Customer Service Excellence (Advanced)

For Managers & Decision Makers

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Types

Of

Difficult

Customers

Managing Difficult Customers

Types of difficult customers

Difficult customers can be negative, irritating, impossible to draw out and create stress.

Seven difficult personality types:

1. Attackers
Impose their viewpoint forcefully and require people to listen to what they say

2. Egotists
Impose themselves, but unlike attackers, they may be subject experts

3. Sneaks
Take "potshots" and often use sarcasm as a weapon

4. Victims
See everything negatively and act powerless and defeated

5. Negators
Are suspicious of those in authority and believe their way is the only way

6. Super-agreeable people
Have strong need to be liked thus do whatever requested. They over commit and often disappoint

7. Unresponsive people
Are the most difficult people to manage. They are impossible to draw out

Managing Difficult Customers

Difficult people are everywhere. They can be negative, irritating, and seemingly impossible to manage and create stress for everyone around them.

Sometimes it seems easier to avoid or "work around" difficult people, but this is never a good long-term solution. If you learn to assess the person's behavior and listen with genuine interest, it is possible to effectively manage every difficult person. Good customer service team leaders never avoid difficult management situations.

To help you learn how to manage difficult customers, following are seven difficult personality types. In all seven cases, the behaviors of each type is described first, followed by effective action you can take to handle each type of behavior.

Seven difficult personality types

1. Attackers

Behavior: Attackers assert their viewpoint forcefully. They require people to listen to what they say. They need room and time to blow off steam.

Your action: Address the attacker by name and quietly, but firmly. Ask him or her to sit. Then listen carefully to what the attacker has to say. Once calmed, the attacker usually becomes reasonable and may suggest valuable solutions. The worst coping behavior on your part would be to return the attack.

Seven difficult personality types
(Continued)

2. Egotists

Behavior: Egotists also assert themselves, but unlike attackers, they may be subject experts.

Your action: Show honest respect for their knowledge, but don't become intimidated by it. Instead, capitalize on what they know by asking questions. Compliment them when they provide helpful information but make sure they know you are the leader.

3. Sneaks

Behavior: Sneaks take "potshots" and often use sarcasm as a weapon

Your action: Confront sneaks with direct questions and let them know you do not appreciate their sarcasm. Use positive reinforcement when possible to steer them toward becoming more of a team player.

4. Victims

Behavior: Victims see everything negatively. They act powerless and defeated, often whining about everyone and everything.

Your action: Ask them for suggestions to improve the situation. Have them state the negatives and address each logically and positively.

Managing Difficult Customers

Seven difficult personality types
(Continued)

5. Negators

Behavior: Negators are usually suspicious of those in authority and believe that their way of doing things is the only way.

Your action: Let negators use their "ammunition" in a group meeting, then let co-workers express their views about possible solutions. They will usually try to "enlighten" negators that better solutions exist.

6. Super-Agreeable People

Behavior: Super-agreeable people have such a strong need to be liked that they do whatever you request at the expense of their own needs. They will over commit and often disappoint and frustrate everyone.

Your action: Monitor assignments to make sure they are not overworked

7. Unresponsive People

Behavior: Unresponsive people are the most difficult people to manage. They are seemingly impossible to draw out.

Your action: Use open-ended questions that require more than a "Yes" or "No" answers. Wait for a response. Resist the urge to finish sentences for them. Follow up on actions assigned to them and give them assignments to present at future meetings.

Managing Difficult Customers

How Customer Service Team Leaders manage difficult customers?

