

Embracing Job Challenges

Providing Excellent Customer Service with

***a Positive Attitude and
Exceptional Communication***

and

Dealing with Difficult People

Florida Police Chiefs Association



Gabrielle K. Gabrielli, Ph.D.

25 April 2018

Agenda

1415	Ground Rules, Icebreaker, Objectives
1430	Providing Excellent Customer Service with a Positive Attitude and Exceptional Communication <ul style="list-style-type: none">▶ Benefits of Excellent Customer Service▶ Drawbacks of Negative Experiences▶ Building Trust in the Workplace▶ Meeting Customer Needs in Person or By Phone▶ Email Etiquette
1545	Dealing with Difficult People <ul style="list-style-type: none">▶ Upset or Angry Customers▶ Strategies for Dealing with Aggressive Individuals▶ Bullying in the Workplace▶ Resolving Conflict Using the CALM Model
1645	Conclusions
1700	<i>Conclude</i>

Learning Objectives

By the end of this session, participants should be able to:

- Identify the benefits of excellent customer service.
- Describe the negative impacts of poor customer service.
- Adapt customer service styles to specific customer behaviors.
- Apply strategies to deal with difficult people.
- Explain how to make a customer feel valued and appreciated in exchanges that occur in person, on the telephone, via email, or through other methods.

**What is your best or worst
customer service experience
as a customer ?**

**What is your best or worst
experience with customer service
as a customer service provider?**

Upset Customer Rights

1. Every customer has the right to be upset.
2. There are many reasons, but it is up to you to use your skills to turn around the situation.
3. If upset customers are treated fairly, they will usually be satisfied.
4. Customers who are unhappy need certain expectations to turn them around.

“A customer is the most important visitor on our premises, he is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so.” -

Mahatma Gandhi

Benefits of Excellent Customer Service

- More efficient use of resources
- Increased profitability
- Increased trust
- Reduced costs
- Increased customer referrals and advocacy
- Reduced employee stress
- Increased employee satisfaction
- Decreased turnover
- Improved association image and reputation

Drawbacks of Negative Customer Service

- Financial
 - Increased costs
 - Frustrated customers
- Morale
- Trust
- What else???

External Customers

- Anyone you serve outside of your organization



Internal Customers

- Other employees
- Other departments



Customer Service Excellence

- **Compassionate**
- **Understanding**
- **Satisfying**
- **Team-focused**
- **Outstanding**
- **Methodical**
- **Empathetic**
- **Rewarding**
- **Service-oriented**
- **Equipped**
- **Respectful**
- **Values-driven**
- **Intelligent**
- **Courteous**
- **Excellent**

Golden Rule

- Treat others as you would like to be treated.

Golden Rule of Customer Service: SMILE!



TEAM

- **T**rust
- **E**nthusiasm
- **A**ccountability
- **M**otivation



How to Build Trust in the Workplace

1. Give trust to gain trust.
2. Communicate effectively.
3. Respect others.
4. Be competent and confident.
5. Listen to others and seek their input.
6. Show gratitude.
7. Encourage others to reach their potential.
8. Continually strive to improve.

How to Build Trust in the Workplace

9. Take responsibility for your actions.
10. Give credit to others who have achieved success.
11. Be enthusiastic about work opportunities and challenges.
12. Be self-motivated as well as motivate others.
13. Mean what you say and say what you do; be dependable.
14. Have a positive and optimistic attitude.

How to Make a Customer Feel Welcome

- Be friendly.
- Greet the customer.
- Introduce yourself.
- Use a positive tone of voice.
- Smile.
- Don't take yourself too seriously.

How to Make a Customer Feel Understood

- Listen carefully.
- Empathize.
- Repeat or rephrase to make things clearer.

How to Make a Customer Feel Valued

- Refer to the customer by name.
- Show interest in the customer's needs.
- Ask open-ended questions.
- Thank the customer.

How to Make a Customer Feel Respected

- Address the person formally (i.e. Mr. Smith) unless asked to do otherwise.
- Show concern.
- Be resourceful in finding solutions.
- Keep the customer in the loop.

