
Customer Service Solutions

Session 1

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Customer Service Solutions

Program Objectives

NOTES

*"Hone your tools
through continual
sharpening."*

Dojo Wisdom

Participants will learn:

Session 1: The Art of Outstanding Customer Service

- An awareness of how their behavioral style affects the way they work with customers
- How to read their customer's behavioral style and understand how it affects their interaction with them
- How to adapt their style in order to work with customers more successfully
- How non-verbal communication affects the way people see, trust and consider us and our organization
- How to become an active listener
- How to work with the major filters in listening: selective listening, selective interpretation, and selective retention
- The causes of misunderstandings in the communication cycle
- How to modify their listening style for more accurate communication
- How to give information in ways that reduces misunderstandings

Session 2: Handling Emotionally Charged Situations

- Characteristics of good customer service – both internal and external
- Ways to say "no" to a customer which minimizes customer dissatisfaction
- How different behavior styles react when they are angry
- How to adapt their style in order to work with angry customers more successfully
- How to defuse anger and handle emotionally charged situations
- How to make the customers feel their needs have been recognized and they have been treated with fairness, respect and integrity
- How to identify and avoid common negative reactions when dealing with an angry customer

Session 3: Professionalism: Delivering Excellent Service

- How to effectively deal with complaints
- How to demonstrate a "customer driven" attitude where personal concern and desire to help is communicated to the customer
- How to better satisfy customers by looking at the organization from the customer's perspective
- How to use the EASE approach, a step by step process for resolving customer's special needs
- How to solicit information about customer needs and expectations in order to insure that customers are provided accurate and complete information
- How to discover the hidden expectations of the customer and capitalize on them
- How to negotiate for win – win solutions
- How to use creative problem solving strategies to provide solutions that improve customer service and follow Bureau guidelines

*"Locate and summon
your Chi."*

Dojo Wisdom

"Remember this:

People will continue to appreciate and reward warm, helpful service by other living, breathing, human beings, no matter how computerized the society becomes.

They will smile when you address them by name, or give them information or help that they did not expect.

They will tell their friends about fast service by friendly, helpful employees who know what they are doing and enjoy it."

**JOHN TSCHOHL
ACHIEVING
EXCELLENCE
THROUGH
CUSTOMER
SERVICE
(PRENTICE HALL)**

City of Portland

Bureau of Developmental Services

NOTES

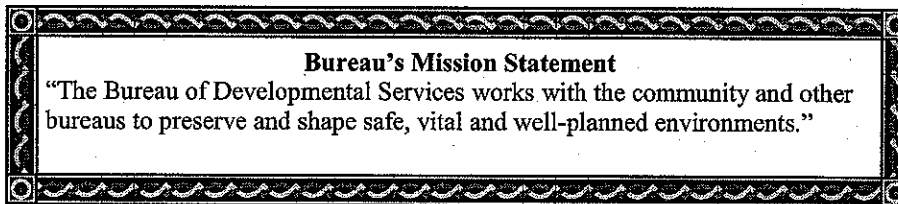
"If you know the art of breathing, you have the strength, wisdom and courage of ten tigers."

Dojo Wisdom

Definitions:

Mission Statement

The mission statement identifies the reason for the Bureau's existence, what it does, why and for whom.



Goals

Goals describe the general ends toward which the Bureau directs its efforts. They are in harmony with the mission and provide the basis for measuring results. They focus managers and staff on high priority results or outcomes. Goals are the results we want.

Performance Standards

Performance Standards measure progress toward the Bureau's mission and goals. They provide complete, timely, and reliable information on Bureau efficiency and effectiveness. Performance Standards identify and measure the methods and processes used to achieve the desired results.

Customers

Customers are all stakeholders participating in a development review process.

Stakeholders

Stakeholders include all parties affected by the development review process and its results.

Internal Customers

Internal customers are the people in the organization who use or are affected by our work. Each worker is a customer of preceding workers; and each has customers, the people to whom the worker passes on work.

Customer Service

Good Customer Service is assisting our customers to successfully achieve their development or neighborhood livability goals by meeting necessary codes and regulations.

Teams

A team is a group of people who pool their skills, talents, and knowledge to tackle complex problems and develop effective, permanent solutions.

Customer Service Goals

NOTES

Customer Service Goals

Customers feel that we work to understand their expectations and handle their projects and inquiries in a timely and effective manner.

We team with our customers as creative problem solvers; suggesting alternative solutions and approaches that satisfy the customer and meet city codes and regulations.

Customers are provided accurate and complete information to meet their project goals, city codes and regulations.

Customers feel their needs have been recognized and they have been treated with fairness, respect and integrity.

Customers view us as responsive to their concerns, continually reassessing internal work processes to improve quality, lower costs and/or improve timeliness.

Internal Customer Service Goals

All employees demonstrate an understanding of how their individual job impacts the work flow of other employees and their ability to deliver customer service.

All employees work as a team to deliver seamless, consistent customer service by utilizing flexibility, ingenuity, creativity and innovative problem solving.

All employees speak highly of and promote other agencies and their representatives to external and internal groups.

All employees are supportive and approachable.

All employees respect and value each others time, knowledge and efforts.

Employees from all interacting agencies feel supported in their ability to meet customer service goals and they have been treated with fairness, respect and integrity.

