WHAT CUSTOMERS REALLY WANT

INSTRUCTOR GUIDE

1-DAY COURSE

HRDQ®

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Instructional design and learning philosophy

We are committed to providing the best core-skills content possible for Instructor-Led Training (ILT). The following principles are applied in the development of programs:

Sound Instructional Design
All course content is developed using a variety of research techniques. These include:

- Brainstorming sessions with target audience

- Library research

- Online research

- Customer research (focus groups, surveys, etc.)

- Subject Matter Experts (SME)

- Interviews with trainers

Expert instructional designers create imaginative and innovative solutions for your training needs through the development of powerful instructional elements. These include:

- Learning objectives — effective tools for managing, monitoring and evaluating training

- Meaningfulness — connects the topic to the students' past, present, and future

- Appropriate organization of essential ideas — helps students focus on what they need to know in order to learn

- Modeling techniques — demonstrate to students how to act and solve problems

- Active application — the cornerstone to learning — helps students immediately apply what they have learned to a real-life situation

- Consistency — creates consistent instructions and design to help students learn and retain new information

- Accelerated learning techniques — create interactive, hands-on involvement to accommodate different learning styles

Application of Adult Learning Styles
Adults learn best by incorporating their personal experiences with training and by applying what they learn to real-life situations. Our experienced instructional designers incorporate a variety of accelerated learning techniques, role-plays, simulations, discussions, and lectures within each course. This ensures that the learning will appeal to all learning styles and will be retained.

Course timing

Chapter One: What is Extraordinary Customer Service?

Type of Activity	Segment	Time
	Defining extraordinary service	20
	Who is your customer?	5
	"Moments of truth"	10
	Legends of service greatness	10
	How to be legendary	10

Chapter Two: Return on Service Investments

Type of Activity	Segment	Time
	Lifetime value of a customer	10
	Return on extraordinary service	5
	What is the cost of poor service?	5
	Word-of-mouth behavior	5

Course timing (cont.)

	Seven steps to resolving customer complaints	10

Chapter Three: Setting Service Standards

Type of Activity	Segment	Time
	Understanding strategic objectives	10
	Building and exceeding service standards	5
	Assessing the six categories of service for your area	10
	Develop your own service standards	15

Chapter Four: Building Customer Rapport

Type of Activity	Segment	Time
	Treat the customer as a unique person	10
	Active listening	20
	Combining words and tone of voice	10
	Match communication style	10

Reading

Written Exercise

Facilitate

Group Activity

Course timing (cont.)

Chapter Five: Influential Communication

Type of Activity	Segment	Time
	Controlling the call	10
	Inquiry/advocacy model	20
	Saying "no" positively	15
	Providing explanations	20

Chapter Six: Keeping Cool When the Customer is Hot

Type of Activity	Segment	Time
	Five steps to remaining calm	30
	How to calm an angry customer	20
	Recovery strategies	10
	Avoiding burnout	20
	Principles of exceptional customer service (wrap-up)	10

Reading

Written Exercise

Facilitate

Group Activity

Contents

Contents

Course objectives

Successful completion of this course will increase your knowledge and ability to:

Explore the concepts and benefits of extraordinary customer service

Set extraordinary customer service standards for your area

Identify ways of building customer rapport

Improve your listening skills

Take control of every call

Say "no" in a positive way

Remain calm when the customer is upset

Cool down a hot customer

Implement strategies to avoid burnout

Chapter **One**

WHAT IS EXTRAORDINARY CUSTOMER SERVICE?

What Customers Really Want
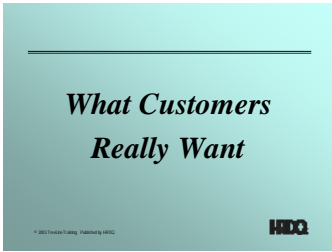
Extraordinary = Beyond what is usual, ordinary, regular or established; noteworthy, remarkable.

Response: it's memorable; you talk about it.

Outrageous response: "WOW! I need a cigarette."

Tom Peters

Service is a helpful activity, usefulness, teamwork, adding value or friendliness. "Service is what people add to the product."

Defining Extraordinary Service

- Extraordinary: Beyond what is usual, ordinary or regular
- Extraordinary service: Going beyond what is expected, "out-of-this-world" helpfulness
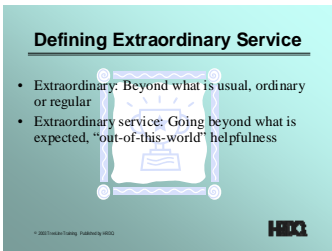
Extraordinary service = Out-of-this-world helpfulness, usefulness, value, teamwork, or friendliness. Going beyond what is expected.

