

HANDLING TRICKY SITUATIONS



This is an interactive exercise that helps to build confidence in the team when dealing with a tricky situation or a complaint. Working together they will review a common issue and the steps needed to resolve the problem together with how they should frame the issue and their actions positively with the customer.

THE FIVE STEPS TO FOLLOW WHEN DEALING WITH AN ISSUE:

- 1 **Welcome the complaint and consider your body language**
- 2 **Listen attentively and don't interrupt or assume**
- 3 **Summarise the facts and Acknowledge how they are feeling**
- 4 **Consider the customer's suggestion or offer alternative Options**
- 5 **Act to resolve the problem or prevent it from happening again**

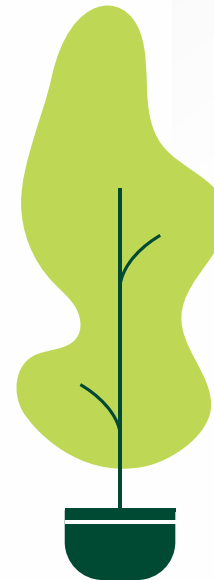


WHAT YOU NEED:

- 1 A few examples of the type of complaints you have received recently, or issues faced by your customers.
- 2 A printout of the information sheet for each person.
- 3 Have 'The Six Pillars' to hand to weave some of the golden rules into the team conversations.
- 4 Have what this module looks at and video on the screen ready to play.
- 5 Room for the team to be together in pairs or small groups.

THE EXERCISE:

- Start the exercise by playing the video and explaining the purpose of the session.
- Split the team into small groups, ideally mixing any supply partners and give them an example of a common complaint.
- Run through the information sheet together asking them to complete the table of questions and the actions they will take.
- Give the groups 3-5 minutes to complete the exercise and then get each group to talk through the complaint:
 - What they would do?
 - Who is responsible for solving the issue? (This may be a chain of people together)
 - How long will it normally take?
 - What might get in the way of sorting it out?
 - What are the options for the customer?
 - Who do you need to help you?
 - When and who will you update the customer?
- As well as focusing on the actions taken (the what) ask the team to think about what they would say to the customer (the how) – How would they speak positively to the customer to show they understood and cared?



TIPS:

- Have **'The Six Pillars'** to hand to see how customer satisfaction is defined and the golden rules the team should demonstrate when dealing with tricky situations and issues.



- Share the customer quote:

“I’ve dealt with many contacts within the email chain, I know who is who, and who to deal with. As I have said, I’ve never had an issue when I’ve raised a problem.”
- Share the story:

Within the CBRE customer satisfaction surveys, lack of communication and responsiveness are the top issue which upset customers the most when it comes to complaint handling. Customers continually ask for active guidance and support, and more face-to-face time when they have a complaint. They understand that things go wrong, and some things take time to resolve but they want to feel acknowledged and informed without having to chase. When we solve a complaint well our customer satisfaction increases, as does our reputation as a team and a company.
- Ask the team:

What do you want our customers to say about us as a team? How will you **welcome** a complaint?

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 summary, most customers know that sometimes things go wrong. Good companies have processes to correct this, but more importantly they acknowledge the customer’s situation, keep them informed and offer options. Showing our customers we appreciate them, are owning the problem and taking action demonstrates that we care, and this goes a long way in tricky situations.