

CUSTOMER SERVICE IS NOT WHAT YOU THINK IT IS

FACILITATOR: JANAKI SEVERY
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JANAKIS@MSN.COM



Raise Your Hand ****

1. ...if you have been passionate about something
2. ...if you have helped or been helped by a teammate
3. ...if you've gone out of your way to get the job done
4. ...if you have received a complement at work
6. ...if you have solved a challenging problem at work
7. ...if you have given feedback at work
8. ...if you have received feedback at work

Agenda.....

1. Why customers matter
2. Building rapport with customers
3. What makes successful customer service?
4. Moments of truth
5. What makes successful customer experiences?
6. Internal and external customer experience
7. What is your story?
8. What do your customers need to know?

Healthcare and Customer Service



Customer Service: Definition

Customer service is the provision of [service](#) to [customers](#) before, during and after a purchase.

“**Customer service** is a series of activities designed to enhance the level of customer satisfaction – that is, the feeling that a product or service has met the customer expectation.” This is called “**The Customer Experience.**”

*A higher goal is to not only help the customer
“have a good experience”, but to offer them
an experience that “exceeds their expectations”*

Healthcare CS Challenges

- Patient interactions with healthcare employees, from the front desk, to a doctor, to finance, influences their confidence.
- Implementing healthcare customer service can be difficult due to how atomized patient services are becoming.
- There are many factors regarding health care management systems that are often hard for patients to navigate.
- Patients are presumed to know how to access all systems available.
- There is more complexity for health care management and patients then ever before.

Things to Focus on

1. **Communication is the key:** It is about the way it is done. From health to compassion
2. **Acknowledge complaints:** Patients want to be seen, heard and recognized.
3. **Be empathetic:** Polite, gentle, helpful, caring
4. **Never differentiate between patients:** Treat all patients the same, with fairness, equal access
5. **Survey and satisfy:** Get feedback, measure satisfaction
6. **Explain in easy language:** Use patient friendly words
7. **Remember your passion:** Show sincerity and whole heart
8. **Keep in touch with your patients:** Reach out, call, email

Listening: The Key to Customer Service

When we take the time to listen from our hearts as well as our intellect, while being fully present, we give the gift of respect and tell the other person they matter to us.

Truly listening to another is a powerful way to honor this desire and provide excellent customer service.



“Auditory listening” vs “ Automatic listening”

Listening is taken for granted. Most of us think of ourselves as better listeners than we really are.

Who we are/what we say triggers other people’s response to us. That response affects our psychological well-being and theirs.

Feeling listened to demonstrates the difference between believing we are accepted and feeling separate.



Framework for Listening

From automatic listening to listening for contribution.

- Listen to intention, and what is underneath the words
- Experience others through “positive expectation”
- Trust begins with ourselves
- Recognize positive intention
- Presume the other person has right intention



Principles for Building & Gaining Rapport



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PACING: Opening a Window to the Unconscious Mind

- Maximize similarities
- Build rapport
- Establish receptivity
- Prepare way for influencing



