



Service  
Receptionist

Body  
Specialist

Technician

## **PRE-COURSE PACK**

# **Service Communication – Advanced CT-RL2011**

*ZOOM-ZOOM*

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The logo features the text "ZOOM-ZOOM" in a stylized, italicized font. The text is yellow and is set against a blue background that has a horizontal gradient from light blue on the left to a darker blue on the right. The logo is positioned on the right side of a horizontal bar that spans the width of the page.

**ZOOM-ZOOM**



## Introduction

The Service Communication Advanced Course takes a close look at the interaction you have with customers during difficult times – when they have a complaint and when this escalates into conflict. The course covers:

- the importance of complaints in providing opportunities to display excellent service
- dealing with the complaints when they happen
- handling conflict situations and the stress they can cause.

To prepare you for this course, please complete the following activities. The information you note down here will be used during the two days of the course.

**What are the principal complaints you receive from your customers?**



Now note down why you think these complaints are made – the reasons for them.

What do you think are the reasons why complaints can turn into conflict?

Thank you for completing this pre-course pack.

**Please remember to bring it with you on the day of your course.**



Service  
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**TRAINING MANUAL**

**Service Communication –  
Advanced**

**CT-RL2011**

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# Introduction and Objectives

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## 1. Introduction and Objectives

### 1.1 Welcome

### 1.2 Workbooks, Commitment Plan and Course Evaluations

### 1.3 Passion for Driving

Through excellent service to customers, we aim to live up to the “Passion for Driving” statements:

- As a Mazda driver you can feel the little bit of sports car in every Mazda - Zoom-Zoom!
- We at Mazda Service are here to ensure this special feeling continues throughout your ownership experience.
- We share your passion for cars and we are dedicated to taking care of you and your Mazda. That shows in the way we treat you, the way we look after your car and the good value we provide.
- Making sure every drive leaves a smile on your face - that's what we work for.

### 1.4 Purpose and Scope of the Course

Mazda dealers aim to provide the highest standards of customer service and care.

In the Basic course, we looked briefly at the elements of the Mazda CSI scoring, and how excellent communication and excellent quality are needed in each element.

In summary, excellence means:

- Treating them as a valued customer in every communication with them
- Meeting the customer's needs – Right First Time.

In summary, failure means:

- Poor service – the way we deal with them
- Poor workmanship – the work we carry out on their vehicle.



This advanced course examines more challenging aspects of complaints:

- Your duty of care to the customer
- Dealing with aggressive customers
- Effectively handling escalation into conflict situations
- Handling stressful situations.

Overall, it is designed to help you to convert the most difficult complaint situations into opportunities for excellent customer service.

### 1.5 The Challenges

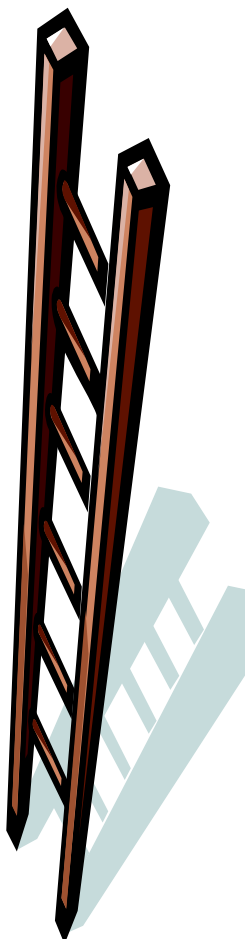
#### **Market Influencers**

- Independent service providers
- Manufacturers merging
- Insurers keeping repair costs down
- General economic influences
- Quality standards as the basics of new contracts.

#### **Reasons why customers are refusing to go into the dealership**

- 92% did not receive their desired attention
- 86% were dissatisfied with employee competence
- 81% were dissatisfied with time taken at reception
- 77% were dissatisfied at delivery dates that were not kept
- 66% felt they were not treated honestly
- 17% thought it was too expensive.

## The Customer Service Ladder



CSI Level	Effect on Customer	Customer Action
<b>EXCELLENT</b>	<b>LOYAL ADVOCATE</b>	<i>Tells everyone about you, refers other people to you and always returns to buy</i>
<b>VERY GOOD</b>	<b>VERY SATISFIED</b>	<i>Tells a few people about you, refers a few people and sometimes returns</i>
<b>GOOD</b>	<b>SATISFIED</b>	<i>May tell someone about you, if asked, and may refer others to you and will buy if convenient to them</i>
<b>FAIR</b>	<b>APATHETIC</b>	<i>Tells no-one about you, is not likely to refer anyone but may buy again</i>
<b>POOR</b>	<b>UNHAPPY</b>	<i>Tells at least 10 people how bad you are, will never refer you to anyone but may come back after a few years</i>
	<b>VERY DISSATISFIED</b>	<i>Tells anyone who will listen how terrible you are, will never refer you to anyone and will never come back</i>

*Your Notes*



### 1.6 Course Objectives

By the end of the training, you will have:

- reviewed why complaints offer you the chance to provide excellent customer service
- examined your duty of care to the customer, and what may happen if complaints are not handled correctly
- learned the skills involved in dealing with aggressive customers
- discussed the ways in which simple complaints can escalate into conflict situations
- identified your own style of dealing with conflict at work
- decided upon the ways in which conflict situations can be handled and result in both parties being satisfied
- examined the stress that can be caused to you and how to deal with it
- practised the skills learned during the course
- completed a plan for the future.



# The Importance of Complaints

## 2. The Importance of Complaints

By the end of this session you will have:

- discussed the nature of complaints and why they occur
- examined the reason why complaints are opportunities for you to display excellent customer service skills
- discussed aggressive and irritable customers and the ways in which emotions can take control of situations.

### 2.1 The Nature of Complaints

What is a complaint?

Any expression of dissatisfaction by a customer, with a product or service, however small, whether considered justified or not.

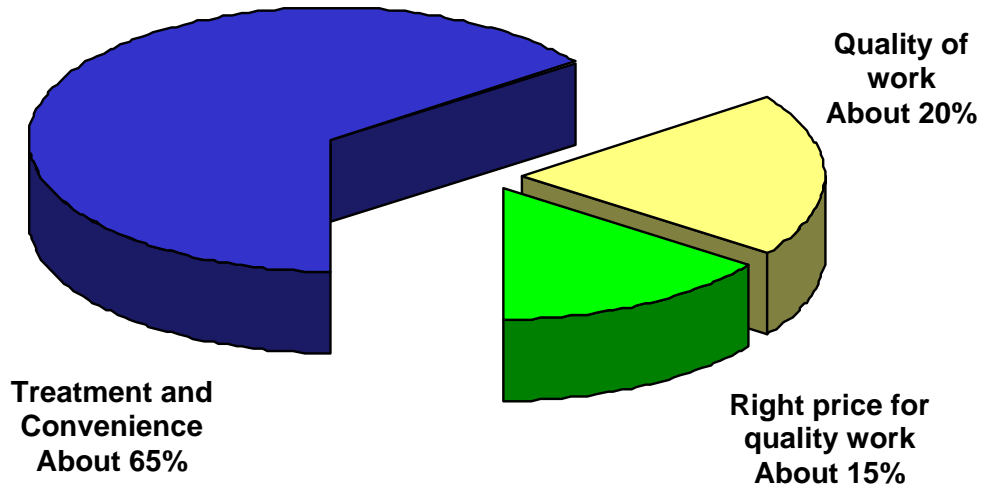
Why do complaints occur?

What do you do that causes them?

