



**Center for Process Excellence
Learning Services**

Service Recovery Curriculum Map / Outline



Alfred I. duPont
Hospital for Children
Nemours
Children's Clinic

Version: 1.2

Contact: Christopher Lepine
clepine@nemours.org
302-651-4279

Table of Contents

Primary Associate Job Tasks – 1.0 1

Instructional Objectives – 2.0 2

 Task-Based – 2.1 2

 Global Conceptual – 2.2 4

Class-Stated Objectives – 3.0 5

Content Outline – 4.0 6

Document Approval Signoff – 5.0 10

Target Audience

Any Nemours associate, especially those who work with external customers.

Purpose / Client Goal

Help Associates develop better skills to facilitate effective health care services to unhappy customers and to help these families feel cared for and satisfied at Nemours.

Prerequisites

Customer Service Introduction class

Mode of Delivery

CBL and class

Assessment

Yes, in CBL and class

This curriculum will be used as the source for CBL, class, job aid, and assessment deliverables. Numbers in parentheses represent source numbers.

1.0 Primary Associate Tasks

Associates will follow these procedures when working with unhappy customers:

1. Prepare yourself. Be calm and composed.
2. Express your sympathy and willingness to help.
3. Listen to the customer completely.
4. Check your understanding of their complaint or need.
5. Apologize for us.
6. Take responsibility, but don't take the blame.
7. Help. Do all you can. Ask for help if needed.

2.0 Instructional Objectives

2.10 Task-Based

Task	Objective	Knowledge Type
Service Recovery Steps		
Entire Process	1. Given a verbal or written question, the associate will be able to state the correct order of all the steps of service recovery.	Remember Procedure
	2. During a customer role-play, the associate will be able to demonstrate all the service recovery steps to the satisfaction of the customer and instructor.	Apply Procedure
1. Prepare yourself. Take a deep breath.	1. Given a verbal or written question, the associate will be able to recall or generate a list of at least three ways to prepare for service recovery.	Remember Procedure
	2. During a customer role-play, the associate will be able to demonstrate at least three ways to prepare for service recovery.	Apply Procedure
2. Express your sympathy, and willingness to help.	1. During a customer role-play, the associate will be able to demonstrate his or her sympathy and willingness to help by exhibiting proactive body language: good posture, facial expressions, and open arms and hands.	Apply Guideline
	2. During a customer role-play, the associate will use the first person pronoun for the majority of the conversation.	Apply Guideline
	3. During a customer role-play, the associate will initially express his or her desire to serve the customer and learn how Nemours can improve its services, so that the role-play partner is convinced of his or her sincerity.	Apply Guideline
3. Listen to the customer completely.	1. The associate will be able to explain why it is important to create a personalized response by referring to the primary customer needs and concerns during service recovery.	Remember Fact
	2. During a customer role-play, the associate will be able to focus attention on the customer with eyes, ears, face, and body position, use open-ended questions, and allow the customer to feel that they have fully stated his or her complaint.	Apply Guideline

2.0 Instructional Objectives / continued

Task	Objective	Knowledge Type
4. Check your understanding of the complaint or need.	1. During a customer role-play, the associate will be able to verbally summarize the complaint to the customer and to re-summarize it if the customer provides correcting information.	Apply Guideline
5. Apologize for us.	1. During a customer role-play with a customer, the associate will apologize that the customer problem occurred so that the customer believes the associate is sincere and compassionate.	Apply Guideline
6. Take responsibility to help, but don't take the blame.	1. During a customer role-play, the associate will apologize without placing blame on Nemours or any party.	Apply Guideline
7. Help. Do all you can. Ask for help if needed.	1. During a customer role-play, the associate will take care of the customer complaint with various simulated site resources.	Apply Guideline
	2. During a customer role-play, the associate will be able to ask the customer what he or she would like done to make up for the problem.	Remember Procedure
	3. During a customer role-play, the associate will offer an appropriate gift or other form of approved compensation for their department.	Apply Procedure
Difficult Customers and Conflict		
Entire Process	1. Given a verbal or written question, the associate will be able to state all the guidelines of working with difficult customers.	Remember Guidelines
▪ Stay calm and poised.	1. During a customer conflict role-play, the associate will be able to maintain appropriate emotion and service response as judged by the instructor or supervisor.	Apply Guideline
▪ Set the ground rules.	1. During a customer conflict role-play with a disrespectful, domineering, or abusive customer, the associate will be able get the customer's attention and state the conditions under which the contact may continue. The associate must communicate compassion, sympathy, and a willingness to help as judged by the role-play partner.	Apply Guideline

