

Service Recovery Guidelines

Respect

Key Rules

- Focus on the person, then the problem.
- Work to restore trust in Nemours.
- Make a mental plan before you work with a customer.
- Begin by assuming the customer is right. Then do your research and be tactful.
- Focus on solving the problem, not winning an argument with the customer.
- Be diplomatic and tactful.
- Ask customers for input in solving the problem; partner with them; learn from them.
- Allow customers to tell their story fully, to vent, as long as you are making progress.
- Offer a positive and firm response to difficult customers; do not be passive.

Honor

Phone Tips

- Make it obvious that you are listening.
- Use respectful, non-controlling language.
- Communicate very clearly; frequently check understanding on both sides.
- Transfer calls smoothly to the right person.
- Tell customers what you can do for them: don't just state policy.
- Set ground rules with angry or abusive customers; transfer as needed.

Excel



Learn

Understanding

- Your deep understanding of the customer activates your caring and altruism.
- Customers do not want to be here.
- Customers crave respect, assurance, security, and control.
- Customers need continued attention and information.
- Customers want a fair solution.
- Customers expect you to be, compassionate, empathetic, responsive, and professional.

Serve

Compassion

- Compassion and caring is the key to service recovery.
- Give to everyone equally.
- Replenish yourself to be able to give again.

Essential Steps

1. Prepare yourself.

Get relaxed and recharged. Search for potentially unhappy customers. **Be proactive. Prevent problems.** Create a mental service recovery plan.

2. Express your sympathy and willingness to help.

Use positive, proactive body language. Introduce yourself. Promise to help and to do all you can.

3. Listen closely and completely.

Focus attention with eyes, face, and body position. Ask open-ended questions. Let the customer fully state his or her concern.

4. Check your understanding deeply.

Summarize the problem to the customer. Update your understanding as needed.

5. Apologize for us.

Say you are sorry the problem occurred. Convey concern to match the customer's level of concern.

6. Take responsibility to help, but don't take the blame.

Say you will do all you can and will ask for help if needed. State your personal commitment.

7. Help

Solve the problem. Provide alternatives. Ask how we can make it up to them. Offer an appropriate gift. Ask if there is anything else we can do today.



I am Nemours . . .

Handling Difficult Situations



Stay calm and poised.

Focus on serving the customer and expect stress. Target the complaint, and don't take it personally.

Set the ground rules.

State your concern and that you will fully listen. Tell disrespectful or abusive customers that you can only continue if they are respectful to you. It's OK for them to show anger about the situation, though.

Listen closely and completely. Do it again.

Completely absorb what the customer wants to tell you. Don't interrupt, but zero in on relevant information. Use open-ended questions to understand the customer and the problem.

Check your understanding very carefully.

Restate the details to the customer. Update your understanding and restate it again to the customer.

Use the volume of your voice to moderate the customer's.

As the customer's volume goes up, lower and slow yours to a reasonable level. Set the pace and tone.

Reveal the tension.

Gently and carefully remind the customer that you are doing your best and will help them. Mention the ground rules if people are disrespectful to you.

Transfer as needed.

If you are getting nowhere, get someone else to work with the customer. Pick the right backup.