1) Attackers
- Address attackers by name quietly but firmly
- Ask them to sit and listen carefully to them
- Once calmed, they become reasonable and may suggest valuable solutions
- Never return the attack

2) Egotists
- Show respect for their knowledge
- Capitalize on what they say by asking questions
- Compliment them when providing helpful information
- Make sure they know you are still the leader

3) Sneaks
- Confront them with direct questions
- Let them know that you do not appreciate their sarcasm
- Use positive reinforcement to steer them towards team playing

4) Victims
- Ask for suggestions to improve the situation
- Have them state the negatives and reasons behind them
- Address each pint stated logically and positively

5) Negators
- Let them use their negative 'ammunition' in a group meeting
- Let co-workers express their views about possible solutions
- Coordinate discussion to show negators that other better solutions exist

Managing Difficult Customers

6) **Super-Agreeable people**
- o Question them on their ability to meet the request
- o Remind them that disappointment often leads to frustration
- o Monitor assignments undertaken to ensure accomplishment

7) **Unresponsive People**
- o Use open-ended questions that require more than 'yes' or 'no' answer
- o Resist the urge to finish sentences for them
- o Follow up on actions assigned to them
- o Give them assignments to present at future meetings

Managing Conflict

with

Customers

Managing Conflict with Customers

Five conflict styles

For each one of the following styles and for knowing which style to adapt, always ask yourself the following questions:

- *How important is it that I get what I want?*
- *How important is my relationship with this person?*

Avoiding style (Turtle)

The persons using this style avoid conflict at all costs by crawling into their shell. They hope conflict will subside on its own and they rate their goals and relationships of low importance. Their style is good for minor insignificant issues.

Smoothing (Teddy Bear)

Willing to give up their personal goals but want to maintain a good relationship with the other person. When faced with conflict they give up what they want and they get to be used and walked on by others who are aggressive. A lose-win kind of an approach. Teddy bears are good whenever you face disagreements in the team, where the relationship is of utmost importance, to keep the team together.

Competing (Shark)

Sharks seek to get their own way in conflict situations, at the expense of others, more often than not. Their main priority is to achieve their goals and they do not worry about stepping on everybody's toes. A win-lose type of an approach they are not only aggressive, they are abrasive and they leave a trail of blood behind them. Some people will get hurt.

Compromising (Fox)

Willing to compromise, foxes negotiate. 'You scratch my back and I will scratch yours'. They sacrifice their goals in order to maintain relationships, but at a price. Win/Win deals in a street smart way. They can display assertiveness.

Collaborating (Owl)
Focused on helping the other person get what they want as well as meeting their own needs. Take time to find solutions while fully and mutually satisfying both parties.

So what style is the best?

No one style is best. It depends on the situation. Sometimes you have to be a shark and others an owl. To know which style is best for each situation, use one of the above two questions discussed earlier.

Tolerance and Conflict

Tolerance

Some team members are outgoing, talkative, outspoken etc. Others are shy, quiet and withdrawn. Team mates should learn how to appreciate each other's differences and respect their right to dress, talk, and listen to music as they want. Again, to be tolerant or not, respond to the questions mentioned above.

DESC – (The Formula to Control Conflict)

This method is used to get goals and needs addressed in an effective way, while respecting and maintaining good relationship.

Describe Situation
Mention name first and then say "Remember when you …."

Express your Feelings
I feel ….

Specify what you would like to happen
I would like / prefer if you ….

Consequence
If you do I think we will ….

Also use a third person to work as a mediator.