Customer-centered Focus

1. Acknowledge.

I understand why you are frustrated.

2. Assess the situation.

What happened and when?

3. Affirm your understanding.

What type of error message you have?

4. Analyze what you can do.

5. Agree on a plan.

Statements That Work

- My sincere apologies for any inconvenience this may have caused you.
- Finding a solution is just as important to me as it is to you.
- If I were in your shoes, I'm sure I would feel the same way.
- Thank you for taking the time to bring this to our attention.
- Have I done something to personally upset you? I'd like to be a part of the solution. (When a customer personalizes things)

Empathy Resolution Statement

- Customer has called several times with the same issue... no resolution. *"I'm sorry that we've let you down on this issue. I will do everything in my power to get this resolved."*
- Customer was supposed to receive a call back and didn't. *"I'm sorry that we didn't call you back. What I will do is pull up your information and find out what I can do to resolve this for you."*

Attitude is EVERYTHING.

- Change your mindset.
- Life is 10% of what happens and 90% of how you react to it.

Negative Example	Positive Example
I can't do all this work today.	I will do my best to get this work done today.
You did that wrong.	We can make improvements.
This person is so difficult. I wish I didn't have to work with him.	I'm glad I have the opportunity to work with this person today. If I am calm and responsive, our meeting will go well.
This is going to be a bad day.	I'm hopeful the day will be a good one.
I have to go to work today.	I get to go to work today!

In the Words of Maya Angelou...

*If you don't like
something,
change it.*

*If you can't
change it,
change your
attitude.*

Don't complain.

—Maya Angelou | 8WomenDream.com | Photo: Adria Richards

When You Can't Fulfill Customer's Request, Use Power Phrases

- **Here's what I can do.**
- **I am confident that we can...**
- **Let's look at the possibilities.**
- **I can assure you...**
- **What do you think about...**
- **Would you be willing to...**
- **May I suggest...**

How to Deal with Angry Customers

- **Prepare**
- **Listen**
- **Verify**
- **Empathize**
- **Apologize**
- **Ask**
- **Strategize**
- **Follow up**

Toxic Phrases to Avoid

- *You should have...*
- *We've always done it that way...*
- *Sort of...*
- *I just...*
- *I'm not sure about this but...*
- *I could be wrong but...*
- *This is just my opinion, but...*
- *That's not my job....*
- *It's out of our control...*

Tag Phrases

Tag phrases also weaken your messages.

This is the best solution...

And you follow with:

- *You know?*
- *Isn't it?*
- *Right?*

Shuts Down Communication

It's not our policy	I suggest, We usually
What's your problem	A good way is
You need to	Please
You should	I believe, Please
You will	Please

Phrases for Excellent Service

- “I don’t know, but I’ll find out for you.”
- “I’d be happy to help you with this.”
- “I can imagine how frustrating it must be, but let me see what I can do to help.”
- “Thank you for letting us know.”
- “I’ll update you via [email, phone, etc.] by [date, time].”

Activity

- Break into groups of 2 (or 3).
- Discuss a scenario in which you had to deal with a difficult person.
- How did you handle the situation?
- What might you do differently?
- Be prepared to share.

How to Handle Aggressive People

- Remember that they have nothing against you personally, and that their egos and insecurities drive their selfish attitudes.
- Listen to everything that they have to say but don't give in to their anger.
- Stand up for yourself and your ideas with assertive communication.
- Do not engage with them if they do not apologize and want to argue with you.

How to Handle Aggressive People

- Create a physical boundary when possible.
- Buy some time when they are angry, loud, or out of control.
- Get their attention. If they still disregard what you say, ask them to stop and listen to you. Use assertive body language to draw their attention.
- Be concise and clear with your reactions.
- If you cannot influence their behaviors, then change how you feel.