"Revel in your awkwardness as much as in your mastery."
Dojo Wisdom

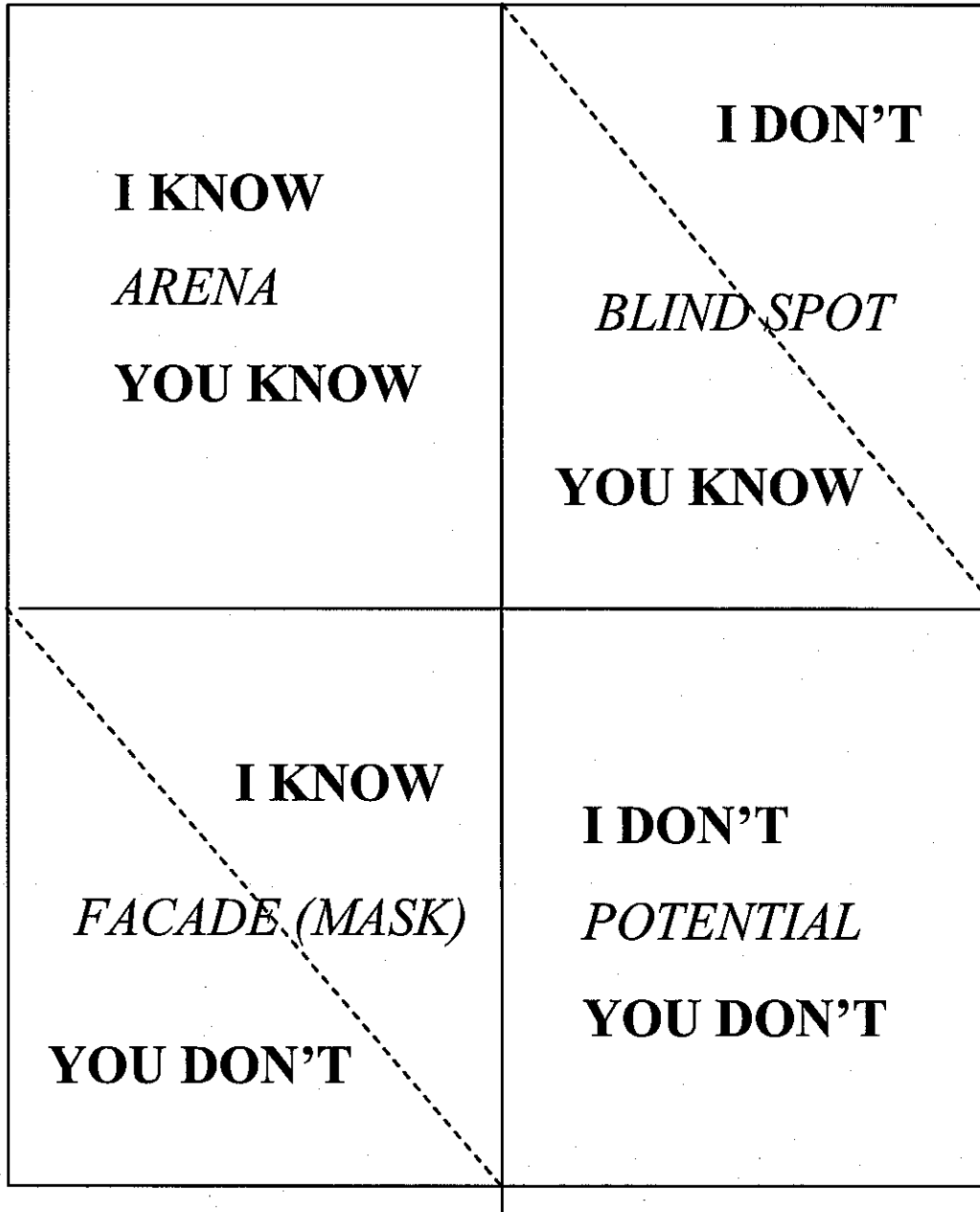
DiSC Seminar Goals

*"Learn to bow and you
will stand tall."*

Dojo Wisdom

- **Understand your behavioral tendencies and develop an understanding of how your behavior affects others.**
- **Understand, respect, appreciate, and value individual differences.**
- **Develop strategies for working together to increase productivity.**
- **Enhance your effectiveness in accomplishing tasks by improving your relationships with others.**

JOHARI WINDOW



NOTES

"Accept criticism and correction."

Dojo Wisdom

Motivation Principles

- You cannot motivate other people.
- All people are motivated.
- People do things for their reasons, not your reasons.
- A person's strength overused may become a limitation.
- If I know more about you than you know about me, I can control the communication.
- If I know more about you than you know about yourself, I can control you.

Climates for Motivation

FEAR MOTIVATION: *"Do it or else we can replace you" approach.*

- Easiest and lowest form of motivation.
- Based on intimidation and power.
- Results are inner anger and resentment.
- Usually short term, (when the cat is away, the mice will play).

INCENTIVE MOTIVATION: *"If you do this, then we will do that for you" approach.*

- Not the strongest or highest form of motivation.
- Provides a "carrot" that causes the person to act.
- Usually short term resulting in the need for new carrots.