Constructive Conflict

Nine tips to constructive conflict with customers

1) Begin with agreement and continuously chunk up to maintain agreement

2) Confront with the spirit to help

3) Attack the problem NOT the person

4) Handle individually

5) Keep control of yourself

6) See it form their side

7) Don't discuss problem with anybody else

8) Stick to the point

9) Use perceptual positions

To resolve conflict

1) Define the problem

2) Brainstorm possible solutions

3) Evaluate possible solutions

4) Decide on a solution

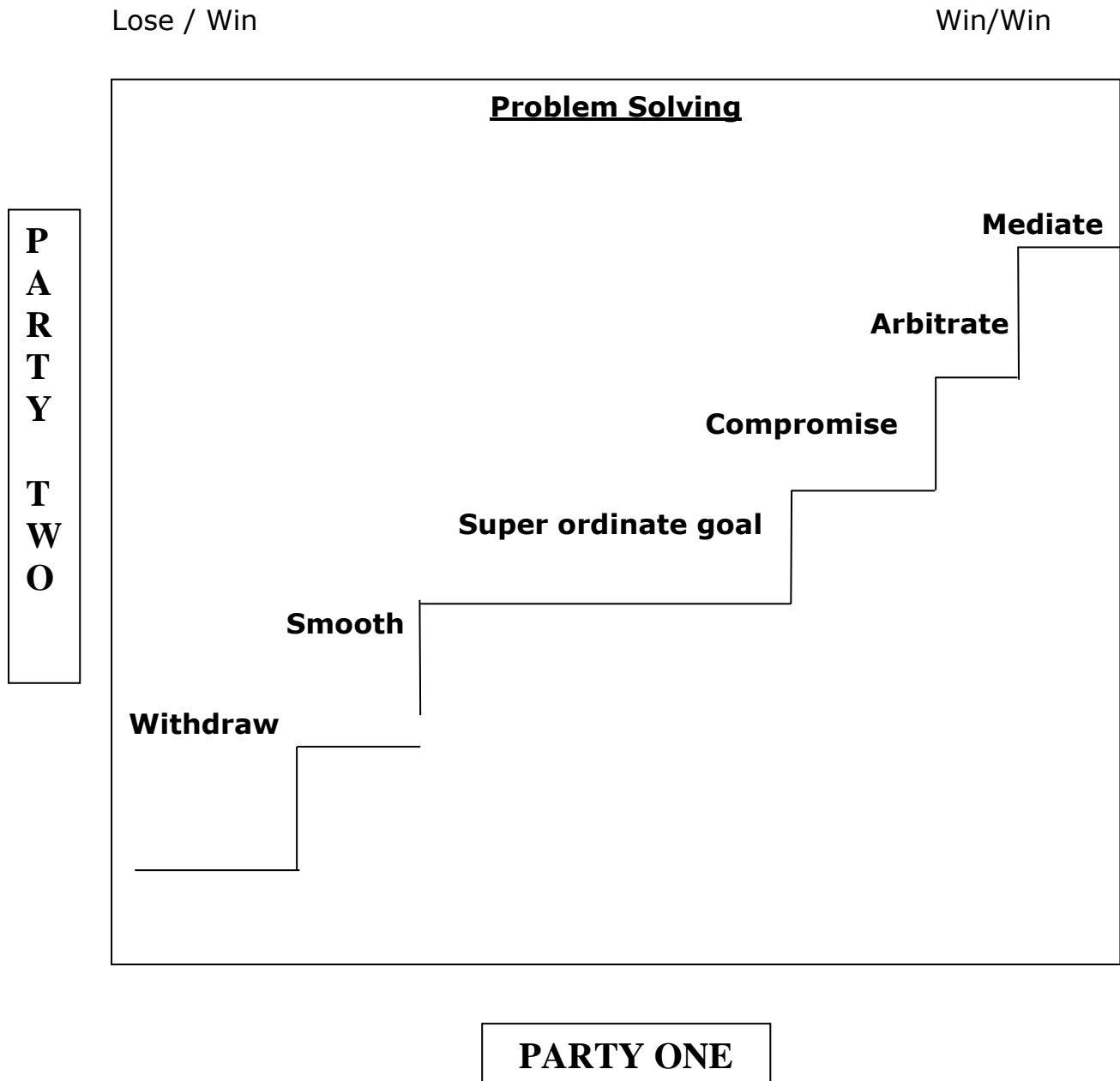5) Implement the solution

6) Evaluate process of solution

Values of Conflict

1) Can use aggressive behavior and energy and channel it along constructive lines.

2) Can reduce tension; by allowing conflicting parties to express their differences

3) It necessitates establishing systems, without which destructive behavior might be worse, i.e. grievance procedure etc.