*Your Notes*



## 2.2 Complaints as Opportunities





## The Importance of Complaints

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The previous slide shows the importance of treating the customer well, even when quality is not perfect. This is why the proper handling of complaints is so important.

A customer complaint is the perfect opportunity for your business to actually increase customer loyalty.

It is also the situation in which customer service is frequently found to be lacking.

The otherwise excellent skills of service people can often fail them in these situations. They can make them worse by:

- being defensive
- failing to understand the customer's state of mind – in particular, that they will be under stress:
  - as a result of the problem
  - because they are forced to complain about it.

Service breakdowns and failures do inevitably occur.

Customers will sometimes be frustrated by our failure to deliver our promises or their expectations, and will therefore complain.

They dislike complaining – it makes them uncomfortable and gives them stress – and they fear that the problem will still not be solved, even though they complain.

They understand we are not perfect, but they demand that we put things right.

They will therefore judge our methods for dealing with their complaints.

## 2.3 The Emotional Impact

- Complaining customers frequently feel emotional when they contact us.
- An inadequate resolution of the complaint may result in more anger and frustration.
- Failure to sort it out is more damaging to the relationship than the original breakdown.
- *On the other hand, a successful complaint resolution can produce tremendous goodwill. Instead of being disappointed, a customer whose complaint is fully resolved will feel satisfaction and relief.*
- *These feelings, in turn, will usually translate into increased customer loyalty, with all the future benefits that will give.*



### AC1 – GOOD AND BAD EXPERIENCES

Consider two situations, not related to your work:

1. Where you were treated poorly and the service you received was not good enough
2. Where you were treated well and the service you received was very good.

Think about what caused you to feel that way and the reasons why it happened.

- What were the differences?
- Why was one good and the other bad?
- What could the bad service person have done to improve?

Write your thoughts below.

<i>Bad Experience</i>
<i>Good Experience</i>





# The Importance of Complaints

## 2.4 Aggressive Customers

In the next session we shall examine the best ways to deal with complaints, and agree the practical steps you can take to calm down difficult situations. These include dealing with customers whose complaints turn to aggression.

To be able to deal with them you must first understand WHY customers are likely to become aggressive.

*Your Notes*

When customers react to poor service in extreme ways, by showing more than just simple dissatisfaction, do not think rationally.

They tend to be emotional and see the problems they are having as personal to them.

They may even think that they are being treated badly for personal reasons.

What sort of effect do you think that a mishandled complaint can have on your customers?

*Your Notes*





## 2.5 Review of the Session

In this session we have examined the importance of complaints, why they happen and the effect they can have on your business.



### AC2 – SESSION REVIEW

*Your Notes*





## 3. Dealing with Complaints

By the end of this session you will have:

- explored the Mazda method for dealing with complaints, and seen how customer expectations can be managed
- reviewed your duty of care to the customer and the results if complaints are dealt with incorrectly
- examined how complaints can be seen as opportunities to learn for the future
- reviewed the communications you have with customers, and how the right use of the voice and body can improve them
- seen how complaints can be turned into opportunities to make sales.

### 3.1 Customer Expectations

Customers want truth, good advice and good quality.

Complaints therefore arise from:

- **Lack of Truth** – obtaining a service different from that expected
- **Poor Advice** – being given information that causes cost or damage
- **Poor Quality** – not doing the job to the expected standard – including general customer service.

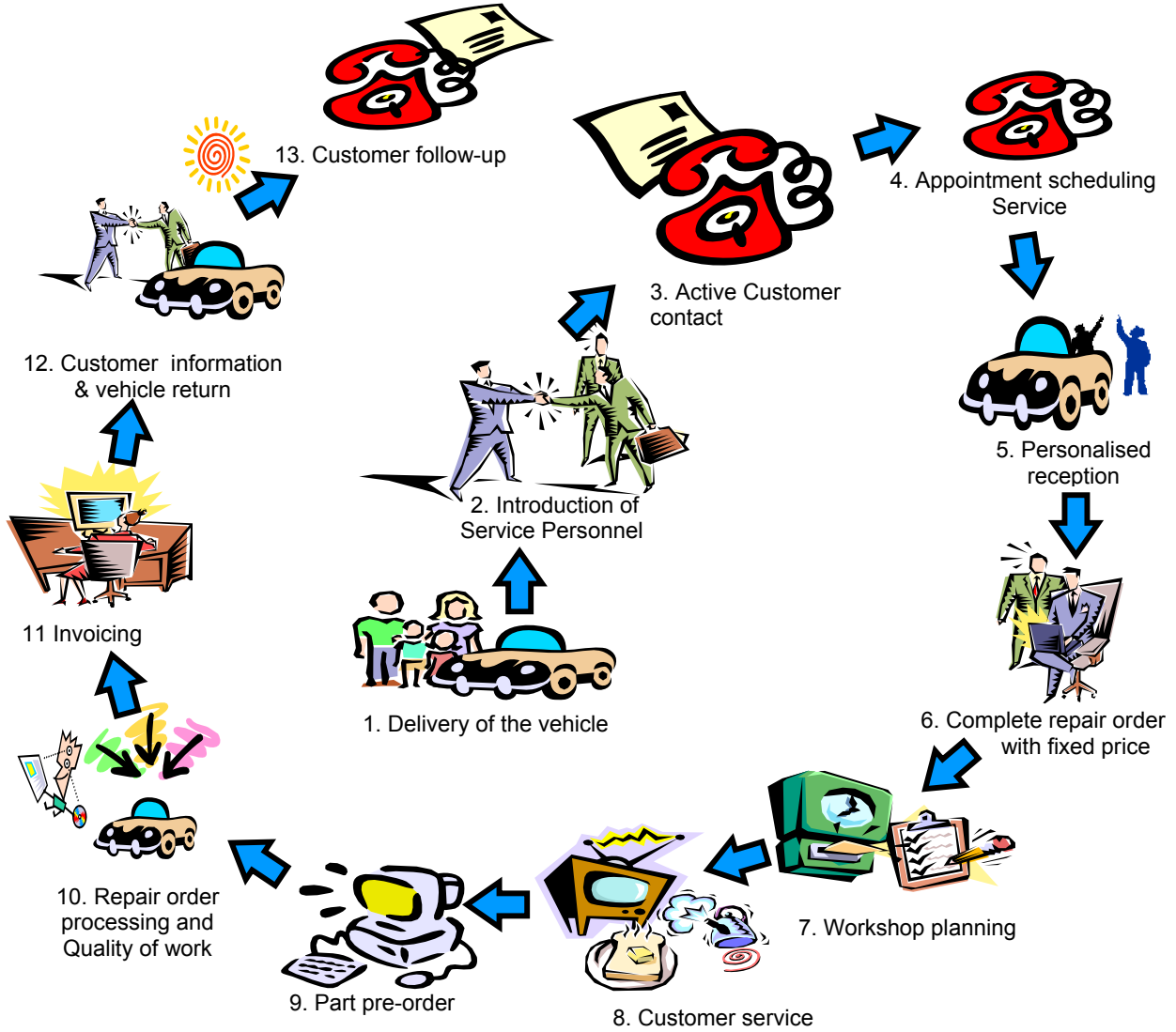
Whatever the reason, customers have every right to have their concerns dealt with promptly and professionally.

Their expectations must be managed – we must make sure that customers know exactly what will be provided to them.

*Be honest about this – if we raise their expectations too high, it will end in complaints.*

The road to short-term and long-term growth depends on increasing customer loyalty
▼
Increasing customer loyalty can only be reached by mastering customer-orientated processes

## 3.2 The Customer Process



### 3.3 Your Duty of Care to the Customer

We have just talked about the danger of raising customer expectations. If their expectations are higher than the service they receive, they will complain.