CAUSAL MOTIVATION: *Answers the question: "What's in it for me?"*

- The strongest or highest form of motivation.
- People do things for their reasons, not yours.
- Individuals "want" to work and be the best they can be.
- People work towards a "cause, vision or goal" that they believe in.
- Based on creating an environment in which people want to work and perform at their peak capacity.

Professional Styles Video Worksheet

NOTES

"You cannot spar from five feet away."
Dojo Wisdom

	Dominance (Paul)	Influence (Jill)	Steadiness (Cliff)	Conscientiousness (Cynthia)
Goal:				
Fear:				
Overuses:				
Effective Strategies:				

“D” - THE “DOMINANCE” TENDENCY

“Do not push when you mean to strike.”

Dojo Wisdom

Key Characteristics:

- “I know what I want and I go after it”
- Is motivated to get immediate results
- Tendency to make decisions quickly
- Often is adventurous, even daring
- Is actively competitive, “on the move”
- May openly question the way things are done

Personal Preferences:

- “I enjoy taking charge of situations”
- “I like to take on new challenges in areas of interest that are a real ‘test’ for me
- Prefers opportunities for their own personal accomplishment or advancement
- Likes varied and new activities

Personal Development Opportunities:

- Awareness of the type and immediacy of needs that other people must have satisfied in addition to your own
- Learning to pace yourself better and knowing when and how to relax
- Understanding that everyone needs other people at times
- Accepting the importance of existing limits and ways of doing things

"I" - THE "INFLUENCE" TENDENCY

NOTES

"Accept the cycle of yin-yang."

Dojo Wisdom

Key Characteristics:

- "I make new friends easily, even with strangers"
- Tendency to be warm, trusting of others
- Is open about their own feelings
- Motivated to impress others, be included
- Enthusiastic, talkative and interacting

Personal Preferences:

- "I like to be recognized by others"
- "I really enjoy entertaining people"
- Likes the freedom to express self - including being free of entanglements and complications
- Prefers more favorable, casual relationships and working conditions

Personal Development Opportunities:

- Learning to develop more organized, systematic approaches to doing things and following through with consistency in using these methods
- Awareness of others that involves more realistic expectations and objective views of others
- Understanding how and when to be more firm and direct in dealing with less favorable situations
- Accepting the importance of completing work task/agreements with people according to priority commitments and deadlines for them

"S" - THE "STEADINESS" TENDENCY

NOTES

"It is wisdom to know others; It is enlightenment to know one's self."

Lao-Tzu

Key Characteristics:

- Tends to be more low-keyed and easy-going
- Finds it easy to get along well and work with different types of people
- Motivated to concentrate on tasks, enjoys repeatedly doing similar kinds of things
- "I'm most comfortable when I know what others expect of me, including how to do these things"
- Is more comfortable as a listener and participator in a group rather than the talker or director

Personal Preferences:

- "I prefer it when things go smoothly, especially when there is not a lot of change"
- "I like the satisfaction I get from working together with others on projects, by being a part of a collective effort to achieve specific results"
- Prefers known procedures and the stability gained from a defined, proven way of doing things
- Likes sincere appreciation from others who are important, including more subtle or quiet recognition

Personal Development Opportunities:

- Learning how to better handle the reality of unexpected ongoing change
- Awareness about when to delegate to other people to achieve desired results
- Understanding how to be more assertive with people in taking charge of certain situations
- Accepting the opportunity to grow by learning to do new and different things, including a variety of ways other than your own standard approach

“C” - THE “CONSCIENTIOUSNESS” TENDENCY

NOTES

“The master of the tea is a warrior, too.”

Dojo Wisdom

Key Characteristics:

- “I have a need to do things more correctly since I am uncomfortable making mistakes”
- Is motivated to be thorough and accurate
- Tends to be attentive to conditions around them, including clues about important expectations or standards
- Often demonstrates caution and curiosity
- May become critical of the quality of work performed - their own or others’

Personal Preferences:

- “I prefer to be more careful, quiet and observant when I am around other people”
- “I like situations where I have the freedom to concentrate on perfecting ideas and work on things that are important to me - without interruption”
- Prefers assurances that identified and agreed upon standards or objectives will not be changed, or sacrificed
- Likes personal responsiveness and support for their efforts

