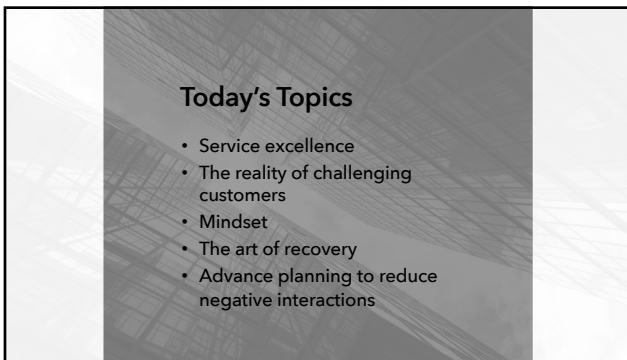
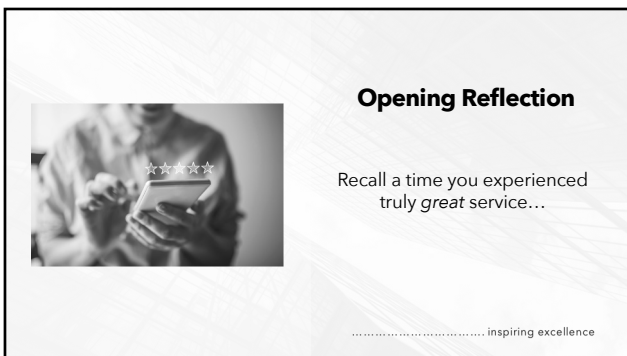




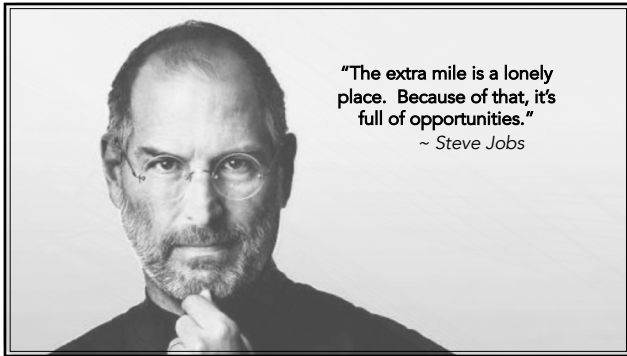
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Mindset

- Acceptance - if you work with the public, difficult situations will arise - it's normal
- Assume positive intent - choose to believe in the goodness of your customer
- Lose all judgment - develop a mental strategy for this (e.g., curiosity)
- Be intent on finding solutions - train your mind to focus on this

5



CHAMPIONS ARE
BRILLIANT AT THE
BASICS

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Active Listening

- Declare your interest in helping...and mean it
- Let the customer talk; invite it
- Be fully present
- Acknowledge what you're hearing (nod, short comments, eye contact, etc.)
- Ask questions if you don't understand
- Recap to ensure understanding

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A clear understanding of the customer's needs is the key to service and recovery

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TYPES OF QUESTIONS

Closed

Can be answered with one or two words. Usually:

- Yes or No
- A choice among alternatives

Open


Invite and prompt expanded answers

Often start with:

- How...
- Why...
- Describe...

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Ideal model for great communication

- Begin with open ended questions...allow the customer to vent. These kinds of questions also yield a lot of information)
- Use closed probes to clarify/confirm

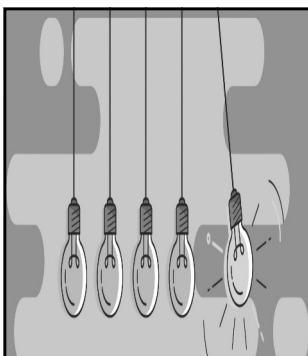
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Understanding Leads to Options



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Recovery Steps

1. Confirm your understanding of the customer's concern
2. If the resolution is obvious - do it
3. If you can't do what they are asking, briefly explain why (cite laws, safety, etc.)
4. Talk about what you CAN do - present **OPTIONS**
5. Take action - crush it!
6. Follow-up - check in on satisfaction

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Leverage Your Voice It's Powerful

- Speak naturally
- Keep your decibel level steady and low
- Monitor your cadence
- Understand how defensiveness feels to you...have a strategy for quelling it and use it:
 - It's absolutely NOT about you
 - Focus on the goal of resolution
 - Amp up curiosity
 - Breathe
 - What else?