A complaint is a serious thing – but a serious complaint could result in a claim from the customer for the damage they have suffered.

What complaints could lead to a claim from the customer?

- **Truth**
  
- **Advice**
  
- **Quality**

### 3.4 Customer Expectations and Your Duty of Care



#### AC3 – PART ONE – CUSTOMER EXPECTATIONS

Examine the stages of the Customer Process and decide on customer expectations at each one. Write your thoughts in the left-hand column, for each stage allocated to you.



#### AC4 – PART TWO – YOUR DUTY OF CARE – AND POSSIBLE CLAIMS

Examine the various stages of the Customer Process again, and decide on legal aspects that we must comply with to avoid legal problems.

Write your thoughts in the right-hand column, for each stage allocated to you.

Here is an example, taken from Stage 6 of the Customer Process, to show what is needed:

6. Complete repair order	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
– Clear and correct explanation of a fixed price, including parts, labour and taxes, and agreement before going ahead	– You must explain the total price – or the customer may refuse to pay any hidden extras



1. Delivery of the vehicle	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
-	-
-	-
-	-
-	-
-	-
-	-





2. Introduction of service personnel	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
-	-
-	-
-	-
-	-
-	-
-	-



3. Active customer contact	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
-	-
-	-
-	-
-	-
-	-
-	-







4. Appointment scheduling service	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
-	-
-	-
-	-
-	-
-	-
-	-





5. Personalised reception	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
-	-
-	-
-	-
-	-
-	-
-	-





6. Complete repair order	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
-	-
-	-
-	-
-	-
-	-
-	-





7. Workshop planning	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
-	-
-	-
-	-
-	-
-	-
-	-





8. Customer service	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
-	-
-	-
-	-
-	-
-	-
-	-



9. Part pre-order	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
-	-
-	-
-	-
-	-
-	-
-	-





10. Repair order processing/quality	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
-	-
-	-
-	-
-	-
-	-
-	-



11. Invoicing	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
-	-
-	-
-	-
-	-
-	-
-	-







12. Customer information and vehicle return	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
-	-
-	-
-	-
-	-
-	-
-	-



13. Customer follow-up	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
-	-
-	-
-	-
-	-
-	-
-	-





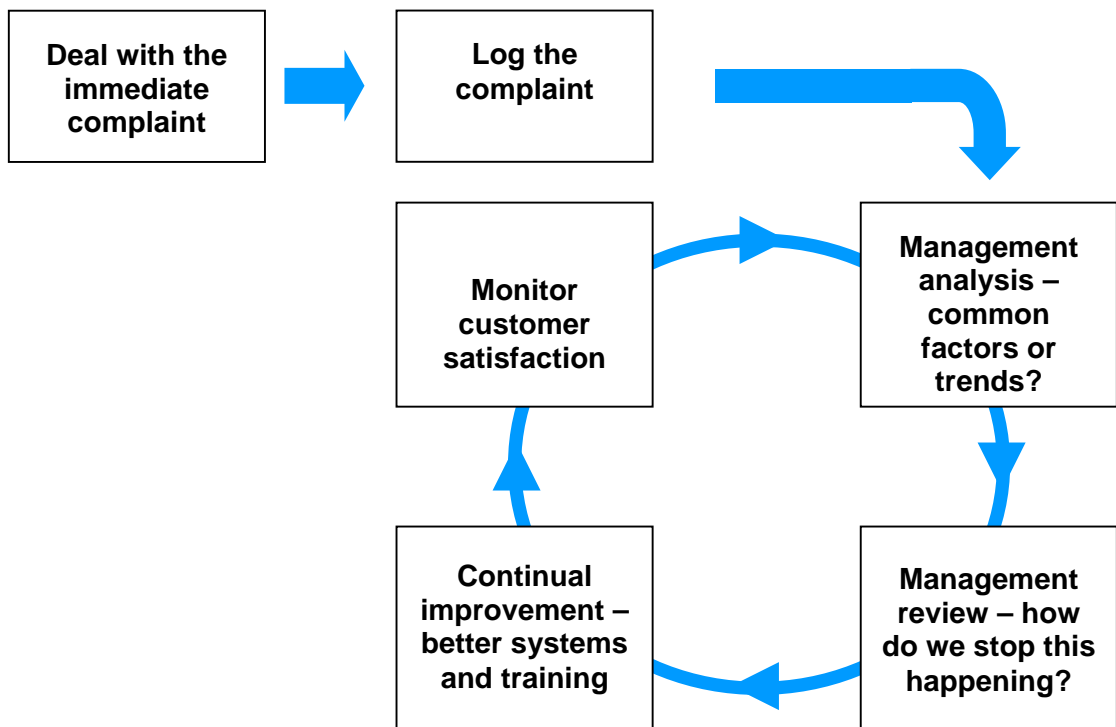
## HO1 – CUSTOMER EXPECTATIONS AND YOUR DUTY OF CARE

### 3.5 Managing Complaints

Sorting out your customers' complaints is only part of the process.

You must make sure the experience is not wasted.

You must learn from them.





## AC5 – HOW YOU CAN CONTRIBUTE

<b>Your contribution to:</b>
<b>Dealing</b>
<b>Logging</b>
<b>Analysis</b>
<b>Review</b>
<b>Continual improvement</b>
<b>Monitoring</b>



## 3.6 Resolving Complaints



### **APOLOGISE**

- The first thing you must do is to apologise for the failure identified by the customer.
- Listen carefully to what they have to say and apologise for the failure.
- Resist the temptation to apologise for something other than that identified by the customer, even if you think the customer has got it wrong.
- This is not the right time to correct them.
- Make sure the customer sees that you are taking their complaint seriously – give them your full attention and apologise in the right tone and with positive body language.
- The effect of an apology is to diffuse the situation and show that we will do everything we can to resolve the problem.

*Your Notes*



## EMPATHISE

- The second step is to empathise with them – by confirming our understanding of the problem and its impact on the customer.
- Acknowledge the error and express regret regarding the inconvenience that the customer has experienced.
- If the right tone of voice is used this will show that their concerns are being taken very seriously.

*Your Notes*

*These two steps are important because they show the customer that we value them. However, they don't prove that they should continue to do business with you. For that you need the third step.*

## REASSURE

- You must now make sure that the customer is confident that something will be done about the complaint.
- This reassurance can be in two stages:
  1. FIRST fix the customer's immediate problem – tell them what you are going to do and then take corrective action.
  2. THEN prevent future breakdowns – assure the customer that processes will be put in place to make sure it doesn't happen again.

This will reassure them that it will not happen to them again, and that other customers will not experience a similar difficulty.

This second stage is very powerful – it can overcome major anger and frustration. It shows that you value them and that they are helping you improve your systems.

*Your Notes*



## AC6 – COMPLAINT HANDLING IN PRACTICE

*Your Notes*



## 3.7 Customer Conversations

In the end, customers pay our wages. If our customers complain, they are giving us the opportunity to put things right – so they will come back to us.

So all complaints must be handled as being equally important.

- Whatever you think, to the customer the complaint is the most important thing in their life at that moment.
- Customers must be dealt with fairly and with complete objectivity.



### AC7 – THE CUSTOMER IS THE MOST IMPORTANT PERSON

- What can you do to make sure that your customer is in no doubt that you are taking their complaint seriously?
- How can you make it clear to the customer that they are the most important person in the world while you are dealing with them?