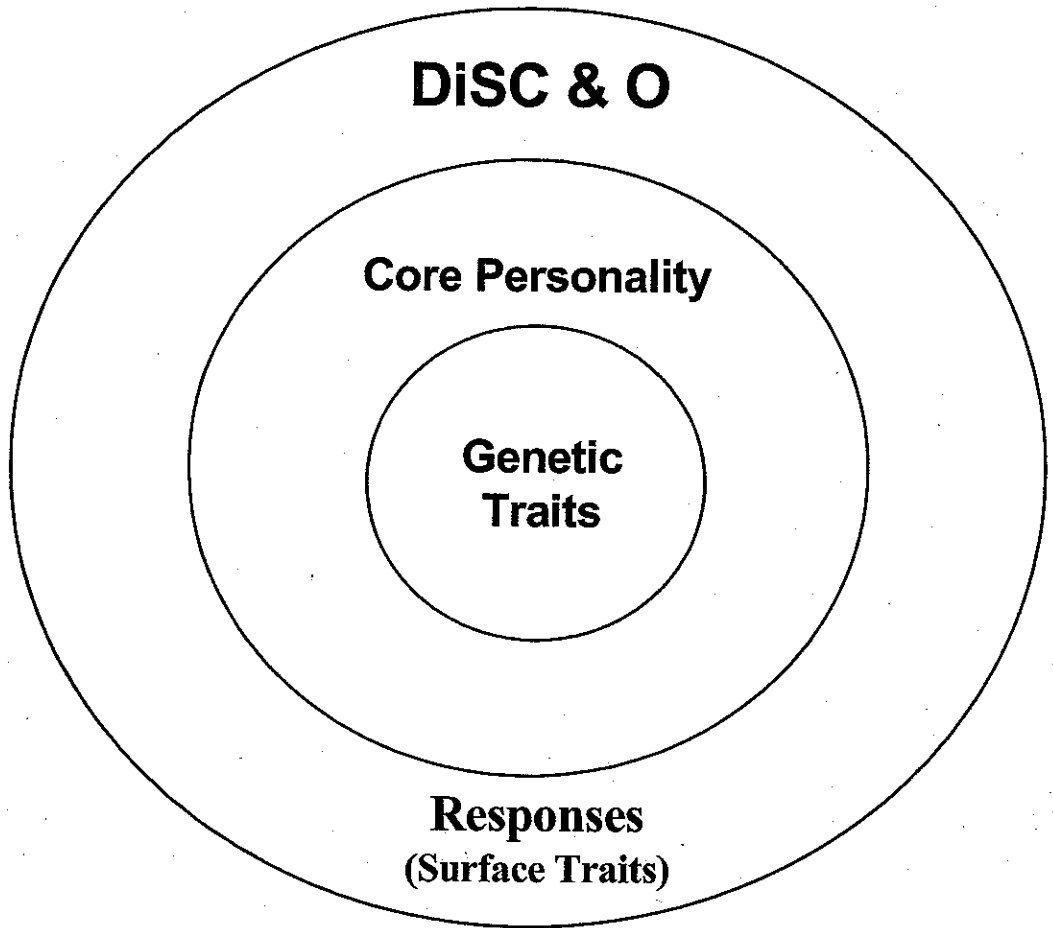
Personal Development Opportunities:

- Learning to develop a greater tolerance for conflict and human imperfection, including realistic approaches to preventing and minimizing both
- Awareness of the importance of more directly communicating and discussing your views with others
- Understanding of the different types of talents and interest levels of individuals, which can be helpful in achieving desired objectives.
- Accepting with a greater sense of true self-esteem, the importance of who you are as a worthwhile person, rather than what you do