Match Behavior in Three Channels

VERBAL

- Phrases
- Words
- Word Class

VOCAL

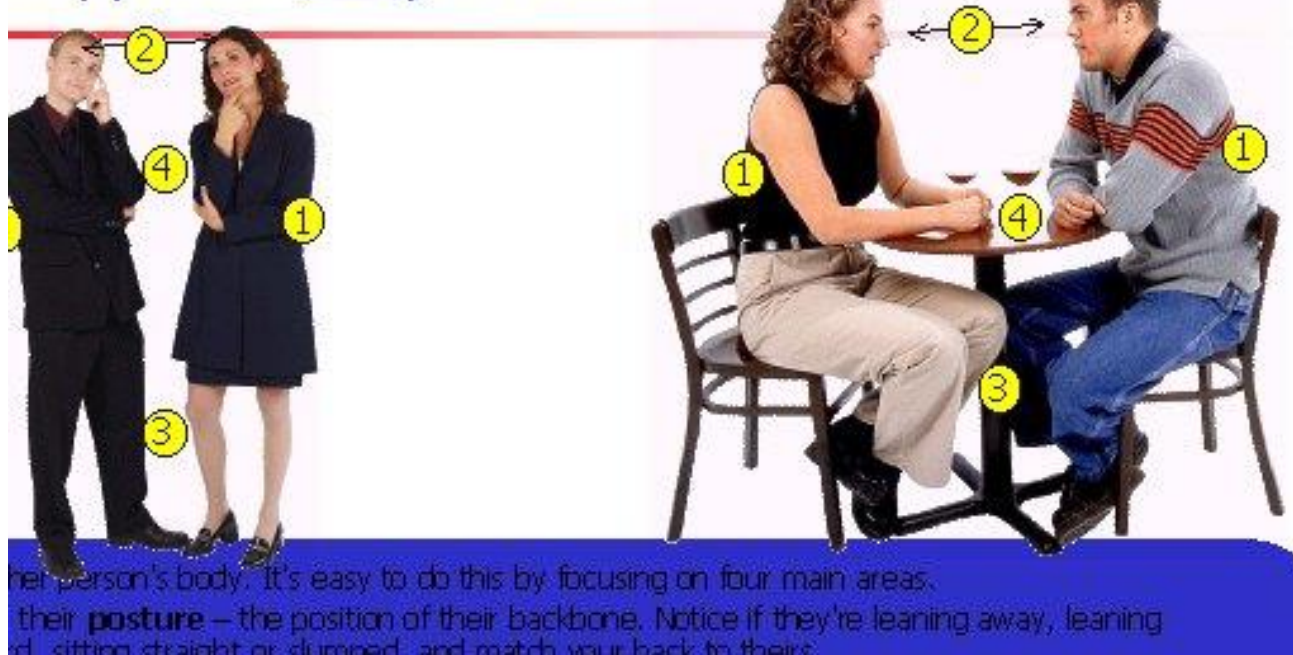
- Pitch
- Tone
- Inflection
- Pace
- Volume