4) Can stimulate the search for new facts and creative solutions

5) Can force people to the realization of the other side's position in the dispute – thus broadening their perspective

6) Help in getting people or groups together

7) Help to increase group achievement and/or performance

8) Can increase levels of cooperation and work achievement done due to competition. Involved in the conflict.

9) Winning in a conflict can increase your status and esteem

10) Losing in a conflict stimulates greater effort to improve performance in the next encounter

11) Help to measure opponents' comparative strengths

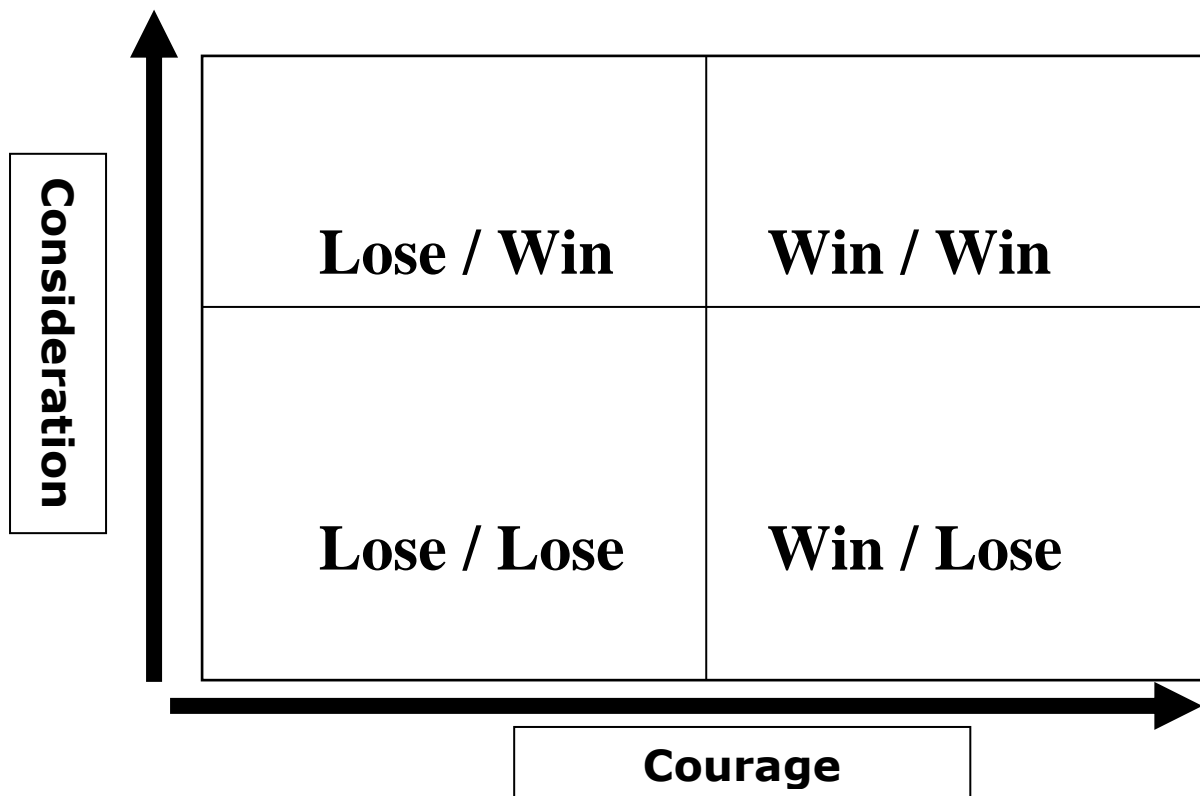12) Identifies clearly allies, friends, as well as opponents