Marston's Model

NOTES

"Train outside the dojo."
Dojo Wisdom

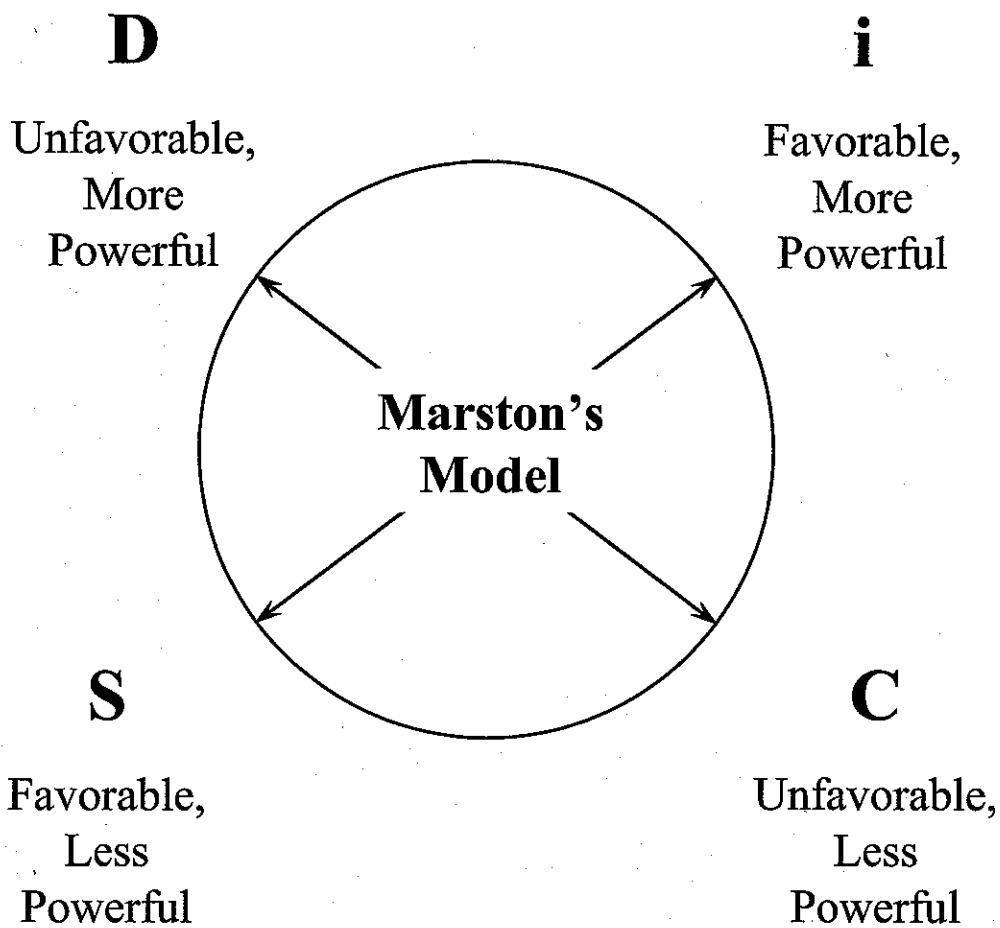


Environment

NOTES

"The nature of the scorpion is to sting."
Dojo Wisdom

Marston's Model: Environment and Personal Power



DiSC Vignette

NOTES

*"Your relationship with
your opponent teaches
you about yourself."*

Dojo Wisdom

School Conference

Scene 1:

1. What is Mrs. Afton's DiSC Dimension of Behavior?
2. What behaviors did you observe to support that conclusion?
3. Did Mr. Grandison treat Mrs. Afton appropriately based on her DiSC Dimension of Behavior? How did she respond?
4. What could he have done differently?

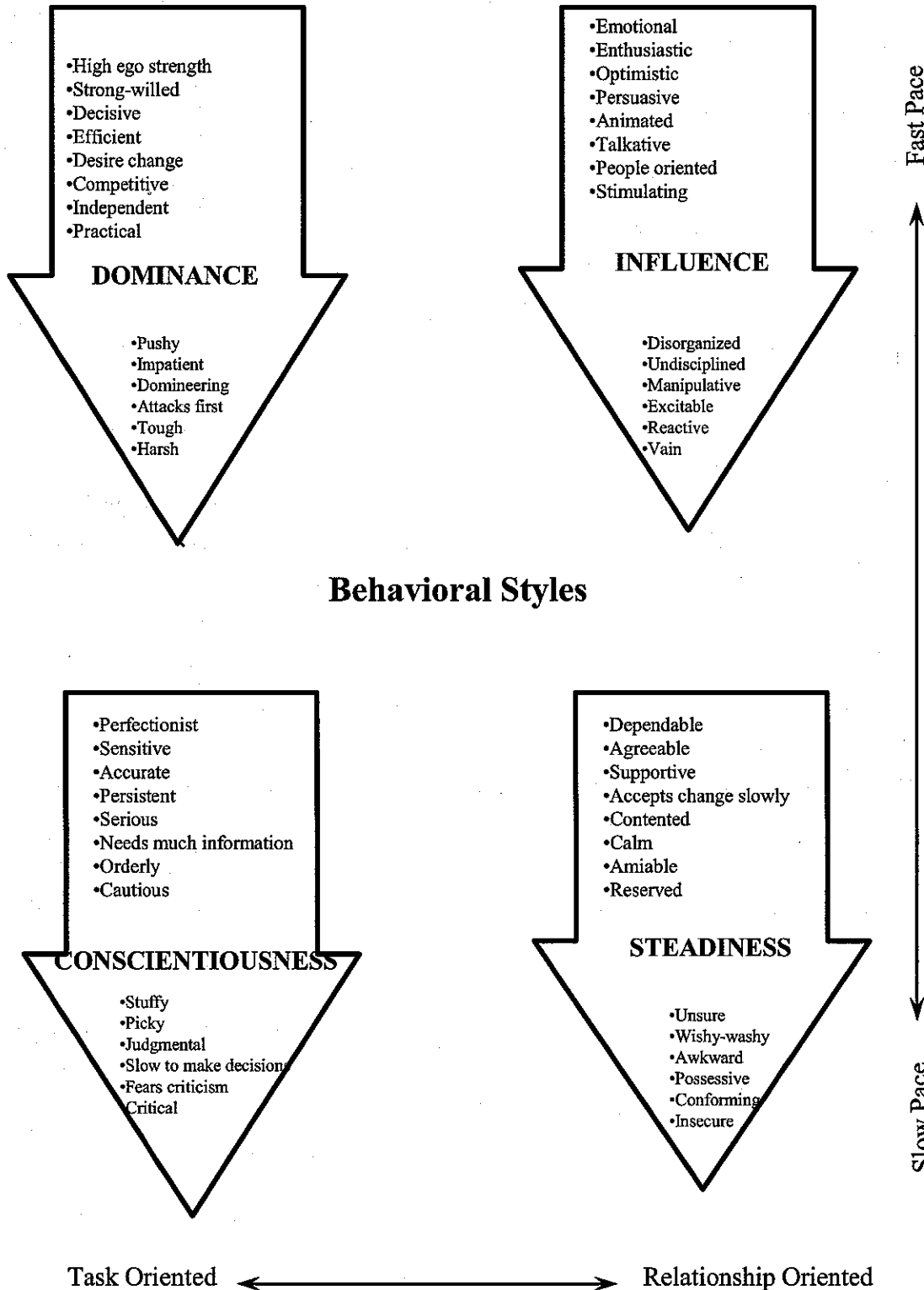
Scene 2:

5. How did Mr. Grandison adapt his behavior to communicate more effectively with Mrs. Afton?

Strengths & Responses to Stress

NOTES

"Being a warrior is not about fighting, it is about finding the Truth."
Dojo Wisdom



