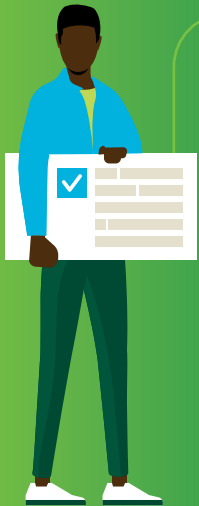


MODULE 10

MANAGING
EXPECTATIONS

This is an interactive exercise that looks at how to avoid saying 'no' to a customer when the team cannot say 'yes' to their request or demands. This session will not only look at how the team responds but the words they choose to use to drive a positive outcome for our customers.

THE SIX PILLARS (AND SOME OF THE GOLDEN RULES FOR MANAGING EXPECTATIONS):

- 1  **PERSONALISATION**
Understand my needs
- 2  **INTEGRITY**
Show concern for me
- 3  **EXPECTATION**
Provide me with information (but avoid jargon)
- 4  **RESOLUTION**
Give me options to move forward
- 5  **TIME & EFFORT**
Give me simple instructions
- 6  **EMPATHY**
Take ownership of the issue

WHAT YOU NEED:

- 1 Have what this module looks at and video on the screen ready to play.
- 2 Some customer examples that happen in your building.
- 3 Print off (or be familiar with) the 'The Six Pillars' of Customer Experience Excellence to use when discussing steps to manage a customer's expectations.
- 4 Exercise sheets to share.
- 5 Room for the team to be together in a circle.

THE EXERCISE:

- Start the exercise by playing the video and explaining the purpose of the session.
- If you can, get the team to sit in a circle. Ask each person in turn for an example of when they have been unable to say yes to a customer. These will be different for the different roles in the team so try and get at least one example for each role. Either pick one of the team's examples, one you have that is more relevant for your team or an outlandish request to break the ice and have some fun with, your choice.
- Split the team in pairs or small groups and get them to review the customer example and build a positive response for the customer. Handout the exercise sheet that gives the team some golden rules they need to reflect in their answer as well as words or phrases they should avoid or use for a positive response. The challenge is they cannot just say 'yes' to the request and tell them you don't want to hear 'no' in their response.
- If you have time get the team to practice being the customer and the member of staff responding to the request.
- Bring the team together and ask the team to share their responses to the example(s) used and see how they have incorporated the golden rules and positive language. **What did they find a challenge? How did they remain positive with the customer? What options did they consider for the customer?**

TIPS:

- Share the customer request:

“The toilets are closed again; can’t you clean them at a different time?” **and a good response:** “I’m sorry if it feels like that and appreciate it’s not ideal. We do need to clean the toilets regularly so we alternate which floors we clean at any one time so there is always an available bathroom either on the floor above or below you. If you can wait, I’ll have finished cleaning these in a couple of minutes.”

- Share the story:

A receptionist had a customer on the fourteenth floor who had lots of people visiting for a conference, most of the visitors were in the system and had their photo ID, but three of them were either not in the system or had no ID. The customer wanted the receptionist to just let them in which she could not do. The customer was clearly stressed so the receptionist explained to her if she didn’t mind she could ask the guests with missing information to wait together and she could then come down once to collect them all, or if she would like to give me the additional names, a security colleague would be happy to escort them all to her floor so the customer could confirm their identity. The receptionist acknowledged the situation and the time constraints and offered the customer a choice.

- Ask the team:

What will they say next time they are unable to do what the customer asks?

TO CONCLUDE:

- Always ask the team at the end of the session, is there anything that they will **Stop** doing, **Start** doing or more importantly **Keep** doing to improve the customer experience? Note down any ‘promises’ individuals make as you can use these in future conversations with team members to keep the momentum going between modules.

In short, customers will always ask us for something we cannot do. We might not be able to say ‘yes’ to them, but we know they don’t want to hear a ‘No’... so positively phrasing our reply and giving the customer options shows we understand them and are here to help them.