then. What can you do for me?”*

TIP: Don’t accept the first offer from him. Throw the issue back to him to offer a time scale again.



PERSONAL PLEDGES FORM

NAME:		WORKSHOP DATE:	
--------------	--	-----------------------	--

Answer the simple questions -what will you **START** doing? What will you **STOP** doing? What will you **CONTINUE** doing more of?

START	STOP	CONTINUE
1.		
2.		
3.		
4.		
5.		

GOOD LUCK WITH YOUR PERSONAL PLEDGES!

"Training that brings about no change is as effective as a parachute that opens on the first bounce."
ANON