2.0 Instructional Objectives / continued

Task	Objective	Knowledge Type
<ul style="list-style-type: none"> ▪ Listen fully. 	1. During a customer conflict role-play, the associate will be able to fully understand the customer concerns by using questioning to reveal information and customer expectations. The associate must allow the customer to express his or her concerns completely.	Apply Guideline
<ul style="list-style-type: none"> ▪ Check your understanding very carefully. 	1. During a customer conflict role-play, the associate will be able to restate the details of the complaint and update this information with any comments from the customer.	Apply Guideline
<ul style="list-style-type: none"> ▪ Use the volume of your voice to moderate theirs. 	1. During a role-play with a loud and upset customer, the associate will be able to lower the volume of the customer by using a lower-volume voice and slower pace.	Apply Guideline
<ul style="list-style-type: none"> ▪ Reveal the tension. 	1. During a role-play with a customer who is angry or disrespectful or abusive, the associate will be able remind the customer that he or she is trying to do their best and that it is difficult to help with this type of communication.	Apply Guideline
<ul style="list-style-type: none"> ▪ Transfer as needed. 	1. During a role-play with a customer who is angry or disrespectful or abusive, the associate will be able to end the customer contact with a transfer or phone hang up, and must warn the customer that this will be done..	Apply Guideline

2.11 Global Conceptual

Concept	Objective	Knowledge Type
Customer Importance and Value	1. Associates will be able to state primary complaint research: If a complaint is resolved, 70% of customers will return. If it is done very quickly, 95 percent will return again.	Remember Fact
	2. Associates will be able to remember how many people a customer will tell about their experience when they are happy (5) or unhappy (9-10) with a business.	Remember Fact
	3. Associates will remember at least two benefits to them of providing exemplary service recovery.	Remember Fact

2.0 Instructional Objectives / continued

Concept	Objective	Knowledge Type
Compassion and Customer Focus	1. Associates will be able to diagram the compassion process and explain what occurs when steps are left out.	Remember Process Apply Process
	2. Associates will be able to state at least two effects on customers of service that the customer deems compassionate.	Remember Fact
The Psychology of Recovery	1. Associates will be able to state at least three expectations customers bring to the recovery process.	Remember Fact
	2. Given a written description of a customer scenario, associates will be able to identify the dominant psychological needs based on the Maslow theory.	Apply Concept
Axioms and Principles of Service Recovery	1. Associates will be able to state at least three principles or truths of service recovery.	Remember Fact
	2. After viewing a live or media presentation of a good and poor service recovery scenario, the associate will be able to identify which principles were and were not applied.	Apply Concept

3.0 Class-Stated Objectives

Associates will be given the following text regarding the class purpose and objectives:

After finishing this class, you will be able to more effectively carry out service recovery. Specifically, you will be able to:

- Recall the main consequences and benefits from service recovery.
- Recall and explain the compassion process.
- List and explain the customers' basic psychological needs.
- List and explain at least three principles of service recovery.
- Know and perform each step in the service recovery process.
- Know and apply the guidelines for working with difficult customers and conflict situations.

3.0 Content Outline

(Note: Numbers in parentheses refer to designer database.)

I. Customer Importance and Value

- A. Key benefits
 - 1. Source of our existence
 - 2. Source of personal growth through altruism
 - 3. Source of career growth:
 - b. Display the qualities that grow our services; this is valuable
- B. Nemours Service recovery impact and benefits
 - 1. Potential to positively enhance customer perception of Nemours
 - 2. One chance to recover (1149776791)
 - 3. Complaints
 - b. If the complaint is resolved, 70 % will come back, very quickly, 95 percent will come back. (296759771).
 - c. This is tens of millions of dollars (985490304).
 - 4. Word of mouth effect (1149776791)
 - b. Unhappy customers tell 9-10 people (296759771)
 - c. Happy ones tell up to 5 people (296759771)
 - 5. It makes your job easier.