Five Different Styles

1)	**Avoiding Behavior** The Avoider – The Turtle	A lose-lose style involving withdrawal or evasion
2)	**Concurring Behavior** The Accommodator – The Teddy Bear	A lose-win style in which one side tries to smooth over the problem by giving concessions to the other side
3)	**Conquering Behavior** The Competitor – The Shark	A win-lose style in which forceful people, usually in position of authority, push and fight hard for a point of view
4)	**Compromise Behavior** The Compromiser – The Fox	A win-win style in a street smart way where both sides give a bit to reach a solution. Voting, polling, or consensus-taking are forms of this type of behavior. To divide the problem into equal parts, with each giving some ground, is typical of this method (like splitting the difference 50-50)
5)	**Resolving Behavior** The Collaborator – The Owl	A win-win style of behavior in which problem-solving, problem-confronting behaviors dominate. A solution by careful consideration of each party's reasons for being in conflict are expressed openly and weighed carefully so they are absorbed by the other side and incorporated into a rational solution that deals with the root cause of the problem rather than the problem itself

Conflict Resolution Methods

Lose / Win   Win/Win

Problem Solving

PARTY TWO

PARTY ONE

Mediate

Arbitrate

Compromise

Super ordinate goal

Smooth

Withdraw

Conflict Resolution Methods

Lose / Win	**Win / Win**
Lose / Lose	**Win / Lose**

Consideration

Courage

Thomas-Kilmann
Conflict Mode Instrument

1. A. There are times when I let others take responsibility for solving the problem
   B. Rather than negotiate the things on which we disagree. I try to stress those things upon which we both agree

2. A. I try to find a compromise solution
   B. I attempt to deal with all of his/her and my concerns

3. A. I am usually firm in pursuing my goals
   B. I might try to soothe the other's feelings and preserve our relationship

4. A. I try to find a compromise solution
   B. I sometimes sacrifice my own wishes for the wishes of the other person

5. A. I consistently seek the other's help in working out a solution
   B. I try to do what is necessary to avoid useless tensions

6. A. I try to avoid creating unpleasantness for myself
   B. I try to win my position

7. A. I try to postpone the issue until I have had some time to think it over
   B. I give up some points in exchange for others

8. A. I am usually firm in pursuing my goals
   B. I attempt to get all concerns and issues immediately out in the open

9. A. I feel that differences are not always worth worrying about
   B. I make some effort to get my way

10. A. I am firm in pursuing my goals
    B. I try to find a compromise solution

Thomas-Kilmann
Conflict Mode Instrument

11.   A. I attempt to get all concerns and issues immediately out in the open
       B. I might try to soothe the other's feelings and preserve our relationship

12.   A. I sometimes avoid taking positions which would create controversy
       B. I will let the other person have some of his/her positions if he/she lets me have some of mine

13.   A. I propose a middle ground
       B. I press to get my points made

14.   A. I tell the other person my ideas and ask for his/hers
       B. I try to show the other person the logic and benefits of my position

15.   A. I might try to soothe the other's feelings and preserve our relationship
       B. I try to do what is necessary to avoid tensions

16.   A. I try not to hurt the other's feelings
       B. I try to convince the other person of the merits of my position

17.   A. I am usually firm in pursuing my goals
       B. I try to do what is necessary to avoid useless tensions

18.   A. If it makes other people happy, I might let them maintain their views
       B. I will let other people have some of their positions if they let me have some of mine

19.   A. I attempt to get all concerns and issues immediately out in the open
       B. I try to postpone the issue until I have had some time to think it over

Thomas-Kilmann
Conflict Mode Instrument

20.   A. I attempt to immediately work through our differences
       B. I try to find a fair combination of gains and losses for both of us

21.   A. In approaching negotiations, I try to be considerate of the other person's wishes
       B. I always lean toward a direct discussion of the problem

22.   A. I try to find a position that is intermediate between his/hers and mine
       B. I assert my wishes

23.   A. I am very often concerned with satisfying all our wishes
       B. There are times when I let others take responsibilities for solving the problem