Bullying Behaviors

- Abuse
- Misuse of power
- Unwarranted criticism
- Needless blame
- Isolation
- Yelling
- Name calling
- Sabotage
- Hostility
- Deceit
- Excessive micromanaging
- Senseless monitoring
- Swearing
- Being treated differently

Definition of a Bully

“A bully is someone who preys on the strong and enlists the weak. Bullies are insecure and target the most competent, confident people because they are threatened. They enlist people who are afraid or easily influenced to help reinforce bullying behaviors and affirm that a target deserves the treatment.”

- Dr. Gabrielle K. Gabrielli

Hints for Resolution

- Control emotions.
- Focus on what a person is trying to say.
- Avoid being purposefully hurtful.
- Model the behavior you want.
- Focus on solutions.
- Maintain eye contact.

Hints for Resolution

- Be specific about the behavior.
- Avoid “always” and “never.”
- Avoid name calling.
- Encourage listening.
- Confront in private.
- Praise in public.

Modes of Communication

- Face-to-face is preferable so you can see body language and connect better.
- Use the most appropriate method possible for the kind of communication you need to convey.

When Putting a Caller on Hold or Transferring a Call

- Ask for permission to place the call on hold or connect the call to someone else.
- Get the person's name and number in case you are disconnected.
- If transferring, stay on the line until the call is connected.
- If transferring, introduce individuals to one another and summarize the issue.

When Speaking by Phone

- Ask questions as needed to gain clarity.
- Take notes as needed.
- Use tone, pitch, and pace to emphasize important points.
- Summarize next steps.
- Thank the person for his or her time.

Avoid fillers that diminish your credibility like “umm,” “uh,” or “hmm.”

When Speaking by Phone

- Prepare for the conversation to stay on task.
- Refer to the person formally unless the person says to use his or her first name.
- Smile. Your overall tone will be better received.
- Listen without distractions to focus.

When Communicating by Email

- Clear
- Concise
- To the point
- No slang or jargon
- Avoid FLAMING

Email Communication

If emails are written with spelling and grammatical mistakes, you might get the meaning, but the message is not as effective or easily readable.

Be Concise

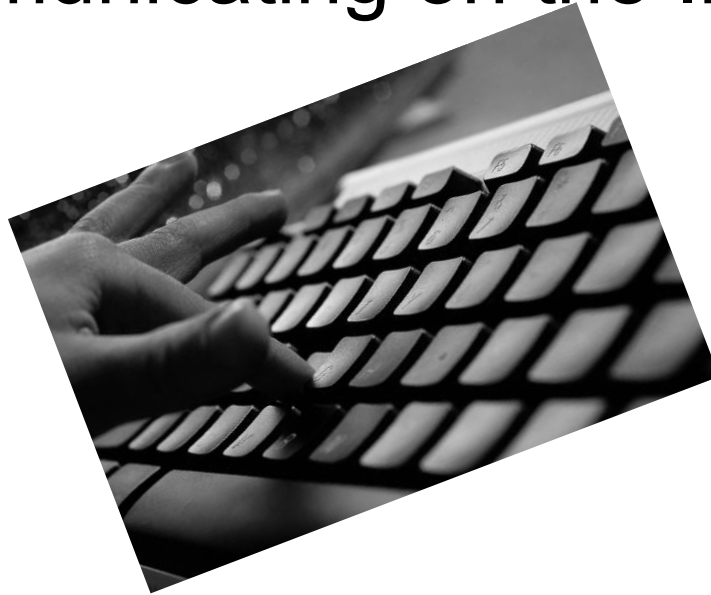
- One idea per paragraph
- 2-4 sentences per paragraph
- 2-3 paragraphs per email
- No more than 3 concepts per email

“The most valuable of all talents is that of never using two words when one will do.”