II. Compassion and Customer Focus

- A. Focus is the customer, all kinds of customers
- B. The importance of understanding
 - 1. Releases compassion, altruism, and service motivation
 - 2. Releases unconditional compassion
 - b. Don't base on type of customer; all get the same treatment and consideration
- C. Compassion is key
 - 1. Helps you do your job, to cope
 - 2. Customer loyalty is usually gained by staff who show compassion (103510327)
 - 3. Very satisfied ratings from customers are strongly correlated with compassionate healthcare (103510327)

III. Psychology of Recovery

- A. "Successful recovery is psychological as well as physical. Fix the person, then fix the problem." (733563570).
- B. Basic customer needs
 - 1. Physiological
 - 2. Safety
 - a. Information and decisions
 - b. Confidence in us=trust
 - "The core of the psychological aspect of recovery is restoring trust—the customer's belief that you can and will keep both the explicit and implicit promises you make." (325226397)
 - 3. Love/Belonging
 - 4. Status (esteem)
 - 5. Customer expectations

4.0 Content Outline / continued

- a. “Customer have recovery expectations.” (325226397)
- b. Reliability, assurance, tangibles, compassion, empathy, responsiveness.
- 6. Fairness
 - a. Customers feel betrayed if firm is unfair in their eyes (1304607898)
 - b. Customers react more strongly to fairness issues than honest mistakes. (733563570)
 - c. Breaking Point: “When customers’ sense of well being is threatened or a key value, such as fairness, freedom, or security, is challenged, they move away from rational behavior, eventually adopting an adversarial, ‘take no prisoners’ stance regarding relations with the organization.” (1832635276)

IV. Axioms & Principles of Service Recovery

- A. Basic truths
 - 1. “Successful recovery is psychological as well as physical. Fix the person, then fix the problem.” (733563570)
 - b. “Restoring trust is accomplished by involving the customer in solving the problem.” (733563570)
 - c. “Effective recovery is a planned process.” (733563570)
- B. Key rules

“1) Do it right the first time, 2) Fix it properly if it ever fails. 3) Remember there are no third chances.” – Leonard Berry, Marketing Professor, Texas A&M University (1832635276)
- C. General Guidelines (1971123335)
 - 1. “Assume the customer’s point of view is correct. They believe their point of view is correct. Focus on how to solve the problem, not winning an argument.” (1971123335)
“When that view is challenged, customers assume the challenger is both wrong and is attempting to control, prevail, coerce, or engage in all manner of unrighteous action.” (1160610579)
 - 2. “Give customers a chance to teach you what they know about their position.” (1160610579) The customer is your best consultant and advisor.
Work in a spirit of partnership. Customers are more likely to be satisfied with the solution. (733563570).
 - 3. Don’t try to battle the force of customer anger or fear. “You can hasten the venting process through dramatic listening, lavish understanding, and absolutely zero defensiveness.”
 - 4. “If you are wrong, work extremely hard to regain customer trust.”

V. The Process

- A. Prepare yourself. Anticipate and monitor needs.
 - 1. Restore your energy and attitude and take opportunities to learn about what customers expect from us.
 - 2. “When your customer is the most anxious, you need to be at your best—competent, confident, calm, and in control of yourself.” (1149791711)
 - 3. Be on the lookout for customers who have not complained, but may be unhappy. Be sensitive and proactive.
 - 4. Do research on the customer if possible (staff notes)
 - 5. Create a mental service recovery plan every time you think a customer may be unhappy.
- B. Express your sympathy and willingness to help.