*Your Notes*



## Building a Good Relationship

To be able to provide excellent service, we have to establish the right environment, have the right attitude AND build a good relationship with our customer.

This is the state in which people feel comfortable in each other's company.

There are four key ways of building this good relationship:

- Matching
- The right voice
- The right body language
- Respecting their world.

Let's try this out.



## AC8 – BUILDING A GOOD RELATIONSHIP

### *Matching*

- Matching a person's behaviour gets you into a good relationship with them, while mismatching leads to conflict.
- Matching makes the most of the similarities you have with them and plays down the differences.
- Matching language is important – for example, technical words for technical people and non-technical terms for the non-technical.
- If you don't have a good relationship with someone, you won't reach a mutually satisfactory outcome.

### *The right voice*

- Changing the speed and volume of your voice, to match their speed and volume, builds a better relationship with them.
- Harmonising voice tone and tempo brings good results.
- But don't try to mimic them – that leads to conflict.



### *The right body language*

- Notice the way people sit, stand, walk, lean and shift their weight from one foot to the other.
- Notice their facial expressions.
- See if you can respond by making similar changes to your body language.
- Again, don't come across as a mimic – be subtle.

### *Respecting their world*

- We all have a built-in set of values and beliefs that we hold dear.
- You don't have to hold the same values and beliefs as others, but you must respect the fact that they are important to them.
- Judging, criticising and disagreeing with others can only lead to conflict.

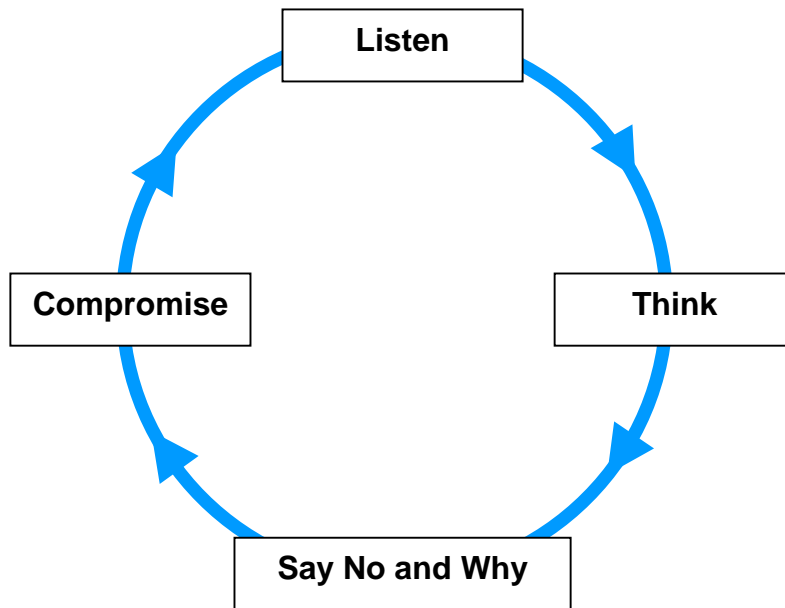
*Your Notes*

## Saying No

Sometimes we have to say no to a customer, even if their demand is for us to resolve their complaint. If we think back to the duty of care we owe to them, we **cannot afford** to over-promise and under-deliver.

But how do we say no without destroying our good relationship with them?

A practical process for doing this involves a Repeating Loop:



- **Listen** carefully to the request
- **Think** carefully before you respond
- **Say No and Why:**
  - **Say no politely** – “I’m afraid we cannot do that Mr.....”
  - **Explain clearly why** you cannot do it – stress the inconvenience to them if you were to over-promise and under-deliver
- **Offer a compromise** – tell them what you can do for them.

Then listen to the customer’s response and keep going round the loop until agreement is reached.

*Your Notes*



**AC9 – SAYING NO**



## 3.8 Complaints into Opportunities

Customers complain because they want something that has gone wrong to be put right.

- They are interested in getting the right result – namely corrective action.
- If they were not interested they would keep silent and leave the dealership.

It follows that customers who complain are actually **giving you a second chance** to get things right.

They want **you** to provide the service they demand – not a competitor.

## 3.9 Practical Complaint Handling



### AC10 – COMPLAINTS: PUTTING IT INTO PRACTICE



## OBSERVER'S SHEET

Things that I particularly liked (what went well)

Things I would have done differently (what could have been improved)



## OBSERVER'S SHEET

Things that I particularly liked (what went well)

Things I would have done differently (what could have been improved)

## 3.10 Review of the Session

In this session we have examined:

- the expectations of customers, and how complaints arise when we do not meet those expectations
- the legal aspects of those complaints, and how we can avoid any legal problems
- managing complaints – learning from them and making sure they do not happen again
- resolving complaints: the techniques and skills to be used.



### AC11 – SESSION REVIEW

*Your Notes*



## 4. Conflict Management

By the end of this session you will have:

- examined the causes of conflict
- discovered your own attitudes to dealing with conflict
- reviewed the skill of assertiveness and its use in handling conflict situations
- discussed problem solving strategies
- examined the causes of stress and how best to deal with them.

### 4.1 The Causes of Conflict

FIRSTLY:

*What is the difference between a complaint and conflict?*

- A complaint occurs when someone expresses dissatisfaction with the service you have provided.  
It is often given in a calm and civil way that simply expresses the hope that the matter will be corrected.
- Conflict is when an argument escalates into hostility, either verbal or physical.  
There is friction and antagonism which cannot be handled so easily.

Why do you think some complaints turn to conflict?

What is it about some situations that makes them escalate into conflict?

## 4.2 Your Attitude to Conflict

We all have our own ways to deal with any conflict we face, ranging from meeting it head-on to ignoring it and hoping it will go away.

What is your way of handling it?

Complete the following questionnaire.



### AC12 – DEALING WITH CONFLICT

Think of conflict situations that you encounter at work.

These will be situations where you find that your wishes differ from those of another person.

How do you usually respond in these situations?

Consider each of the following 30 pairs of statements and select, by circling A or B, the statement which most closely describes your normal behaviour.

In many cases, neither the A nor the B statement may describe your typical behaviour – but select the statement which most closely matches what you would do.

1	A	There are times when I let others take responsibility for solving problems
	B	Rather than negotiate the things on which we disagree, I try to stress the things upon which we agree
2	A	I try to find a compromise solution
	B	I attempt to deal with all my concerns and those of other people
3	A	I am usually firm in pursuing my goals
	B	I might try to soothe the other's feelings and preserve our relationship
4	A	I try to find a compromise solution
	B	I sometimes sacrifice my own wishes for those of other people
5	A	I consistently seek other people's help in working out a solution
	B	I try to do what is necessary to avoid useless tensions

6	A	I try to avoid unpleasantness for myself
	B	I try to win my position
7	A	I try to postpone the issue until I have had time to think it over
	B	I will give up some points in exchange for others
8	A	I am usually firm in pursuing my goals
	B	I attempt to get all concerns and issues immediately into the open
9	A	I feel that differences are not always worth worrying about
	B	I make some effort to get my way
10	A	I am firm in pursuing my goals
	B	I try to find a compromise solution
11	A	I attempt to get all concerns and issues immediately into the open
	B	I might try to soothe the other's feelings and preserve our relationship
12	A	I sometimes avoid taking positions which would create controversy
	B	I will let them have some of their positions if they will let me have some of mine
13	A	I propose a middle ground
	B	I press to get my points made
14	A	I tell the other person my ideas and ask them for theirs
	B	I try to show the other person the logic and benefits of my position
15	A	I try to soothe the other's feelings and preserve our relationship
	B	I try to do what is necessary to avoid tensions
16	A	I try not to hurt the other's feelings
	B	I try to convince the other person of the merits of my position
17	A	I am usually firm in pursuing my goals
	B	I try to do what is necessary to avoid useless tensions
18	A	If it makes the other happy, I might let them maintain their views
	B	I will let them have some of their positions if they will let me have some of mine