Thomas Jefferson

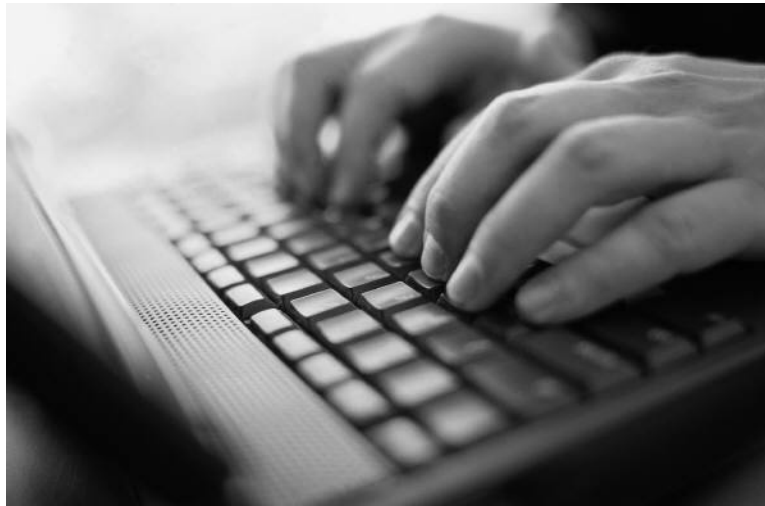
Netiquette

- The correct or acceptable way of communicating on the Internet
- An informal set of guidelines and rules used for communicating on the Internet



Flaming

- A critical message sent via electronic mail, usually in quick response to another message



Things that Flame

- Tone
- Adjectives that put people down (i.e. ignorant, lazy, sloppy)
- Words that accuse (you don't get it, don't understand, you are missing the point)
- Words like problem, error, issue
- ALL CAPS
- Quoting the other person (i.e. "problem").
- Copying higher chain of command when it is not protocol

Avoid Flaming

- If you read something that appears to be flaming, wait an hour before responding via email.
- Re-read the message and ask yourself if the person might have intended the message to be received differently.
- Respond with caution. Use other communication methods if possible.

Getting What You Need

- Begin on a positive or personal note.

Good morning. How are you?

- State your purpose.

I am writing to follow up about....

- Include action items.

Please provide the following by Friday 4 May 2018:

- Avoid extra words.
- End on a positive note.

Email Etiquette Tips

1. Write concisely and professionally.
2. Use all rules of proper business writing including using active voice instead of passive voice. Use correct spelling, grammar, and punctuation.
3. Check your facts to ensure accuracy. If in doubt, do not send it.

Email Etiquette Tips

4. Read your email message out loud before you send it.
5. Use plain text formatting. If you use html, select legible colors and fonts.
6. Address the recipient appropriately including the use of To, Bcc, and Cc.
7. Err on the side of formality, especially with salutations.

Email Etiquette Tips

8. When the distribution list is greater than approximately 10, blind copy multiple recipients rather than displaying all email addresses.
9. Do not overuse Reply All.
10. Prevent email flaming whenever possible. If you feel angry or upset, wait one hour before sending or responding to an email message.

Email Etiquette Tips

11. Do not copy the chain of command unless it is protocol.
12. Answer promptly, but don't become a slave to your email.
13. If you won't be able to respond for some time, and it is urgent, respond to let the sender know that you received the message and that you are working on the response.

Email Etiquette Tips

14. Use an appropriate subject line and correct the subject line when needed.
15. Use the high priority message option sparingly.
16. When attaching documents, limit file size to 1MB (5MB for high speed) and ensure a descriptive file name and appropriate file format.

Email Etiquette Tips

17. Do not write in ALL CAPS. It is the equivalent of yelling!
18. Delete the message thread when the topic changes.
19. Respond at the top of a message thread, and avoid embedding responses within a thread.

Email Etiquette Tips

- 20. Avoid the use of acronyms, excessive punctuation, and emoticons. 😊
- 21. Do not request delivery and read receipts, or ask to recall a message.
- 22. Do not forward viruses, hoaxes, jokes, or chain letters. <http://snopes.com>

Email Etiquette Tips

- 23. Do not reply to SPAM, but do remove yourself from unwanted solicitations.
- 24. Always close email with your name.
- 25. If you use a signature, ensure that it is appropriate and brief.
- 26. Don't send anything via email that you wouldn't want published in the newspaper.