NONVERBAL

- Movement
- Gestures
- Eye Contact
- Touch
- Appearance

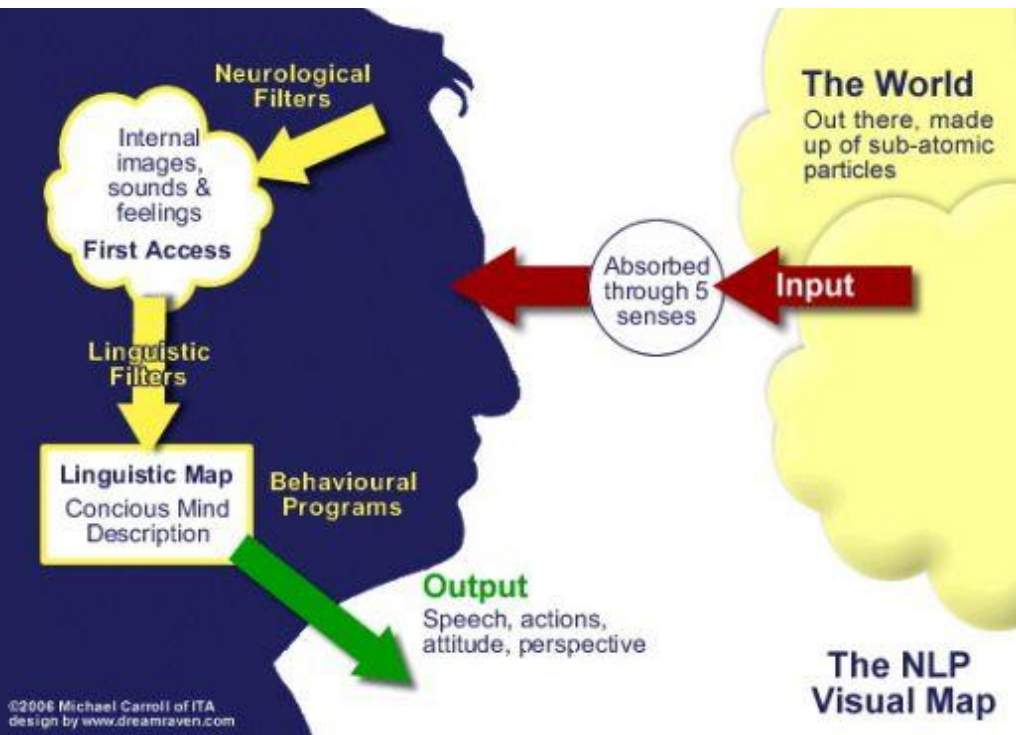
Pacing Opens Receptivity

Rapport > Body > How



- Pacing builds rapport by maximizing similarities.
- Rapport: Critical ingredient of the persuasion/trust process.
- Pacing allows you to build rapport with an upset customer.
- Rapport unconsciously allows you to influence the customer.

Pacing Types



Two types of Pacing:

- Direct: Match actual behaviors
 - ✓ Words
 - ✓ Voice
 - ✓ Energy
 - ✓ Body gestures
- Complementary: Match similar gestures, intensity of feeling, similar tone and energy

Everyone “Paces”:

Check “Pacing” examples that you do.

- You talk like someone close to you so even friends say you sure sound like_____.
- You use their terms and language and jokes and have “common terms” between you.
- You “read” people you care about and treat them in ways that honors how you read them.
- You “get on the floor” to talk to a 2 year old or “baby talk” to a baby
- You might speak in “a special tone” when you talk to animals or small children.
- You order the same food as someone you like when you are out.
- You notice the phone voice of someone that matters to you and change yours accordingly.
- You follow the advice of someone you like without challenging it.

Using Key Words and Tie Downs

Customers use favorite words to describe emotional states. These words have a stronger voice inflection, tone or pitch than their other words. They are “marked out”.

- Note their key words, get the customer’s word meaning and use those words when addressing the topics you two are discussing.
- If the customer says, “I’m looking for a fair treatment”
 - ✓ First find out what they mean by a “fair treatment”
 - ✓ Say, “Could you tell me please, what “fair treatment” looks like to you?”
- Once you have the right meaning...Tie it down with your solution, next steps, etc

Getting High Quality Information Influence, Reframing, Persuasion



Get High Quality Information



- Use understanding words and phrases
- Support the customer to feel heard and understood
- Assist the customer to share their concerns in detail
- After they share, ask them if there is anything else...often you will discover more
- Use their exact words, learn their representational language and repeat their words
- Make sure they feel seen and heard and that their needs are taken care of

Reframing: Changing the Meaning

- The meaning any event has depends on the “Frame” in which it is perceived.
- If you change the “Frame” you change the meaning.
- Changing the meaning is called a “Reframe”
- What beliefs or perceptions could you “reframe” to improve your work environment and relationships?



Two Principles of Reframing

Principle 1:

- People like people who like them.

Principle 2:

- People have a need to fully express



Reframing: Two Levels



- **Internal Reframing:** Reframe yourself to generate more options and to produce greater results.
- **External Reframing:** Reframe another to consider other options and make a commitment to a better one.

Principles of Influence

Principle 1:

- People make decisions by subjective experience (unconscious mind) and validate with logic (conscious mind).

Principle 2:

- People are more easily influenced by others they perceive as similar to themselves.

Principle 3:

- People need to feel fully understood.



Mistakes in Influence

1. Poor Rapport
2. Low Quality Information
3. Presenting Solutions Too Soon



Levels of Resistance

Level 1: Avoid

Level 2: Tolerate

Level 3: “Accept”

Level 4: Understand

Level 5: Embrace



Be Curious

If a customer is being difficult or hard to reach and it is not obvious why,

Ask yourself.....

**“What is it about that person
that I cannot see and don’t understand
that might cause them to behave that way?”**

Dealing with Feelings

- Deal with your feelings first
- Deal with the customer's feelings next
- Explore to understand their Resistance
- Ask questions and offer information so they are informed and want to learn more
- Remain caring and thoughtful when making suggestions



Use Feeling Words/Phrases

- This seems upsetting to you...
- You look happy...
- Having a good day?
- What is concerning you?
- I am sorry you are feeling so much pressure...
- I know how frustrating that is...