## Conflict Management

19	A	I attempt to get all concerns and issues immediately into the open
	B	I try to postpone the issue until I have had time to think it over
20	A	I attempt to immediately work through our differences
	B	I try to find a fair combination of gains and losses for both of us
21	A	In approaching negotiations, I try to be considerate of the other person's views
	B	I always lean towards a direct discussion of the problem
22	A	I try to find a position that is intermediate between their views and mine
	B	I am assertive
23	A	I am very often concerned with satisfying all our wishes
	B	There are times when I let others take responsibility for solving the problem
24	A	If the other's position seems very important to them, I would try to meet their wishes
	B	I try to get the other person to settle for a compromise
25	A	I try to show the other person the logic and benefits of my position
	B	In approaching negotiations, I try to be considerate of the other person's views
26	A	I propose a middle ground
	B	I am nearly always concerned with satisfying all our wishes
27	A	I sometimes avoid taking positions which would create controversy
	B	If it makes them happy, I might let them maintain their views
28	A	I am usually firm in pursuing my goals
	B	I usually seek the other person's help in working out a solution
29	A	I propose a middle ground
	B	I feel that differences are not always worth worrying about
30	A	I try not to hurt others' feelings
	B	I always share the problem with the other person so we can work it out

# Conflict Management



Now complete the scoring sheet, coming to a total for each column. Circle, below, the letters that you circled for each item on the questionnaire.

	Competing (Forcing)	Collaborating (Problem Solving)	Compromising (Sharing)	Avoiding (Withdrawal)	Accommodating (Smoothing)
1				A	B
2		B	A		
3	A				B
4			A		B
5		A		B	
6	B			A	
7			B	A	
8	A	B			
9	B			A	
10	A		B		
11		A			B
12			B	A	
13	B		A		
14	B	A			
15				B	A
16	B				A
17	A			B	
18			B		A
19		A		B	
20		A	B		
21		B			A
22	B		A		
23		A		B	
24			B		A
25	A				B
26		B	A		
27	A				B
28		B		A	
29			A	B	
30		B			A
<b>TOTAL</b>					



## **The Competitor: Assertive / Uncooperative**

*Winning is everything and nothing is going to stop you.*

Useful when:

- you want to force a solution
- you want to assert your authority

It is not the style to use when you wish to work well with other people, as it ignores others' feelings and opinions.

## **The Compromiser: (Middle of the Road)**

*Winning something, while losing a little, is OK.*

Useful when:

- two opponents with equal powers are strongly committed to mutual goals
- you want to achieve a temporary settlement to a complex issue
- you need to get a problem sorted out quickly.

## **The Avoider: Unassertive / Uncooperative**

*"This isn't the right place or time to address this issue."*

However, it can be useful when:

- an issue is trivial or when other more important matters have to be dealt with
- the potential damage of confronting the conflict outweighs the benefits of resolving it
- you want time to let people cool down
- others can resolve the problem more effectively than you can.

## **The Accommodator: Unassertive / Cooperative**

*The need to put your own opinion across is less important than maintaining a relationship.*

Useful when:

- you want to show that you are reasonable
- the issue is more important to some other person than it is to you
- preserving harmony and avoiding disruption are particularly important
- it would help others to develop by learning from their mistakes.

## **The Collaborator: Assertive / Cooperative**

*Teamwork and cooperation help everyone achieve their goals – and maintain relationships.*

Useful when:

- you need to find a solution when both sets of concern are too important to compromise
- your objective is to learn – understanding the views of others
- you need commitment from everyone
- it would be useful to overcome any hard feelings that have arisen.



<b>ASSERTIVE</b>	<b>COMPETITOR</b> I WIN – YOU LOSE		<b>COLLABORATOR</b> I WIN – YOU WIN
		<b>COMPROMISER</b> YOU BEND – I BEND	
<b>UNASSERTIVE</b>	<b>AVOIDER</b> NO WINNER – NO LOSER		<b>ACCOMMODATOR</b> I LOSE – YOU WIN
	<b>UNCOOPERATIVE</b>		<b>COOPERATIVE</b>

## ASSERTIVENESS

## COOPERATION

The act of working together to reach a solution suitable for us both:

- Give and take
- Teamwork.

*Your Notes*



## 4.3 Problem Solving

Annoyed customers present you with problems – and they need to be solved.

In addition, problems may arise that you need to tell the customer about – such as a delay, or extra work that will take more time to complete.

In either case, the customer wants solutions, not problems.

### 1. Understand the problem

- What are you trying to do?
- What are the unknowns?
- What information is available, missing or irrelevant?

### 2. Devise a Plan

- Look for a pattern.
- Can we use a technique we used elsewhere?
- Devise and assess the plan, and decide if it will work.

### 3. Carry out the Plan

- Communicate the plan and get agreement for it
- Implement the plan, and perform any necessary actions.
- Check each step of the plan as you proceed.
- Keep an accurate record of your work.

### 4. Look Back

- Check the results.
- Does your answer make sense? Is it reasonable?
- Could we have used a better method?



## AC13 – PROBLEM SOLVING

*Your Notes*



## 4.4 Dealing with Stress

We all feel stress at times - over one third of all absences in the workplace are attributed to stress related illnesses.

- While some stress is unavoidable, some can be avoided.
- Low level stress can be good and help you improve your performance.



### AC14 – STRESS RELIEF

What causes stress?

Stress comes from both the inside and the outside.

- Outside stress reflects the pressure you are under from your job, family, financial commitments and so on.
- Inside stress reflects your reaction to these and comes from your feelings, beliefs and attitudes.

Some examples:

OUTSIDE SOURCES	INSIDE SOURCES
Debts	Wanting to succeed
Accidents	Wanting to be liked
Arguments	Wanting to make others happy
Divorce	Feeling worried
Illness	Feeling jealous
Moving home	Feeling frustrated
Redundancy	Low self-esteem
New job	Feeling unfulfilled
Deaths	Anxiety
Marriage	Panic
Too much work – not enough time	Feeling incompetent



## What are the symptoms?

Some examples:

- Headaches
- Muscular tension
- High blood pressure
- Ulcers
- Skin disorders
- Difficulty sleeping
- Anxiety and depression.

## The impact at work

*Your Notes*

## Getting stress under control

When we are faced with a stressful situation we often don't know what we can do.

We worry and become more stressed.

*Try this four-step approach:*

- Be aware of what stresses you – and how you react to it
- Recognise what you can change
- Learn to moderate your emotional and physical responses
- Build your physical reserves, and maintain your emotional reserves.

*Your Notes*

## 4.5 Review of the Session

In this session we have examined the best ways to deal with conflict and stress; the techniques and skills to be used.



### AC15 – SESSION REVIEW

*Your Notes*

## 5. Practical Skills



**AC16 – PRACTICAL LEARNING**







## 6. Learning Check

Now we shall:

- review the two day's learning
- complete a Commitment Plan for implementation on return to work

### 6.1 Learning Checklist

Make a note of your learning at the end of each session. Note down the information that will be of most use to you on your return to work.



