



The Service Mentality Workbook

IMPROVING THE WAY
YOUR ORGANIZATION
COMMUNICATES WITH
CUSTOMERS.

30 Hollenberg Court • St. Louis, MO 63044
PHONE: 314.291.1012 • 800-882-9911
FAX: 314.291.3710
www.telephonedoctor.com

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About Telephone Doctor, Inc. Customer Service Training

Telephone Doctor, Inc. is a St. Louis based customer service training company which offers products and techniques designed to improve the service skills of customer contact employees. This program is presented by Nancy Friedman, our founder and president. Through DVDs, CD-ROMS, web-based courses, books, audio programs and instructor-led workshops, Telephone Doctor, Inc. has helped tens of thousands of organizations increase revenue, improve customer satisfaction ratings and reduce employee turnover. For additional information, please visit www.telephonedoctor.com.

And now some legal stuff...

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Getting the Most From the Participant Workbook

In order to receive the maximum benefit of this Participant Workbook, a clear understanding of the value of training is necessary.

Why Training?

1. No matter what you call your customers (citizens, members, students, clients, taxpayers or #*&@!), when you think about it, they're the ones who are providing your organization with its income.
2. Your interaction with a specific customer will likely be the basis for that customer's entire impression of the service your organization offers.
3. The single greatest way a company can distinguish itself from its competition is by the level of service it offers; and the higher level of service your organization offers, the more successful it will be. Successful firms are better able to compensate employees and increase the growth of their businesses.
4. Thus, it is vital to the success of your organization that you provide the most positive customer service communication with each and every customer.

What's In It For You?

This Telephone Doctor® course will provide you with simple, yet effective, skills and techniques which, when used exactly as directed, will improve your customer contact situations. The benefits to you:

1. Increased confidence from having the right tools.
2. Reduced stress by better handling challenging situations.
3. Increased job satisfaction from doing something well.
4. That great feeling you get inside from helping others.
5. Increased value to your employer.

Using the Participant Workbook With a Facilitator

1. If this Participant Workbook is part of an instructor-led classroom setting, the facilitator will instruct you as to what portions of the Participant Workbook will be used. Be sure to complete the exercises and participate fully. The more participation, the more rewarding the experience.
2. This Participant Workbook will help you learn and retain the important skills taught in this course. It is also valuable as a future reference source.

Getting the Most From the Participant Workbook (Cont.)**Using the Participant Workbook as a Self-Paced Study**

1. The Participant Workbook is designed to help process the information found in the program, *The Service Mentality*. It serves as your guide and each Participant Workbook section is self-explanatory. Everything you need, besides a pen or pencil and the program, is included.
2. Before watching the program, complete the “Pre-Program Activity ~ A Mindset for Servicing Customers” on page 5.
3. Now it’s time to view the program. We suggest first watching the entire program. Then watch it again, this time in chapters.
4. As you watch, take notes on designated pages in the back of the Participant Workbook.
5. When you’re confident you understand the skills presented in the program, begin answering the Discussion Questions for each Key Point in this Participant Workbook. Don’t rush. Take time to relate each Key Point to yourself and your job.

Pre-Program Activity ~ A Mindset for Servicing Customers

Why are some people better at customer service than others?

Telephone Doctor, an international customer service training company, recently interviewed several high-profile clients that are well known to deliver and exceed customer expectations. We wanted to know what characteristics these companies look for in employees and why some people are just downright better at customer service than others. The results were transferred to the new Telephone Doctor Customer Service Program, *The Service Mentality*.