24.   A. If the other's position seems very important to him/her, I would try to meet his/her wishes
       B. I try to get the other person to settle for a compromise

25.   A. I try to show the other person the logic and benefits of my position
       B. In approaching negotiations, I try to be considerate of the other person's wishes

26.   A. I propose a middle ground
       B. I am nearly always concerned with satisfying all our wishes

27.   A. I sometimes avoid taking positions that would create controversy
       B. If it makes other people happy, I might let them maintain their views

28. A. I am usually firm in pursuing my goals
     B. I usually seek the other's help in working out a
     solution

29. A. I propose a middle ground
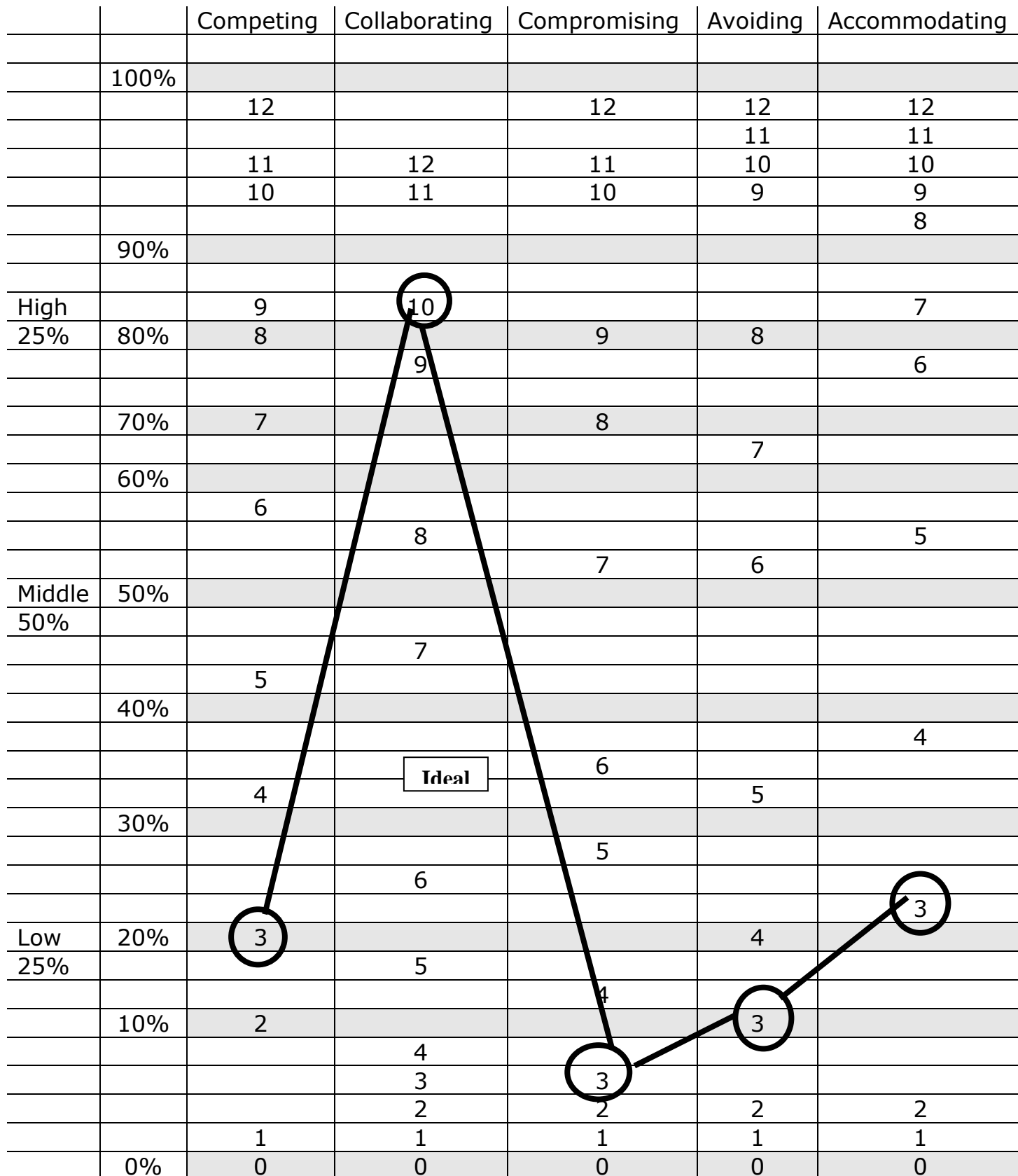   B. I feel that differences are not always worth worrying
     about