## 6.2 Learning Quiz

1. What % of customers, according to recent surveys, stated they were dissatisfied with dealership employee competence?

2. What is the top step of the Customer Ladder that you try to help all your customers to reach?

3. In surveys, customers stated that quality and price were less important than what?

4. If a complaint is badly handled, what might the result be?

5. List three reasons why customers complain.

6. What is the final stage in a typical customer process?

7. What consequences could there be if the customer is told the cause of a reported problem before the vehicle has been properly inspected by a qualified person?

8. What should you do if you are unsure on the legal requirements for a vehicle (such as tyre wear)?

9. Sorting out a customer complaint is necessary, but is not the final thing we should be doing. What else should we do?



10. What is the Mazda Complaint Resolution Formula?

11. There are four ways to build a good relationship. Name two.

12. Complaints can become opportunities. How?

13. Why do complaints sometimes turn into conflict?

14. Why is the collaborator mode the best attitude when in conflict?

15. Name the four steps to problem solving.

16. Stress comes from both external and internal influences. What are the internal stress influencers?

17. What can be one impact at work if you are stressed?

18. Why is it so important that Mazda dealerships become known for their high quality of service, and places where you can be assured of excellent workmanship?



## 6.3 Commitment Plan

Think back to the learning from the last two days (use the learning check completed at the end of each session to help you) and commit to 5 actions you will carry out on your return to work.

1.
2.
3.
4.
5.

Thank you for your contribution over the last two days and good luck implementing your learning on your return to work.





## Customer Expectations and Your Duty of Care

1. Delivery of the vehicle	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
<ul style="list-style-type: none"> <li>– The exact specification they ordered</li> </ul>	<ul style="list-style-type: none"> <li>– The specification must be correct – or the customer may demand a completely new vehicle if this one cannot be rectified</li> </ul>
<ul style="list-style-type: none"> <li>– The vehicle in perfect condition – fully checked</li> </ul>	<ul style="list-style-type: none"> <li>– If something is not perfect, it must be corrected to the right standard, or the customer may reject the vehicle.</li> </ul>
<ul style="list-style-type: none"> <li>– A memorable handover – with gifts</li> </ul>	<ul style="list-style-type: none"> <li>– You must give the customer anything that you have advertised or promised</li> </ul>
<ul style="list-style-type: none"> <li>– Clear explanation of the vehicle</li> </ul>	<ul style="list-style-type: none"> <li>– Poor advice or explanation here may lead to damage to the vehicle, and a claim against the dealership.</li> <li>– No promises of performance should be made – for example, fuel consumption</li> </ul>
<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>
<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>



# Service Communication Advanced – Handout 1

## Customer Expectations and Your Duty of Care

2. Introduction of service personnel	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
<ul style="list-style-type: none"> <li>– Clear explanation of the service organisation</li> </ul>	<ul style="list-style-type: none"> <li>– Do not make any promises that the dealership may not be able to keep – such as servicing at a weekend</li> </ul>
<ul style="list-style-type: none"> <li>– Introduction to the Service Advisor</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>
<ul style="list-style-type: none"> <li>– Clear explanation of maintenance requirements</li> </ul>	<ul style="list-style-type: none"> <li>– Make sure that the advice is correct – there may be a claim if we advise the wrong service interval and the warranty is invalidated</li> <li>– Do not suggest that servicing MUST be done at a Mazda dealership</li> </ul>
<ul style="list-style-type: none"> <li>– The next maintenance scheduled – or at least a promise of a reminder (a promise that must be kept)</li> </ul>	<ul style="list-style-type: none"> <li>– Again, give correct information so that the warranty is not invalidated</li> </ul>
<ul style="list-style-type: none"> <li>– Information about other services that might be of benefit to them – based on knowledge of the customer's situation (work, holidays, family etc.)</li> </ul>	<ul style="list-style-type: none"> <li>– Take care to give correct technical advice (for example, do not suggest that a service or product is essential when it is just beneficial – such as a special lubricant)</li> </ul>
<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>



## Customer Expectations and Your Duty of Care

3. Active customer contact	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
<ul style="list-style-type: none"> <li>– A follow-up call to make sure that they are completely satisfied with the vehicle – and immediate resolution of any problems</li> </ul>	<ul style="list-style-type: none"> <li>– Any problems must be resolved fully</li> </ul>
<ul style="list-style-type: none"> <li>– Reminders for service</li> </ul>	<ul style="list-style-type: none"> <li>– Word these carefully – you can only estimate when a customer will need a service, depending on mileage</li> </ul>
<ul style="list-style-type: none"> <li>– Information on special offers that would be of benefit to them, based on knowledge of them</li> </ul>	<ul style="list-style-type: none"> <li>– Again, give correct technical advice that does not oversell the need</li> </ul>
<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>
<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>
<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>



# Service Communication Advanced – Handout 1

## Customer Expectations and Your Duty of Care

4. Appointment scheduling service	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
<ul style="list-style-type: none"> <li>– Immediate and welcoming response on the phone (including return call if the department is busy)</li> </ul>	–
<ul style="list-style-type: none"> <li>– Flexible appointments (morning or afternoon, for example)</li> </ul>	–
<ul style="list-style-type: none"> <li>– Good advice over the phone (the likely extent of the work correctly identified)</li> </ul>	<ul style="list-style-type: none"> <li>– Do not state the cause of a symptom, or the work needed to correct it, until the vehicle has been tested by a qualified person in the dealership (the customer may at the very least refuse to pay for additional work)</li> </ul>
<ul style="list-style-type: none"> <li>– No surprises (sensible warning of possible further work after inspection of problems)</li> </ul>	<ul style="list-style-type: none"> <li>– Only warn that work is possible, not definite, until the vehicle has been tested and inspected by a qualified person</li> </ul>
<ul style="list-style-type: none"> <li>– Correct information on Courtesy Services (promises that will be kept)</li> </ul>	<ul style="list-style-type: none"> <li>– Do not promise services that may not be available – a customer might, in extreme cases, claim for such things as a missed business meeting</li> </ul>
–	–





## Customer Expectations and Your Duty of Care

5. Personalised reception	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
– Professional welcome at the vehicle	–
– Sufficient time spent by an expert person, to deal with all needs, using a professional checklist	–
– Correct and advice on the initial work required, the inspection needed and the process to get any extra work done	– Do not give advice on work needed unless you are qualified to do so, and do not give advice until the necessary tests and inspections have been carried out by a qualified person
– No selling of unnecessary work	– Do not suggest that a service or product is essential when it is merely beneficial
– No missing of work essential to meet safety and legal requirements	– You must check to approved checklists, and advise correctly on legal requirements (for example tyre wear or damage, failures during annual test, unsafe mountings for safety harnesses) – if in doubt, consult your manager
–	–



# Service Communication Advanced – Handout 1

## Customer Expectations and Your Duty of Care

6. Complete repair order	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
<ul style="list-style-type: none"> <li>– Full explanation of all the work</li> </ul>	<ul style="list-style-type: none"> <li>– This must be explained clearly and in writing on the repair order</li> </ul>
<ul style="list-style-type: none"> <li>– Correct and fair identification of what is under warranty</li> </ul>	<ul style="list-style-type: none"> <li>– This must be correctly identified – or the customer may refuse to pay for an item that you originally said was covered by warranty</li> </ul>
<ul style="list-style-type: none"> <li>– Clear and correct explanation of a fixed price, including parts, labour and taxes, and agreement before going ahead</li> </ul>	<ul style="list-style-type: none"> <li>– You must explain the total price – or the customer may refuse to pay any hidden extras</li> </ul>
<ul style="list-style-type: none"> <li>– A promise of further contact (and when) if extra work is found, with agreement of extra fixed price and timescales before that work is done</li> </ul>	<ul style="list-style-type: none"> <li>– Never go ahead with work that has not been authorised by the customer – and record that agreement – even if they can only sign for it when they collect the vehicle</li> </ul>
<ul style="list-style-type: none"> <li>– Work that goes ahead only if the repair order is signed by the customer</li> </ul>	<ul style="list-style-type: none"> <li>– As above</li> </ul>
<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>