Take a few minutes to answer these questions to see how you score. Circle the letter to the right for the word that best represents you as it relates to the statement:

	Frequently (F)	Sometimes (S)	Rarely (R)
1. I have the capacity for understanding and being sensitive to the feelings, thoughts and experiences of a customer.	F	S	R
2. I bring an observable high level of energy and interest to projects or situations.	F	S	R
3. I love my job and look forward to getting there in the morning.	F	S	R
4. I solve problems that I come in contact with or I steer the problem to someone who will solve the problem.	F	S	R
5. The people who work with me in the organization, my internal customers, have learned that I live up to my previously agreed upon commitments.	F	S	R
6. The people I serve outside my organization, my external customers, have learned that I live up to my previously agreed upon commitments.	F	S	R
7. I adapt to the changes within my organization without whining or complaining.	F	S	R
8. I embrace change in a manner that does not negatively influence my interactions with customers.	F	S	R
9. I can successfully satisfy the customer without infringing on the needs and requirements of my own organization.	F	S	R
10. I have learned how to succeed at “Win-Win” in situations with customer concerns.	F	S	R
11. I have learned the ability to bounce back from, and successfully adapt to, adversity.	F	S	R

Now review your responses. Any response with “Sometimes” or “Rarely” indicates an area in which your customer-service mindset could improve. Below are the Key Points as they relate to the questions above.

- 1. Empathy Question 1
- 2. Enthusiasm Questions 2 & 3
- 3. Ownership Question 4
- 4. Responsibility Questions 5 & 6
- 5. Adaptability Questions 7 & 8
- 6. Balance Questions 9 & 10
- 7. Resiliency Question 11

Discussion Questions – Key Point #1: Empathy

Having the capacity for understanding. Being aware of and sensitive to the feelings, thoughts and experiences of a customer.

1. DeMarco had three opportunities to demonstrate empathy with Zoe.
 - A. What were they?

 - B. What could he have said?

2. Nancy quoted an old adage in the program, “Customers don’t care what you know...until they know that you care.” From your perspective, how does that apply to you?

3. In the second scene, what did DeMarco do differently to show empathy to Zoe?

4. How much additional time and effort was required to show empathy?

5. Who benefited because of DeMarco’s ability to show empathy for his customer?

How did each benefit?

6. What are some of the characteristics of apathy?

7. Why is empathy considered an essential service mentality?

TELEPHONE DOCTOR® PRESCRIPTION:

1. Customers need to feel and hear that we CARE first.
2. More than words, a caring tone of voice allows the customer to hear your concern.
3. One of the best customer interactions happens when a customer feels that he/she has been listened to and understood.
4. No matter how large or small the customer’s problem, empathy is an essential service mentality.

Discussion Questions – Key Point #2: Enthusiasm

Bringing an observable high level of energy or interest to a project or situation.

1. If Alicia couldn't see Jake, how did she know he was bored?

How did she perceive his attitude?

2. How can the perceptions your customers have about your enthusiasm impact business today and/or in the future?
3. Think about your family, friends and co-workers. Do you prefer to be around enthusiastic people at a party...sporting event...at work? Why?
4. As a consumer, why do you want to be helped by someone who demonstrates enthusiasm for what he/she is doing?

How do you feel about someone marking time until the end of the shift?

5. The program showed Jake both as bored and overly enthusiastic. Why did neither win Alicia's confidence that her problem was going to be handled?

TELEPHONE DOCTOR® PRESCRIPTION:

1. The level of enthusiasm people exhibit is a critical component to how the world perceives them as being able or willing to help.
2. Enthusiasm influences a person's effectiveness in a service position.
3. People who are truly enthusiastic don't discriminate between their activities.
4. Enthusiastic people enjoy being proactive and going the extra mile to help customers without being asked.

Discussion Questions – Key Point #3: Ownership

Processing the commitment to solve a problem or steering it to someone who will.

1. Why did the customer feel like DeMarco wasn't going to help her?
2. What did he do differently when he took "ownership" of the problem?
3. If you were the customer, how would you feel after DeMarco took ownership?
4. Why should it only take one person to give good customer service?
5. What does ownership tell the customer?
6. How should DeMarco handle the problem if Alicia's note hadn't been available?
7. Provide examples of how you can show "ownership" in your position.