Customer responses:

Returns repeatedly.

Tells others.

Pays more.

Overlooks imperfections in the product.

Promotes you/your product.

Defining extraordinary service

In order to provide extraordinary service, you must know what *extraordinary* is. Once you can define and recognize it, you can begin your journey into extraordinary customer service.

What does extraordinary mean?

_____

How do you respond to extraordinary?

_____

_____

Before you can provide extraordinary customer service, you must be able to define *service*. This will enable you to define *extraordinary service*. With this done, you're well on your way to providing it.

What is service?

_____

What is extraordinary service?

_____

How does the customer respond to extraordinary customer service?

_____

_____

_____

Who is your customer?

You have many types of customers—not just your obvious direct, external customers. You also have internal customers such as coworkers you support, and indirect customers who are not direct customers, but who influence your customers. Recognizing your various customers is essential to serving them well.

Internal Customers

Immediate (team)

_____

_____

Others
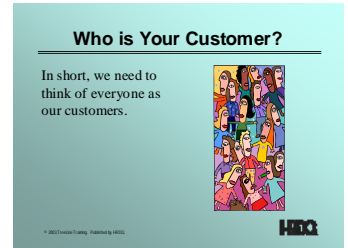
_____

_____

External customers

Direct

_____

_____

Indirect and networked

_____

_____

Partners, vendors, and suppliers

_____

_____

Who is Your Customer?

In short, we need to think of everyone as our customers.

"Moments of truth"

A moment of truth is anytime a customer comes in contact with your organization and thereby forms an impression of it.

Moments of truth on an airline

Instructions: List all of the opportunities for a customer to form an impression with an airline.

> Advertisements
>
> Pictures of planes
>
> Word-of-mouth
>
> Reservations agents
>
> Skycap/ticket/gate agent
>
> E-ticket envelope
>
> Security
>
> Trains/inter-concourse shuttles
>
> Flip-down trays
>
> Flight attendant safety briefings

_____

_____

_____

_____

This information was developed by Jan Carlzon, author of *Moments of Truth.*

Moments of truth in your department or area

Instructions: List all of the opportunities for a customer to form an impression of your organization, department, area, or team.

_____

_____

_____

_____

Allow about five minutes for each question. The answers to the second question will, of course, vary by organization/area.

HRDQ.

"Moments of truth"

Which of these moments of truth are generally favorable? Which are opportunities for improvement (OFI)? In general, how could you deliver extraordinary service in the OFI areas?

_____

_____

_____

_____

Allow about five to ten minutes, including the debrief. Lead into future parts of this program. Highlight OFIs.

Legends of service greatness

Despite the fact that people tend to remember and broadcast their experiences with terrible service, most have encountered customer service that exceeded their expectations. Customer service legends are born from these stories.

External service legends

Instructions: In small groups, answer the following questions:

Where have members of the group encountered "out-of-this-world" extraordinary service outside the organization?

What made the service encounter legendary?

Where	What

Allow about 20 minutes for both exercises, including the debrief. Distill answers to a word or two such as:

➢ Ownership

➢ Follow-through

➢ Recovery strategies

➢ Authority to make decisions

➢ Friendliness

Internal service legends

Legends of service greatness need not be remote. Without too much difficulty, you should be able to think of an example of someone in your own organization who provided extraordinary service—a local legend.

Instructions: In small groups, answer the following questions:

Where have members of the group encountered "out-of-this-world" extraordinary service (inside the organization)?
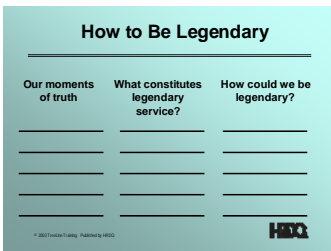
What made the service encounter extraordinary?

Who provided the legendary service?

Where	What	Who

Remember to celebrate the "who," but don't go so far as to create a "tall poppy syndrome"—ending up with one employee sticking out from the rest—that might create discontent or a sense of favoritism among the others.

How to be legendary

When organizations are legendary, people sing their praises, which boosts market awareness and establishes goodwill for their products and services.

Instructions: Select three moments of truth from the previous exercise, and list them in the first column below. Next, in a word or two, identify what made external and internal service encounters legendary, and list those items in the second column. Then, apply several of the descriptors from column two to each of the moments of truth in column one, and describe how you could make those moments of truth legendary. Write this in column three.

Moments of truth	Elements of legendary service	How could we be legendary?
Internal customer call for computer help	Speed	If tech support answers phone by the third ring 100% of the time

How to Be Legendary

Our moments of truth	What constitutes legendary service?	How could we be legendary?