Successful People

- Understand themselves and how their behavior affects others
- Understand their reactions to other people
- Know how to maximize on what they do well
- Have a positive attitude about themselves which causes others to have confidence in them
- Know how to adapt their behavior to meet the needs of other people and particular situations

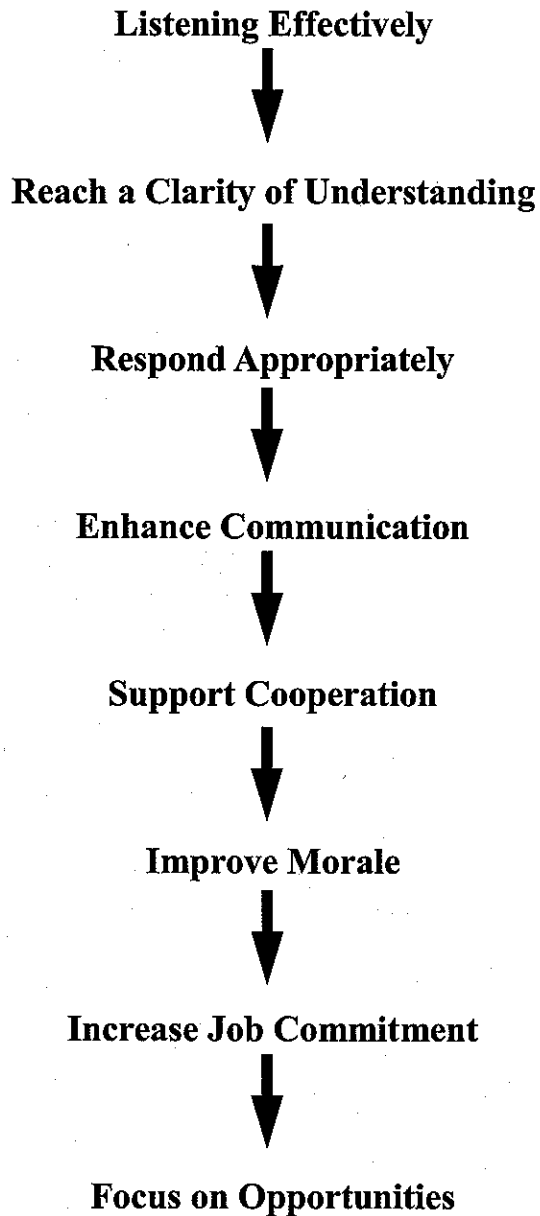
Basic Concepts

- Similar styles tend to be _____
- Work task effectiveness is strengthened by _____
- Mixing different styles may result in _____
- We can effectively work together with all styles – provided that certain conditions exist:
 - A.) Mutual _____
 - B.) Mutual _____
 - C.) _____ to adapt

"The master does what is right without speaking."
Dojo Wisdom

LISTENING IS GOOD BUSINESS

"Don't resist your potential."
Dojo Wisdom



What's the Difference Between Listening and Hearing?

NOTES

Listening
Notes:

Hearing
Notes:

"Embrace the dragon."

Dojo Wisdom

Listening is:

Hearing is:

Communication Realities

NOTES

"Never cease to study."
Dojo Wisdom

- **You cannot not communicate**
- **Whenever contact is made, communication occurs**
- **Meanings are in people; not in words**
- **Meanings cannot be transferred from one mind to another...only words can be transferred**
- **All communications are received...but 70% to 90% are screened out or changed by the receiver**