TELEPHONE DOCTOR® PRESCRIPTION:

1. It should not take two people to provide good customer service.
2. Ownership is partnering with the customer to address their need to solve the problem.
3. When we "own" the problem, we are more committed to the resolution of the problem.

Discussion Questions – Key Point #4: Responsibility

Living up to previously agreed upon commitments.

1. Why was Jake's being a little late a big deal?

2. Why is it important to be considerate and responsive to our co-workers?

3. What are other ways to demonstrate responsibility to our customers?

4. What can you do to improve how you demonstrate "responsibility?"

TELEPHONE DOCTOR® PRESCRIPTION:

1. Responsibility is an important internal customer service issue.
2. It's as important to be considerate and responsible to our co-workers as it is to our customers.

Discussion Questions – Key Point #5: Adaptability

Having the flexibility to effectively deal with different types of customers and situations.

1. Who are adapters?

2. How does Alicia adapt to each of the customers?

3. List different types of customers who comprise the diverse clientele of your organization.

4. Identify situations where you may need to demonstrate adaptability.

TELEPHONE DOCTOR® PRESCRIPTION:

1. Adapters can handle all types of customers and situations positively.
2. Adaptability is changing your approach to each type of customer.
3. Service each customer respectfully and effectively.

Discussion Questions – Key Point #6: Balance

Having the capacity to successfully satisfy the customer while taking into account the resources and needs of your organization.

1. In the first vignette, whom did Zoe serve the needs of: the customer or her organization?

2. Why is it important to focus on solutions that are fair for the customer as well as the organization?

3. As an organizational representative, what helps you to achieve balance?

Identify issues specific to your organization where balance may need to be achieved.

4. At the end of this section, we heard the phrase “acknowledgement does not constitute agreement.” What does that mean to you?

TELEPHONE DOCTOR® PRESCRIPTION:

1. Identifying a balanced solution meets the challenge of satisfying the customer and meeting the needs of the organization.
2. One of the greatest needs of the customer is to be heard and treated fairly.
3. A secret to achieving balance is knowing you can always acknowledge the feelings of the customer even if you disagree with the facts presented by the customer.

Discussion Questions – Key Point #7: Resiliency

Having the ability to bounce back from adversity.

1. How was Alicia responsible for the abuse she received from the customer?

2. What did Alicia do to regain her upbeat and professional manner?

3. What can you do to demonstrate resilience?

4. Give an example of an occasion when you needed to “bounce back” and demonstrate resiliency.

TELEPHONE DOCTOR® PRESCRIPTION:

1. Remain calm throughout adverse situations, recover quickly and don't show signs of discouragement.
2. Resiliency is when customer service providers bounce back from adversity.
3. Life's setbacks and disappointments need to be handled by bouncing back emotionally and professionally.
4. Never take out your frustrations on the next innocent callers or co-workers.

A Quiz on *The Service Mentality*

Note: Here's a chance to see how much you've learned about developing a positive mental attitude. In each blank, put the letter of the correct answer to each of these questions. You'll find the answers to these questions on page 18.

- _____ 1. Customers need to feel and hear:
A. The company policy and procedures
B. Other customers have had the same experience
C. That we CARE first
- _____ 2. More than words, a caring tone of voice allows the customer to hear your concern.
A. True
B. False
- _____ 3. People who are truly enthusiastic:
A. Are born that way
B. Do all aspects of their job with enthusiasm
C. Are usually on anti-depressants
- _____ 4. Enthusiasm has minimal influence on a person's effectiveness in a service position.
A. True
B. False
- _____ 5. When we "own" the problem:
A. We are admitting we did something wrong
B. We are willing to take the blame for someone else
C. We are more committed to the resolution of the problem
- _____ 6. It's more important to be considerate and responsible to our customers than to our co-workers.
A. True
B. False
- _____ 7. Adaptability is:
A. The ability to treat everyone the same
B. Changing your approach to each type of customer
C. Dependent on the situation
- _____ 8. Identifying a balanced solution:
A. Meets the challenge of satisfying the customer and meeting the needs of the organization
B. Puts the company at risk
C. Gives the customer control of the situation
- _____ 9. Because we are human, people will show signs of discouragement during adversity; however, it's important to your business to be resilient.
A. True
B. False
- _____ 10. As companies face tougher competition, the best weapon to fight the competition is:
A. To beat them at price
B. To carry different products/services
C. Great customer service

A Call To Action!