## Customer Expectations and Your Duty of Care

7. Workshop planning	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
<ul style="list-style-type: none"> <li>– Effective planning of work, so that promised timescales are met</li> </ul>	<ul style="list-style-type: none"> <li>– Keep the customer informed immediately of any delays for whatever reason, and suggest solutions – in this way, you are less likely to get to a legal argument</li> </ul>
–	–
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–	–
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# Service Communication Advanced – Handout 1

## Customer Expectations and Your Duty of Care

8. Customer service	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
<ul style="list-style-type: none"> <li>– Comfortable waiting area and facilities, if waiting</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>
<ul style="list-style-type: none"> <li>– Courtesy car or lift properly arranged, if promised and agreed</li> </ul>	<ul style="list-style-type: none"> <li>– Make sure that all the correct documentation is shown, completed and signed, including driving licence and insurance documents – or a customer may not be covered in the event of an accident</li> </ul>
<ul style="list-style-type: none"> <li>– Immediate information on any problems or delays, with options for dealing with the situation</li> </ul>	<ul style="list-style-type: none"> <li>– Again, keep the customer informed immediately of any delays for whatever reason, and suggest solutions – in this way, you are less likely to get to a legal argument</li> </ul>
<ul style="list-style-type: none"> <li>– Immediate and correct explanation of any extra work, with a fixed price, and agreement before going ahead</li> </ul>	<ul style="list-style-type: none"> <li>– Do not give technical advice unless the vehicle has been tested by a qualified person</li> </ul>
<ul style="list-style-type: none"> <li>– Organisation of further work, the same day if possible, or a convenient next appointment if necessary</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>
<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>



## Customer Expectations and Your Duty of Care

9. Part pre-order	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
<ul style="list-style-type: none"> <li>– Parts for all planned work in stock, so promised timescales are met</li> </ul>	<ul style="list-style-type: none"> <li>– Make sure that parts are genuine, or that the customer knows any limitations of the parts</li> </ul>
<ul style="list-style-type: none"> <li>– Excellent access to parts for extra work found, so that most problems are fixed that day</li> </ul>	<ul style="list-style-type: none"> <li>– As above</li> </ul>
<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>
<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>
<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>
<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>



# Service Communication Advanced – Handout 1

## Customer Expectations and Your Duty of Care

10. Repair order processing/quality	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
<ul style="list-style-type: none"> <li>– All work carried out by technically qualified people, to technical, legal and safety standards, and to the highest quality (right first time)</li> </ul>	<ul style="list-style-type: none"> <li>– Always follow Mazda technical guidelines and ensure that there is evidence that a qualified person has signed that the work has been correctly done</li> </ul>
<ul style="list-style-type: none"> <li>– All work checked by a qualified person, using road tests where necessary to check that the vehicle is now perfect</li> </ul>	<ul style="list-style-type: none"> <li>– Always follow Mazda technical guidelines for the checking and sign-off of all work</li> </ul>
<ul style="list-style-type: none"> <li>– The vehicle handled carefully and safely while in the hands of the dealership</li> </ul>	<ul style="list-style-type: none"> <li>– Follow Mazda and dealership standards; when the vehicle is in the care of the dealership, it is responsible for the vehicle (including checking antifreeze if the vehicle is to be left outside in winter)</li> </ul>
–	–
–	–
–	–





## Customer Expectations and Your Duty of Care

11. Invoicing	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
<ul style="list-style-type: none"> <li>- A clearly-presented invoice, with a final cost exactly as quoted</li> </ul>	<ul style="list-style-type: none"> <li>- Any errors can lead to non-payment and dispute of the amount</li> </ul>
-	-
-	-
-	-
-	-
-	-



# Service Communication Advanced – Handout 1

## Customer Expectations and Your Duty of Care

12. Customer information and vehicle return	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
– The vehicle ready at the promised time	–
– The invoice, checklists, service record and any test certificates presented and explained fully	– Ensure that all documents are a correct record – if work recorded has not been done, or results are falsified, this is a serious matter
– The work done explained fully, with all the positive aspects explained, for peace of mind	– You must explain work correctly – if you say that work has been done and it has not, this is a serious matter
– Any further work or value-added services proposed, with their benefits to the customer clearly explained	– The work must be needed for reasons of safety, performance or peace of mind. Do not oversell.
–	–
–	–







## Customer Expectations and Your Duty of Care

13. Customer follow-up	
Customer Expectations	Your Duty of Care – and Consequences of Getting It Wrong
<ul style="list-style-type: none"> <li>– Follow-up within 3-5 days</li> </ul>	<ul style="list-style-type: none"> <li>– This is a very good way to avoid any complaints becoming serious and leading to a claim</li> </ul>
<ul style="list-style-type: none"> <li>– Asking whether the customer is fully satisfied</li> </ul>	<ul style="list-style-type: none"> <li>– Do not argue with any complaint that the customer makes – acknowledge the customer’s comments and record them fully</li> </ul>
<ul style="list-style-type: none"> <li>– Immediate and effective resolution of any problems, and follow-up of that resolution to make sure that the customer is finally satisfied</li> </ul>	<ul style="list-style-type: none"> <li>– If a complaint is speedily dealt with, you can usually avoid it becoming a serious matter</li> </ul>
<ul style="list-style-type: none"> <li>– Evidence of continual improvement of processes – so that the problems do not occur again</li> </ul>	<ul style="list-style-type: none"> <li>– Proper recording of complaints, and the management actions to stop them happening again, will help to avoid a serious claim – since it shows due care for the customer</li> </ul>
<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>
<ul style="list-style-type: none"> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>–</li> </ul>



# Service Communication Advanced – Handout 1

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## Customer Expectations and Your Duty of Care

Notes:



Service  
Receptionist

Body  
Specialist

Technician

## **LEVEL TEST**

# **Service Communication – Advanced**

## **CT-RL2011**

*ZOOM-ZOOM*

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The logo features the text "ZOOM-ZOOM" in a stylized, italicized font. The text is yellow and is set against a blue background that has a yellow-to-blue gradient. The logo is positioned at the bottom right of the page, partially overlapping a horizontal bar that spans the width of the page.

**ZOOM-ZOOM**



# Instructions for Tester

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## Introduction

This document contains the Level Test for the CT-RL2011 Service Communication Advanced Course.

Delegates carry out a Level Test to confirm their capability after attending the course.

## Instructions

Hand the Situation and Solution pages for the Level Test to the delegate.

Explain the following to the delegate:

- This tests the delegate's knowledge of what should be done in each of the situations
- The delegate has 30 minutes to complete this test
- The delegate should write his or her answers in the Solution pages, under the relevant numbered headings for each situation
- In the Solution pages, for each situation, we show the main categories of learning being tested (for example, 'Dealing with Complaints') – this avoids the delegate having to repeat learning aspects that they have already covered in an earlier situation
- In marking the delegate's solution, we award approximately half the available marks for mentioning each aspect (such as 'Resolving Complaints') that demonstrates application of the learning from the course
- We award, as a maximum, the other half of the marks, if the delegate gives a brief description of how they would carry out that aspect (such as, under 'Resolving Complaints', apologising) – but we are not looking for a lot of detail.