30. A. I don't try to hurt the other's feelings
     B. I always share the problem with the other person so
     that we can work it out

	Competing (forcing)	Collaborating (problem solving)	Compromising (sharing)	Avoiding (withdrawal)	Accommodating (smoothing)
1				A	B
2		B	A		
3	A				B
4			A		B
5		A		B	
6	B			A	
7			B	A	
8	A	B			
9	B			A	
10	A		B		
11		A			B
12			B	A	
13	B		A		
14	B	A			
15				B	A
16	B				A
17	A			B	
18			B		A
19		A		B	
20		A	B		
21		B			A
22	B		A		
23		A		B	
24			B		A
25	A				B
26		B	A		
27				A	B
28	A	B			
29			A	B	
30		B			A

Circle the letters below which you circled on each item of the questionnaire

Total number of items circled in each column

Competing   Collaborating   Compromising   Avoiding   Accommodating

		Competing	Collaborating	Compromising	Avoiding	Accommodating
	100%					
		12		12	12	12
					11	11
		11	12	11	10	10
		10	11	10	9	9
						8
	90%					
High		9	(10)			7
25%	80%	8		9	8	
			9			6
	70%	7		8		
					7	
	60%					
		6				
			8			5
				7	6	
Middle	50%					
50%						
			7			
		5				
	40%					
						4
			Ideal	6		
		4			5	
	30%					
				5		
			6			
Low	20%	(3)			4	(3)
25%			5			
	10%	2		4	(3)	
			4			
			3	(3)		
			2	2	2	2
		1	1	1	1	1
	0%	0	0	0	0	0

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Emotionally Intelligent & Competent Service

Emotional Intelligence

"Quotes"

Emotional competence is particularly central to leadership, a role whose essence is getting others to do their jobs more effectively. Interpersonal ineptitude in leaders lowers everyone's performance: it wastes time, creates acrimony, corrodes motivation and commitment and builds hostility and apathy. A leader's strengths or weaknesses in emotional competence can be measured in the gain or loss to the organization of the fullest talents of those they manage. *Harvard Business school*

All 181 competence models we had studied, we found that 67 percent – two out of three – of the abilities deemed essential for effective performance were emotional competencies. Compared to IQ and expertise, emotional competence mattered twice as much. This held true across all categories of jobs, and in all kinds of organizations. *Hay/McBer*

A landmark study of top executives who derailed. The two most common traits of those who failed:

Rigidity: they were unable to adapt their style to changes in the organizational culture, or they were unable to take in or respond to feedback about traits they needed to change or improve. They couldn't listen or learn.

Poor Relationship: the single most frequently mentioned factor: being too harshly critical, insensitive or demanding, so that they alienated those they worked with. *Harvard Business School*

Emotional Intelligence is critical for

- Leadership effectiveness
- Creating a culture of high performance, characterized by trust
- Team effectiveness
- Leading change efforts
- Cross-cultural initiatives
- Individual and team development

What is Emotional Intelligence?

Definition

Emotional Intelligence is a learned ability to perceive, understand and express feelings with accuracy and to control emotions so that they work to our advantage.

Emotional Intelligence is about understanding and appreciating how we and others feel and what to do about it as well as understanding what feels good and what feels bad. It is expected that by having some emotional awareness, blended with sensitivity and some management skills, we can maximize our long-term satisfaction.