Experts say that it takes a minimum of 21 days to change a behavior. Your level of readiness to change will determine how successful you are, and how much time it will take. But you need to be ready, able and willing to make change happen in 21 days.

Let's start creating a successful plan by writing down three new skills you want to learn from today's session.

PRACTICE, PRACTICE, PRACTICE and you'll have more confidence!

What three items will you commit to change in 21 days?

- 1. _____

- 2. _____

- 3. _____

It's Fun To Be Good!

Closing Words

On the next page, you'll find a summary of the key points made in this course. They're crucial because they can make a real difference to you and to your future. We urge you to do three things with them:

1. Memorize them;
2. Keep them in mind every time you use the telephone and
3. Practice them.

The last of the three is by far the most important. Knowing how to use the telephone effectively isn't good enough. You need to put what you know to use. You need to make it work for you. If you do, you'll get what we promised at the start of this course – more satisfaction from your job and a brighter future for your company and for yourself.

- You've got the skills.
- You've got the knowledge.
- You've got the purpose.
- **THE REST IS UP TO YOU!**

Good Luck!

And Remember –

IT'S FUN TO BE GOOD!

Key Points – The Service Mentality

Key Point #1: Empathy

- A. Customers need to feel and hear that we CARE first.
- B. More than words, a caring tone of voice allows the customer to hear your concern.
- C. One of the best customer interactions happens when a customer feels that he/she has been listened to and understood.
- D. No matter how large or small, empathy is an essential service mentality.

Key Point #2: Enthusiasm

- A. The level of enthusiasm people exhibit is a critical component to how the world perceives them as being able or willing to help.
- B. Enthusiasm influences a person's effectiveness in a service position.
- C. People who are truly enthusiastic don't discriminate between their activities.
- D. Enthusiastic people enjoy being proactive and going the extra mile to help customers without being asked.

Key Point #3: Ownership

- A. It should not take two people to provide good customer service.
- B. Ownership is partnering with the customer to address their need to solve the problem.
- C. When we "own" the problem, we are more committed to the resolution of the problem.

Key Point #4: Responsibility

- A. Responsibility is an important internal customer service issue.
- B. It's as important to be considerate and responsible to our co-workers as it is to customers.

Key Point #5: Adaptability

- A. Adapters can handle all types of customers and situations positively.
- B. Adaptability is changing your approach to each type of customer.
- C. Service each customer respectfully and effectively.

Key Points – The Service Mentality (Cont.)**Key Point #6: Balance**

- A. Identifying a balanced solution meets the challenge of satisfying the customer and meeting the needs of the organization.
- B. One of the greatest needs of the customer is to be heard and treated fairly.
- C. A secret to achieving balance is knowing you can always acknowledge the feelings of the customer even if you disagree with the facts presented by the customer.

Key Point #7: Resiliency

- A. Remain calm throughout the adverse situations, recover quickly and don't show signs of discouragement.
- B. Resiliency is when customer service providers bounce back from adversity.
- C. Life's setbacks and disappointments need to be handled by bouncing back emotionally and professionally.
- D. Never take out your frustrations on the next innocent callers or co-workers.

Answers to “A Quiz on *The Service Mentality*”

ITEM NUMBER	CORRECT RESPONSE
1.	C
2.	A
3.	B
4.	B
5.	C
6.	B
7.	B
8.	A
9.	A
10.	C