At the end of the 30 minutes, review the answers and ask the delegate to clarify any answers that are unclear or illegible. Do not attempt to correct the delegate's answers or indicate whether the answers are right or wrong.

Mark this test later, using the Marking Sheet included in this document.

Send all the paperwork for that delegate to the necessary reviewer for checking, the final decision on whether the Level test has been passed, and the award of any certificate.

## THE SITUATION

You are the Service Advisor in a small dealership. Because it is a small dealership you tend to get involved in a broad range of tasks but your prime role is customer service – booking services/repairs, answering customer enquiries over the phone and face-to-face, sourcing parts, scheduling for the workshop, liaising with the bodyshop and accepting and handing over new vehicles. Today is like any other day, there is a busy schedule of vehicles arriving for service/repair. There is also an afternoon delivery of Mazda 3s and 6s. The day starts normally, but then things start to go wrong.

### NUMBER ONE

It's 8.45 am and Mr Green walks up to the service counter and immediately starts shouting. Thankfully, there are no other customers within earshot, but clearly Mr Green is very angry and will not be easy to calm down. The problem is the multi-change CD player on the in-car entertainment system of his 18 month old Mazda6. It has been in the workshop for repair on three occasions in the last month and each time it has been returned to Mr Green it has worked perfectly. Unfortunately, because it is an intermittent fault, the problem reoccurs within a week/ten days. It was last in the workshop two days ago and the technician advised you that he was convinced the fault was due a loose connection that he had corrected and that Mr Green should have no more problems. You advised Mr Green of this and he appeared to be satisfied. Clearly, the fault has returned and, if you understand Mr Green correctly, although the CD player appears to have no sound from the front left speakers, the radio appears to be working correctly. Mr Green is demanding to see the Dealer Principal and wants immediate action to correct the problem. Unfortunately, the Dealer Principal is on holiday and all the technicians are busy. Your challenge is to calm Mr Green down and put a plan into action to overcome the problem as quickly as possible.

### NUMBER TWO

All ABC leasing vehicles are serviced at your dealership. Your contact at ABC is Mr Brown who is very fussy and constantly threatens to take the business elsewhere. He phones at 9.00 am to complain that you are not cleaning leased vehicles inside and out as per the agreement and that you never seem to have courtesy cars available when his clients need them. He also finds your attitude to him and his clients unacceptable.

You are not aware of any problems regarding the cleaning of vehicles and you have not received any complaints from his clients. There is however a problem with the availability of courtesy cars, particularly as Mr Brown tends to want them at short notice. You know the business is very important to the dealership and don't want to upset Mr Brown further, but you must get him to be specific about his complaints and manage his expectations regarding courtesy cars.

### NUMBER THREE

What started as an ordinary day is now getting worse. The telephone seems to be ringing constantly with customers wanting work completed in unreasonable timescales or asking obscure questions about their vehicles. Added to this there is a power cut and you can't access the customer database and the new vehicles have arrived about two hours earlier than you expected. Finally, during the power cut, one of the technician injured his hand and has had to be taken to the hospital and he was due to start work on an urgent job you had promised the customer would be ready by lunch time.

The day is getting stressful and your task is to put in place a realistic plan that not only overcomes all issues, but reduces any stress on your customers, your colleagues and your self.



## THE SOLUTION

### NUMBER ONE

**Conflict Management and Problem Solving**

### NUMBER TWO

**Resolving Complaints, Building Good Relationships and Saying No**



## THE SOLUTION

### NUMBER THREE

#### Dealing with Stress





## MARKING SHEET

Delegate's Name:	Dealership Location:
Tester's Name:	Date of Test:
Tester's overall comments:	
Tester's signature:	Date:
Reviewer's overall comments:	
Reviewer's Name:	
Reviewer's signature:	Date:



SOLUTIONS FOR NUMBER ONE		
ACTION	MAXIMUM MARKS TO AWARD	MARKS GIVEN
<b>Conflict Management</b>		
– <b>Being Assertive:</b>	5	
– Items such as: expressing thoughts, feelings and beliefs in a direct, honest and appropriate way; working towards a “win-win” solution; never moving into aggressiveness	5	
– <b>Being Cooperative:</b>	5	
– Items such as: allowing some give and take; taking care to understand the customer’s point of view; working with the customer as a fellow team member; again working towards a “win-win” solution	5	
<b>Problem Solving</b>		
– <b>Understanding the Problem:</b>	3	
– Items such as: understanding the aim; understanding what the unknowns are; understanding available, missing or irrelevant information	2	
– <b>Devising a Plan:</b>	5	
– Items such as: looking for a pattern; using a technique used elsewhere; devising and assessing the plan; deciding whether it will work	5	
– <b>Carrying Out the Plan:</b>	5	
– Items such as: presenting and agreeing the plan; implementing the plan; checking each step as you go; recording what has happened	5	
– <b>Looking Back:</b>	3	
– Items such as: checking the results; asking whether we could have used a better method	2	
	<b>50</b>	
<b>Supporting comments (continue on reverse if necessary)</b>		

SOLUTIONS FOR NUMBER TWO		
ACTION	MAXIMUM MARKS TO AWARD	MARKS GIVEN
<b>Resolving Complaints</b>		
– <b>Apologising:</b>	5	
– Items such as: focusing on the customer; listening; not correcting them; apologising in the right tone and with the right body language	5	
– <b>Empathising:</b>	5	
– Items such as: confirming understanding of the effect on the customer; using sincere voice	5	
– <b>Reassuring:</b>	5	
– Items such as: stating how you will fix the immediate problem; making sure the customer is totally satisfied; explaining how you will stop it happening again	5	
<b>Building Good Relationships</b>	5	
Items such as: matching; the right voice; the right body language; respecting their world	5	
<b>Saying No:</b>	5	
– Items such as: listening carefully to the request; thinking carefully before you respond; saying no politely; explaining clearly why; stressing that you don't want to over-promise and under-deliver; offering a compromise; listening again and keeping going round the loop until agreement is reached.	5	
	<b>50</b>	
<b>Supporting comments (continue on reverse if necessary)</b>		

<b>SOLUTIONS FOR NUMBER THREE</b>		
<b>ACTION</b>	<b>MAXIMUM MARKS TO AWARD</b>	<b>MARKS GIVEN</b>
<b>Understanding outside and inside sources of stress:</b>	5	
Items such as: stresses from job, family, finances; stresses from your own feelings, beliefs and attitudes	5	
<b>Recognising the symptoms of stress:</b>	5	
Items such as: headaches; muscular tension; sleeping poorly; anxiety	5	
<b>Recognising the impact at work:</b>	5	
Items such as: poor morale; loss of confidence; absenteeism; poor performance; poor service	5	
<b>Getting stress under control:</b>		
– <b>Being aware of what stresses you – and your reaction:</b>	3	
– Items such as: notice your distress; don't ignore it; don't gloss over your problems; notice how your body responds to stress	2	
– <b>Recognising what you can change:</b>	3	
– Items such as: trying to avoid or eliminate the causes; trying to reduce their intensity; trying to take a break; working with your colleagues to minimise overall stress	2	
– <b>Moderating your responses:</b>	3	
– Items such as: not overreacting; not expecting to please everyone; putting the situation in perspective; slow, deep breathing	2	
– <b>Building your reserves:</b>	3	
– Items such as: exercising; taking breaks; getting enough sleep; developing supportive relationships; expecting some frustrations	2	
	<b>50</b>	
<b>Supporting comments (continue on reverse if necessary)</b>		