4.0 Content Outline / continued

1. Use positive, proactive body language. Do not cross arms, etc., but look at the customer with good posture, facial expression, and open arms and hands that show your concern and caring and willingness to listen. (725979673)
 2. Introduce yourself. (staff notes) Use the first person singular instead of saying “we,” “they” or “our.” (725979673)
 3. Give your promise to help (staff notes)
 4. “Let them know at the outset that service is important to you and you would like to know how it can be improved.” (747536008)
- C. Listen to the customer completely.
1. “The first goal of service recovery is to create a sense of personalized response.” (1149791711)
 2. Focus attention on the customer with eyes, ears, face, and body position.
 3. Assume the customer is right and has a valid complaint until you learn otherwise (staff notes)
 4. Ask open-ended questions.
 - b. “Sometimes unhappy customers do not know what you need to know until you tell them, and you will need to ask questions to unearth that information or probe deeper to find the true cause of problems. Questions that confirm also help verify you have correctly understood the customer’s problem; questions seeking background help direct customers to the right person in the organization to help them.” (76436940)
 5. Let them fully state the complaint.
 - b. The customer’s insight into the organization’s problems can help us improve.
- D. Check your understanding of their complaint or need.
1. Summarize the problem to the customer.
 2. Restate the details and see if they agree. Update your information as needed.
- E. Apologize for us.
1. “You should not be apologizing for your staff, their behavior, lack of staffing, or other issues. You should let patients/customers know that you are sorry that this problem occurred.” (747536008)
 2. Convey significant concern and regret to match the level of the customer complaint.
- F. Take responsibility to help, but don’t take the blame.
- G. Help. Do all you can. Ask for help as needed.
1. Take care of the problem to meet the customer’s needs. Provide alternatives if you can (staff notes)
 2. Ask what they would like us to do to make up for the problem (90% will be very reasonable).
 3. Offer a gift/compensation for the inconvenience or disrespect done to the customer; use guidelines provided by management. Gifts should be used only for service problems. (747536008)
 4. Ask if there is anything else they need that day (staff notes).
- H. Phone Tips (76436940)
1. If you cannot calm an angry or disrespectful/abusive customer on the phone, hang up.
 2. “Transfer calls adeptly.”
 3. “Make your listening visible.”
 4. “Discard command-and-control language.”
 5. “Irate customers will likely use a parroting of policy against you. Rather than saying, ‘Our policy won’t allow that . . .,’ say, ‘Here is what I can do for you . . .’ Then state your policy or whatever is within your realm of recovery solutions.”

4.0 Content Outline / continued

VI. Difficult Customers and Conflict

- A. “Like a child with a tantrum, some complainers simply have to wear themselves out . . .” (747536008)
- B. Guidelines
 1. Stay calm and poised, and focused on serving the customer. Focus on the complaint, not the person. Don’t take their behavior personally. “Customers from hell are rarely mad at you personally; it is the situation they despise.”(622484699)
 2. Set the ground rules. After conveying your concern, inform the customer that you will fully listen and will ask questions and check your understanding with them to get it right. If the customer becomes disrespectful or abusive at any point, you can give them a warning that you cannot speak to them if they continue. State your willingness and concern again. End contact if they do not let up.
 3. Listen fully: “Take the sail out of their wind. Don’t interrupt; don’t resist. Focus on their concerns. Focus on expectations. Do your homework. Come to closure.” (725979673) Use effective questioning.
 4. Check your understanding very carefully. Restate the details and see if they agree. Update your information as needed. It’s especially important to verify that you understand the customer.
 5. Use the volume of your voice to moderate theirs. As theirs goes up, lower yours and speak more slowly. Pace them and set the tone. (725979673)
 6. Reveal the tension. “Surfacing the tension is a tactic to gently remind customers lost in the middle of a rant that you too, are a living feeling person who is simply trying to do his or her best.” (622484699) Again, mention ground rules if there is disrespect or abusive language toward you.
 7. Transfer as needed. If the customer is too hard to handle, if you have done all you can do, transfer them to another colleague or your manager, (622484699) or security.

VII. Recharging After Service Recovery

- A. Take a break; take a walk outside or around the building.
- B. Find a quiet spot to relax.
- C. Talk to a friend.
- D. Talk to your manager or supervisor.
- E. Take a deep breath and start fresh for your next customer.

5.0 Document Approval Signoff

This approval is given to Nemours Learning Services from the NCC Ambulatory Care Center (ACC) at the Alfred I. duPont Hospital for Children and refers to this curriculum map / outline. The next deliverables will be the service recovery class and CBL and associated materials.

5.1 Services

Nemours Learning Services will base the design, creation, and acquisition of all instructional materials on the objectives and content in this document. Requested changes after approval of this document will extend deadlines and the project completion date, and require signed change order agreements from the ACC.

5.2 Contacts

The following contact is the primary sponsor who has reviewed and approved this document:

Gregory G. Stets, R.N., M.H.A./Assistant Practice Administrator
NCC Ambulatory Care Center
AIDHC
1600 Rockland Road, A/R, Rm. 154
Wilmington, DE 19899

gstets@nemours.org Tel: 302-651-4207 Fax: 302-651-4041

These project contacts have reviewed and approved this document, and acknowledge this with their signatures:

Ambulatory Care Center

Gregory Stets, R.N., M.H.A.

Assistant Practice Administrator

Signature

Date

Nemours Learning Services

Christopher Lepine, M.Ed.

Instructional Designer I

Signature

Date