Why EQ now?

The term *Emotional Intelligence* appeared in 1998 in Daniel Goleman's book *Working with Emotional Intelligence.* The phrase entered the management word with unprecedented speed.

Why is it that this new buzz word has gathered too much attention since?

Here are some reasons:

- Competition is becoming fierce by the day
- Research shows that Success= IQ + EI
- Work environments are changing
- Processes are becoming more complex
- Markets are being united and global
- Stress levels are on the increase causing more and more death
- The new trend of self-managed career becoming more and more prominent

Emotional Intelligence

More on EI

Taken from Daniel Goleman's book 'Working with Emotional Intelligence'

The rules for work are changing. We are being judged by a new yardstick; not just by how *smart* we are, or by our *training* and *expertise*, but also by how well we handle ourselves. This yardstick is increasingly applied in choosing who will be hired and who will not, who will let go and who will be retained, who passed over and who promoted.

These rules have little to do with what we were told was important in school; academic abilities are largely irrelevant to this standard. The new measure takes for granted having enough intellectual ability and technical know-how to do our jobs; it focuses instead on *personal* qualities, such as initiative and empathy, adaptability and persuasiveness*. Daniel Goleman*

Emotional Competence

An emotional competence is a learned capability based on emotional intelligence that results in outstanding performance at work. Our emotional *intelligence* determines our potential for learning the practical skills that are based on its five elements: *self-awareness*, *motivation*, *self-regulation*, *empathy*, and *adeptness in relationships*. Our emotional *competence* shows now much of that potential we have translated into on-the-job capabilities. For instance, being good at serving customers is an emotional competence based on empathy. Likewise, trustworthiness is a competence based on self-regulation, or handling impulses and emotions well. Both customer service and trust-worthiness are competencies that can make people outstanding in their work.

Simply being high in emotional intelligence does not guarantee a person will have learned the emotional competencies that matter for work; it means only that they have excellent potential to learn them. A person might be highly empathic, for example, and yet not have learned the skills based on empathy that translates into superior customer service.

Emotional competencies cluster into groups, each based on a common underlying emotional intelligence capacity. The list below shows the relationship between the five dimensions of emotional intelligence and the twenty-five emotional competencies. None of us is perfect on this scale; we inevitably have a profile of strengths and limits. But, as we shall see, the ingredients for outstanding performance require only that we have strengths in a given number of these competencies, typically, at least six or so, and that the strengths be spread across all five areas of emotional intelligence. In other words, there are many paths to excellence.

These emotional intelligence capacities are:

- Independent
- Interdependent
- Hierarchical
- Necessary, but not sufficient
- Generic

Emotional Competence

The list offers a way to inventory our strengths and to pinpoint competencies we may want to bolster.

The same competencies can make people excel in different jobs. These competencies one needs for success may change as one rises through the ranks; in most large organizations, senior executives need a greater degree of political awareness than middle managers.

Furthermore, key competencies match a given organization's reality. Each company and each industry has its own emotional ecology, and the most adaptive traits for workers will differ accordingly.

The recipe for excellence gives far more weight to emotional competencies than to cognitive abilities. That the most important competencies among stars stem from emotional intelligence is no surprise for, say, salespeople.

Brilliance alone will not propel a scientist to the top unless she also has the ability to influence and persuade others, and the inner discipline to strive for challenging goals. A lazy or reticent genius may have all the answers in his head, but they amount to little if no one knows or cares!

Service

Encounters

Customer Service
Encounters of the First Kind

Q

A

Focus

Goals

Breakdowns

Training

Mindset

Customer

Customer Service Encounters
of the Second Kind

Q

A

Focus

Goals

Breakdowns

Training

Mindset

Customer

Customer Service Encounters of the Third Kind

Q

A

Focus

Goals

Breakdowns

Training

Mindset

Customer