Tips for Difficult Customers

- Listen attentively without interrupting
- Make a conscious choice about your response
- Acknowledge the other persons feelings
- Ask objective questions for clarification
- Stick to the subject/take notes
- Be patient
- Reframe yourself and them
- Offer context
- Listen for the shift in their voice and tone
- Thank them for expressing concerns

What Makes Successful Customer Service?



“Moments of Truth” – Touchpoints

Moments of Truth are experiences between the department and the customer during which the customer decides if the department is meeting the customer’s needs and expectations.



Why are 'Moments of Truth' Important?

- Customers rarely read the customer service policy statement
- Even if they did read all the “customer service policies” it would make no difference to their feelings about the organization
- Soooooo the only way a customer can judge an organization is on the basis of contact with it



What is the Customer Experience?

Customer Experience is the product of an interaction between an organization and a customer.

This interaction is made up of three parts:

- the customer journey
- the brand touchpoints the customer interacts with
- environments customers interact in

A good customer experience means that the **“individual's experience”** during all points of contact **“matches the individual's expectations”**.

Restaurant Moment

Customer Service VS Customer Experience?



The Restaurant guidelines for service: 3 visits to check in – offer more- upsell

The Couple 's request was, “This is a special and private dinner. we will let you know if we need anything”

The Waiter came back **3 times** after their order was served


WHAT WAS THEIR CUSTOMER EXPERIENCE?

TOUCHPOINTS are...

“Points of Contact”
when the
“Customer Decides”
If the organization provides
“What they Expect”



Types of Customer Experience CX

- CX = Customer Experience
- Customer = Anyone who receives goods or services
- Internal Customers = Customers who work within the organization
- External Customers = Customers outside of the organization
- Interactive Customer Service = 2 way interaction
- Non-Interactive Customer Service = 1 way action
-  Touchpoint = “Point of Contact” when the customer decides if the organization provides what is needed/wanted

Three Kinds of TOUCHPOINTS



First Moment	Second Moment	Third Moment
What customers see/seek	What customers experience CX	How customers CAN participate
<ul style="list-style-type: none">• Smile• Engagement• Solutions• Respect• Concern• Empathy• Response• Quick Turn Around	<ul style="list-style-type: none">• Friendliness• Interactive Relationship• Receive Information• Problem solved• Consultative• Education• New ideas	<ul style="list-style-type: none">• Feedback• Opinion• Score/rate/review• Opinions/public domain comments• Respond on blog• Suggestions• Co-creation• Contributions

Internal vs External Customers

Internal:
within organization



External:
outside organization

**Customer: Anyone
Who Receives Goods and Services**

Internal Customers

- Out patient department
- Nursing department
- Finance department

External Customers

- Patients
- Outside venders
- Community services



**Customer: Anyone
Who Receives Goods and Services**

Interactive CX

- Telephone services
- Meeting with Pt family
- Meeting with patient

Non-Interactive CX

- Finance website
- Patient portal records
- Finance status reports



It's All About How Customers Feel

It's "all about relationships"!
It is about how the "customers feel"

Maya Angelou

**I've learned that people will forget
what you said, people will forget
what you did, but people will never
forget how you made them feel.**

Your Customer Experience *** Activity

Share a “Positive” customer experience you have had with a “neighbor”

What made it positive for you?

** Attitude

** Voice/Tone

** What was said

** Positive results

** Follow up

** Went extra mile

** Helpful advice

** Solved problem

What Story do You Want?



What Story do We Want to Tell?



How You are Seen?

- 1. What is the “Story” you are creating?** (External messages created by how you talk about your work)
- 2. What is the culture you have created?**
(Internal reality by how you treat each other and other teams)
- 3. What is the experience you deliver?** (Customer experience after interaction with you, your team or your services or products)

7 Ways to Create CX Success

1. Create a clear customer experience vision
2. Understand who your customers are
3. Create an emotional experience with your customers
4. Capture customer feedback in real time
5. Use a quality framework for development of your team
6. Act on customer feedback
7. Measure the ROI from delivering great service

Go Forth and Be Awesome



**“Try? There is no try.
There is only do or not do.”**

Yoda, in *The Empire Strikes Back*