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BODY LANGUAGE



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BODY LANGUAGE

1. Stance - open
2. Arms - relaxed (palms up or at your side)
3. Proximity - 6' in COVID; 3' otherwise
4. Eye Contact - nose/mouth triangle
5. Posture - shoulders back, chest out; leaning in shows interest
6. Feet - pointed at your customer

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Top 8 De-escalation Strategies

1. Communication is key
2. Provide your undivided attention
3. Practice lack of judgment
4. Acknowledge feelings (e.g. frustration, anxiety, irritation, anger, etc.) - yours and theirs
5. Understand the problem
6. Solutions: focus on options
7. Give your customer time to think and respond (don't rush it)
8. Recap next steps and agreements

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WHEN TO ELEVATE A CHALLENGING CUSTOMER TO A SUPERVISOR



1. You've done all you can to 'own' the interaction and the customer is still dissatisfied
2. You have lost self-control
3. The customer is unhappy and/or angry but not abusive
4. The patron asks for a manager

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HOW TO ELEVATE CHALLENGING CUSTOMERS



1. Continue your service mindset
2. Acknowledge that you're not able to find a solution - apologize for that reality
3. Extend an offer to talk with supervisor
4. Offer options: wait vs. call (options almost always diffuse anger)
5. Take timely action

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VectorStock

WHEN TO INVOLVE SECURITY

1. Verbal abuse of staff or other customers
2. Threat of physical violence
3. Damage to property
4. Discomfort of other patrons
5. Extreme abuse of staff time and disregard of extrication techniques
6. Signs of mental or psychological instability
7. What else?

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Advance Planning

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"An ounce of prevention is worth a pound of cure."

- Regular website review
- Tune in to the voice of your customer (surveys, 1:1 conversations, focus groups, reviews, etc.)
- Review of posted information (flyers, social media, etc.)
- Experience of tenured staff

Commit to elevating customer experience - solve the problems you identify



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What should we ask?

- What's working? What are the things you believe we do well? Can you give me an example?
- What's not working? What are the areas we most need to improve? How would it help you if we made those improvements?
- Do you work with other [libraries, agencies, etc.]? What do they do you wish we would do? Why?
- If you could change one thing about the way we operate, what would it be?

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65%

65% of customers begin with online research before making any direct contact with a company or organization.
~Deloitte Insights

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Is your web site/page a service maker or breaker?

- How does it look on a computer? On a tablet? On a phone?
- Is the information accurate?
- Do you/staff know what information is there and where, exactly, it's located?
- Do your links work?
- Is the contact information current?

Scrupulous attention to this will reduce customer interaction time by 41% and negative interactions by 54% (on average).

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EXERCISE

What are the most common service issues in your world?

We can usually pre-think (and therefore, prepare for) about 85% of challenges...



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First Amendment Audit

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Employees and elected officials, in a public place, are subject to being video recorded without consent.

The First Amendment auditor is not required to state their name nor explain their reason for recording.

Auditors may record anything that is in plain view, including items and documents posted in public spaces.

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DO...

- Know the rules
- Smile
- Be courteous
 - "Can I help you?"
- Identify nonpublic areas
- Elevate to your supervisor if you feel anxious or worried

DON'T...

- Be surprised
- Challenge the recording
- Engage
 - "What are you doing?"
 - Over service (e.g., water, tour, etc.)
- Take it personally

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THANK YOU!



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