

Working with Challenging Customers

Key Objectives

- Discuss customer expectations
- Examine factors creating dissatisfaction
- Describe connecting with customers
- Introduce model for handling complaints



What Customers Want

Costs



Benefits



Factors Affecting Satisfaction

- Tangibles
- Reliability
- Responsiveness
- Competence
- Courtesy
- Empathy




Who are your challenging customers?




Interpersonal distance is the emotional space between two individuals




Closing Behaviors	Tolerating Behaviors	Distancing Behaviors
<ul style="list-style-type: none"> • Eye contact • Positive nonverbals • Listen more intently • Share personal info • Close distance • Mirror • Smiling • Ask questions • Conversations • Express interest in them personally 	<ul style="list-style-type: none"> • No eye contact • Neutral nonverbals • Selective listening • Share no personal info • Maintain distance • Smile politely • Limit questions • Engage in small talk • Professional behavior • Express interest in their situation 	<ul style="list-style-type: none"> • Staring, rolling eyes • Grunts, sighs, groans • Little listening • Avoid • No touching • Ignore • Closed nonverbals • Silence • Show no interest • Demonstrate hostility



Emotional labor is the psychological effort necessary to work effectively with challenging customers





Connecting with Customers

- Acknowledge
- Attend
- Reaffirm





Acknowledge

- Establish eye contact
- Introduce yourself
- Use customer's name
- Use appropriate non-verbals



Attend

- Forget other concerns
- See customer's perspective
- Engage in active listening
- Make customer satisfaction a goal



Reaffirm

- Make sure customer is satisfied
- Ask is there anything else
- Let him /her know you're available
- Close with acknowledgement

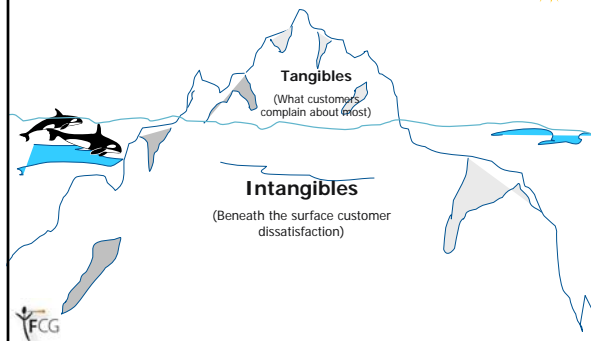


Dealing with Complaints

- Complaints are opportunities
- Unimportant whether valid
- Customers want attention and respect
- Spot unspoken complaints
- Doing what should have been done is not enough



The Depth of Dissatisfaction



Resolving Complaints

- Acknowledgement
- Clarification
- Resolution
- Assurance



Acknowledgement



- Establish eye contact
- Introduce self
- Announce intention to help
- Use customer's name
- Use appropriate body language
- Acknowledge dissatisfaction

Clarification



- Active listening
- Paraphrasing and reflecting
- Clarifying and probing questions
- Summarize customer's dissatisfaction

Resolution

- Ask customer what she wants
- Propose possible solutions
- Reach agreement on solution
- Implement solution
- Add value



Assurance



- Apologize for problem
- Let customer know you remain available
- End with distance closing behaviors
- Check back and add value

Conclusion

Questions?



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