Listening is Affected by

Selective _____

Selective _____

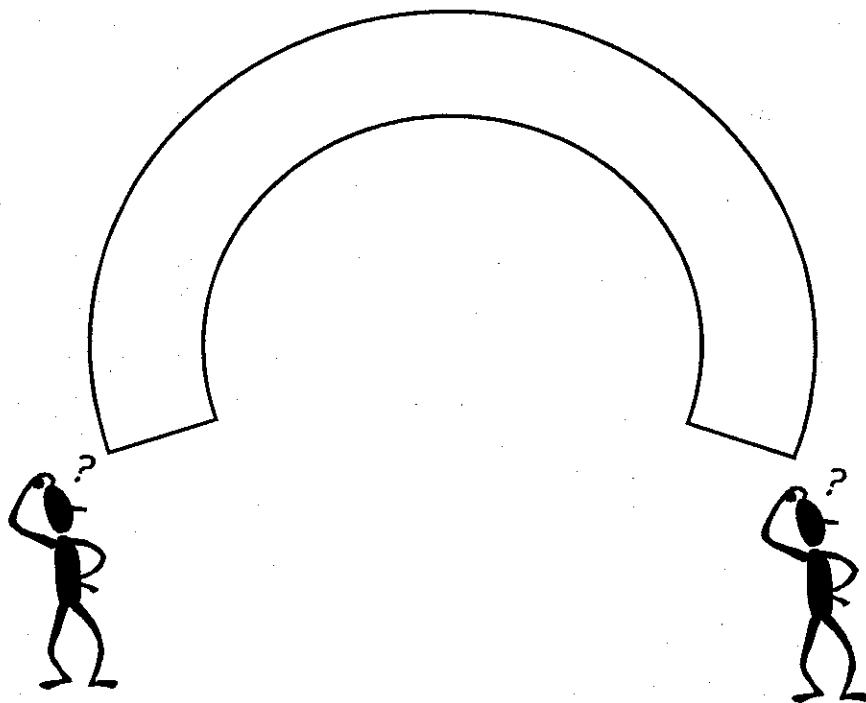
Selective _____

Filters That Distort Communication

NOTES

*"Physical effort
transforms the mind and
spirit."*

Dojo Wisdom



Sender

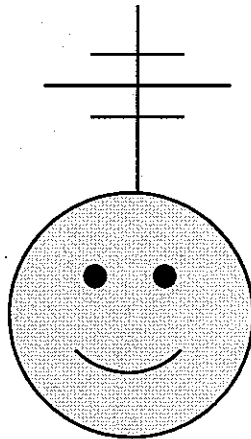
Receiver

Filters that I could have that I need to be aware of:

NOTES

*"We are all teachers and
we are all students.."*
Dojo Wisdom

Tuning In



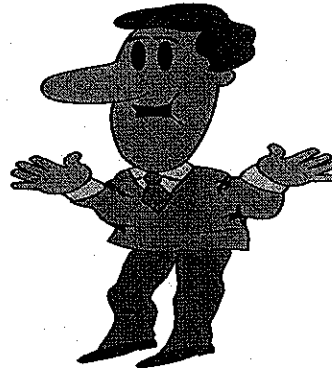
Always Tuned to:

Verbal/Non-Verbal Communications

_____ % Words

_____ % Tone of Voice

_____ % Body Language



Rates of Speech/Rates of Listening

- We listen at _____ words per minute
- We speak at _____ words per minute
- _____ words per minute to

TUNE OUT!

NOTES

"Clear mind, correct action."

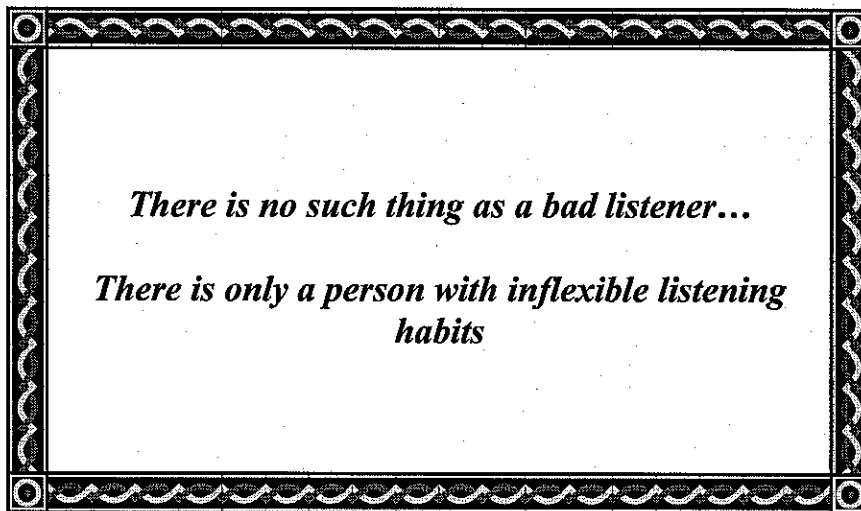
Dojo Wisdom

*"Keep your eye on the
Way, not the
destination."*

Dojo Wisdom

Causes for "Tune-out"

- **The receiver's purpose is different from the sender's purpose**
- **Under-stimulation**
- **Over-stimulation**
- **Pace, delivery and language differences**
- **Lack of skill development**



Conversation Traps

NOTES

"If you don't fall down now and then, you are not trying hard enough."

Dojo Wisdom

Everyone in customer service knows the value of taking a personal interest in customers. But sometimes that interest comes with a price. Sometimes you can find yourself trapped in a conversation that does not relate to the business at hand. The customer talks and talks while others are waiting. And it is not always simple to ease out of these traps gracefully.

Here are **three conversation traps** and suggestions for getting back to business - without offending the customer.

- **The Chitchat Trap**

This conversation begins innocently enough, the customer mentions something about his or her personal life. The subject is not about a service problem, but about something else – the weather, the cold he or she caught because of it, or an incident that occurred on the way to see you.

Being courteous, you reply with a comment of your own. Whoops! You just gave that person permission to elaborate. And elaborate he does. Meanwhile, you still do not know the reason the customer is there. Cutting off her talk might seem rude or insensitive. Still, it is time to change the subject.

In these situations try a bridging technique. Keep eye contact and lean forward. When the customer takes a breath at the end of a sentence, slide in a comment of your own. Pick up on the last thing the person said, and use that to bridge to the reason the customer has come to see you. For example, say, "Sounds like you have had a busy day before you got here. What can I do for you?"

End your bridging statement with a question. It switches the customer's attention to the business at hand. By using this type of conversational bridge, you can avoid sounds like you are changing the subject abruptly.

"Do not let the attacker set the rules of engagement."

Dojo Wisdom

Conversation Traps

- **The Interruption Trap**

If you are frequently interrupted by customers, you may be unconsciously sending "interrupt me" signals. Usually this results from your pausing too long after a sentence, suggesting that you are waiting for a reply.