Netiquette Summary

Convey professionalism.	Have a positive, helpful attitude.
Get to the point.	Respond promptly and accurately.
Proofread for grammar, punctuation, spelling.	Be professional and respectful at all times.
Be patient.	Double check information before sending.
Treat your customers as you would want to be treated. Empathize.	Suggest alternate method of communication when appropriate.
Use a friendly, professional tone.	Remember that messages are permanent.

With Upset Customers...

- Turn down the HEAT:
 - **H**ear customers out.
 - **E**mpathize; don't judge.
 - **A**sk questions for clarification.
 - **T**ake responsibility and apologize.

One View of Conflict

*Conflict is inevitable, but
combat is optional.*

~Max Lucado, theologian

Common Conflict Responses

Avoidance	Maybe the problem will just go away.
Poor me	Complain to anyone within earshot, <i>except</i> the person you have the problem with.
Anger	Emotional outbursts that make everyone uncomfortable and solve nothing.
Revenge	Find ways to disturb the person who has disturbed you by “getting even” or even sabotaging their performance or reputation.

The CALM Model

C	Clarify the issue
A	Address the problem
L	Listen to the other side
M	Manage your way to resolution

C: Clarify the Issue

Conflict Clarification Questions - Primary Questions

1. What am I upset about? In specific behavioral terms, what actually happened? Who else is involved? What did they do?
2. What emotions am I feeling: anger, hurt, frustration? Why am I feeling that way?
3. Have I contributed to the problem?
4. Am I just overreacting? If so, why?
5. In terms of actions and relationships, what are my desires for an outcome to this conflict? What will successful resolution look like?
6. If I was the other person involved in this situation, how would I want to be approached and dealt with?

C: Clarify the Issue

Conflict Clarification Questions - Secondary Questions

7. Where was the other person coming from? Could they in fact have been motivated by good intentions?
8. Has this happened before, or is this a first time occurrence?
9. How is this situation affecting you and your work? Are others impacted? If so, how?
10. When dealing with this issue, what can you do to increase your chances of getting the results you want? What counter-productive behaviors do you want to avoid?

A: Address the Problem

- The Opening
- The Issue Description
 - Exactly what happened
 - How it made you feel
 - The negative impacts the situation caused

A: Address the Problem

Other things to remember:

1. Have a walk-in strategy; you may want to practice what you plan to say.
2. Don't repeat what others have said; this is between the two of you.
3. Keep the end in mind; the goal is not to win an argument. The goal is to reach a respectful, collaborative result.

L: Listen to the Other Side

- Give the other person your TOTAL ATTENTION.
- NEVER interrupt.
- Ask questions for clarification.
- Paraphrase what you've heard.
- SHOW that you're listening.
- Use positive body language.

Be An Empathetic Listener

- Acknowledge your acceptance of what the speaker is saying.
- Help the speaker clarify thoughts, feelings and ideas.
- Don't interrupt; look for nonverbal signals; maintain a listening posture
- Rephrase the content and reflect on the feelings.

M: Manage Your Way to Resolution

- Gain agreement that a problem exists.
- Identify each other's concerns and needs.
- Explore win-win solutions.
- Agree on a course of action.
- Determine how to handle missteps, should they happen.
- Close on a positive note.

Activity

- Get with a partner.
- Discuss current, past, or possible conflict issues.
- Practice using the CALM model to role play the scenario.
- Be prepared to share.

The CALM Model

- **C**larify the issue
- **A**ddress the problem
- **L**isten to the other person
- **M**anage your way to a resolution



Reduce Stress

Remember the positive things in your life.

Exercise, or just take a walk.

Don't sweat the small stuff.

Understand that goals must be reasonable.

Create an atmosphere of joy.

Eradicate the negative and learn to forgive.



Reduce Stress

Smell the roses, and remember to breathe.

Talk through your issues.

Reflect on your emotions and life.

Eat healthy foods and get enough sleep.

Show gratitude.

Save time for YOU and have fun!



Conclusions

Your website portal including presentation, handouts, and other resources is at <http://gabrielleconsulting.com/FPCA2018>