To escape this trap, adopt a habit of holding onto your "turn" in a conversation by eliminating these pauses between sentences. Also, you can raise your vocal pitch at the end of each sentence.

- **The Space Invader Trap**

Some people trap you in a conversation by moving into your personal space. Typically, they move in closer to you, you may move back a bit, they move in, and so on. And they are usually talking all the while. It is never rude to protect your personal space. There is nothing wrong establishing a comfortable distance between you and a customer, so simply step away a few paces. If that does not solve it try moving behind a desk or counter, if possible.

Building Bridges

NOTES

Using what you have just learned about the bridging technique, write down statements you could make to turn a long-winded customer's attention to the business at hand.

"Intensity overcomes obstacles."

Dojo Wisdom

1. Customer...

and I used to work in the food service industry before I retired. Over 40 years in the business and believe me I do not miss it at all. When I think of the constant hassles and the infighting, and the corporate politics – I was a VP by the time I left - I sometimes wonder how I put up with it all.

You: _____

2. Customer...

Well, I know a bit about your service and your business from my son. He just graduated from college last year and he is working in the same industry. He went through school on a full scholarship – terrific grades and had a number of offers right off the bat - not easy in this economy.

You: _____

3. Customer...

Well we were going on vacation in a couple of weeks. Down to the islands. We have not really taken any time out in years and, come to think of it, we almost did not get to go this year because we had so much trouble getting a flight. Seems everyone wants to go there this time of year. But at the last minute we found a travel agent who had a cancellation and we jumped on it. It was not cheap, you understand, a last minute booking and all, but we really want to get away and that was our first choice.

You: _____

NOTES

*"Self-understanding
requires
self-acceptance."*

Dojo Wisdom

ANSWERS:

1. **"It must be nice to be away from all that and have the time to do whatever you want. What brings you here today?"**
2. **"Your son sounds like someone we could use here. What can I do for you?"**
3. **"Sounds like a terrific vacation. What brings you here today?"**

SEVEN SECRETS TO BETTER LISTENING

*"To jump, both feet must
leave the ground."*

Dojo Wisdom

1. Be ready to listen.

Have note-taking materials close at hand. Gear yourself up psychologically for giving the customers your full attention.

2. Stay with the customer.

Stay in the here and now. Focus on this customer and their questions, their problems, and their concerns.

3. Do not interrupt.

Even if you have heard the same problem or question dozens of times today, let this customer speak.

4. Repeat information.

Spell out or repeat all names, addresses, numbers, and dates.

5. Read between the lines.

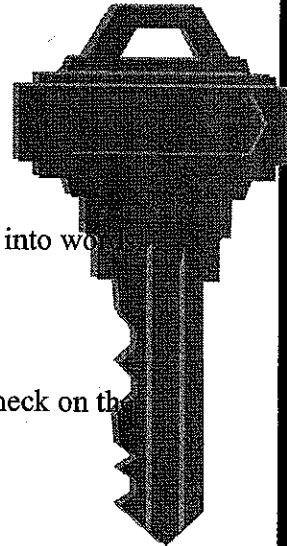
Concentrate not only what is said but also what is meant. Tune into words, feelings and body language.

6. Paraphrase.

In your own words, repeat the customer's words as an instant check on the accuracy of what you have heard.

7. Ask questions.

You will show you are listening and you want to get it right.



Additional Hints to Improve Listening Quality

1. Remain neutral--Avoid giving advice, agreeing or disagreeing, criticizing or interrupting.
2. Give your complete attention, show interest and utilize communication-continuing feedback (verbal and non-verbal.)
3. Take notes, if appropriate.
4. Analyze non-verbals, feelings and clarify that your impression is correct - state what you perceive the other person's feelings seem to be. This not only acknowledges them but allows for clarification if your perception/interpretation is incorrect.
5. Restrict distractions - if you cannot give the speaker your complete attention now, negotiate a time when you can. When you do, minimize distractions from pop-in visitors, phone calls, things on your desk, etc.
6. Hold your rebuttal - listening is a time to gather information and clearly understand their view point, not just to see whether it agrees with your current point of view.
7. Gain verbal agreement to decisions and action plans. Silence does not mean yes!
8. Realize listening is hard work - it takes energy to be done properly.
9. Practice regularly - it needs to be used to stay a part of your skill set.

"Pace yourself in training and you will never exceed your limits."

Dojo Wisdom

When You Are The Speaker

NOTES

"Bring only what you can carry."

Dojo Wisdom

1. Check your non-verbals - do they invite communication?
 - Maintain eye contact at least 2/3 of the time
 - Use positive professional motions, like a handshake
 - Maintain appropriate facial expressions
 - Don't frown when you concentrate
 - Choose an informal seating arrangement
 - Look interested in the other person
2. Be vocally attentive - encourage others to speak
3. Pace the other individual
4. Know what you want to say - have your content ready
5. Know your receiver's natural listening approach and plan appropriate adjustments
6. When confronting, know how far to probe and when to stop
7. Read and analyze the listener's non-verbals - clarify discrepancies or confusion
8. Use familiar terms or define special terms
9. Ask questions to assure yourself that the message has been received
10. Help the listener remember - tie it back to what is familiar

It may sound complicated - but so does driving a stick shift car when it is initially described!