



**Welcome to the 2017 FRPA Conference!**

# Learning Objectives

- Describe the four essential factors in communication
- Policies that need to be eliminated, rephrased or initiated
- Procedures that create hoops for customers to jump through
- People skills that may be driving customers away!



# **WELCOME!**

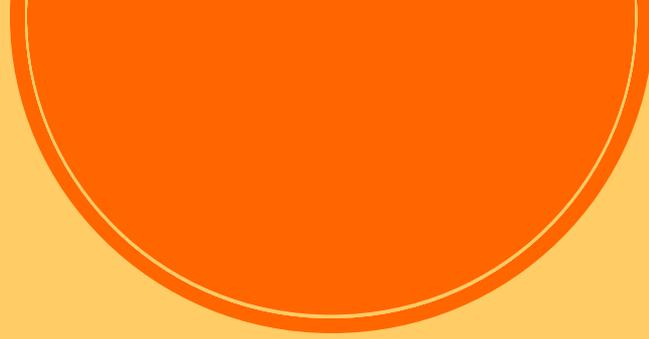
## **Getting in Your Customers' Way?**

**Policies, procedures or people may be driving them away**

**Jan M. McLaughlin, CSP**

**Your Communication Connection**

**@JanLaugh**



# **Getting in Your Customers' Way?**

**Policies, procedures or people may be driving them away**

# Align your compass

- **Policies** you have in place and may need to revisit, rephrase or initiate
- **Procedures** that may create unnecessary hoops for your customers to jump through
- **People skills** of those who work with customers and those who lead them



**96% of unhappy customers  
will tell nine others, while 13%  
will tell twenty others.**

—Technical Assistance Research Programs, Inc.





**If the customer feels you are responsive to a problem, they will do business with you again in 82% to 95% of the cases.**

# Lose 15% of customer base each year

1% die

3% move away

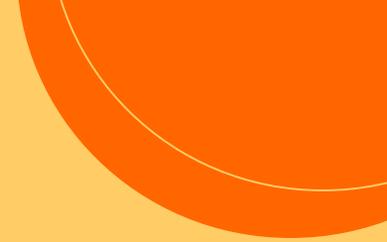
5% influenced by friends

9% lured away by the competition

14% dissatisfied with product

**68%** *leave because of an **attitude of indifference from an employee***

—American Society for Quality Control



...almost all employees come to work wanting to deliver great service; but the processes and policies they work under — coupled with insufficient managerial support — are the real causes of customer dissatisfaction and disloyalty.

—John Goodman, Vice Chairman  
*Customer Care Measurement & Consulting*

A diverse group of people, including men and women of various ethnicities, are shown from the chest up. They are all smiling broadly and have their arms raised in a celebratory gesture, with some fists clenched. The background is a plain, light color, making the people stand out. The overall mood is one of joy and success.

**Customer satisfaction relates to attitude.**

**Service is about feelings.**

**However your employees feel is how  
your customers are going to feel...  
sooner or later.**

**—Karl Albrecht**

# **7 Sins of Service**

- **Apathy**
- **Brush-off**
- **Coldness**
- **Condescension**
- **Robotism**
- **Rule Book**
- **Run-around**



**“The greatest problem with communication is the assumption that it has taken place.”**

**—George Bernard Shaw**



# Communicate with purpose

## □ Intent

- What you want to have happen



# Communicating with purpose

- Intent**
- Criteria, Expectations or Needs**
- Content**
- Process**

# IF our message is **incongruent!**

**How we look**

**55%**

**How we sound**

**38%**

**Words we choose**

**7%**



# Policies





**“Not changing your strategy  
merely because you're used  
to the one you have now is a  
lousy strategy.”**

**—Seth Godin**

# 3 aspects of policies

- Outdated or unnecessary**
- Needs to be rephrased**
- Could be initiated**

# One facility eliminated two policies!

- ❑ Closed shoes required
  - Flip flops!
- ❑ Water only in facility
  - Gatorade!

# Red Flag phrases

You should have...

You'll have to...

Why didn't you?

I have to

I can't

That's not my responsibility

I'll transfer you

But

No Problem

I can understand why you

May I ask you to...

I can see why

I will, Let me

I'd be happy to

I'll find out who...

Let me connect you with...

John is our expert...

And

You're welcome!

I'm glad I could help...

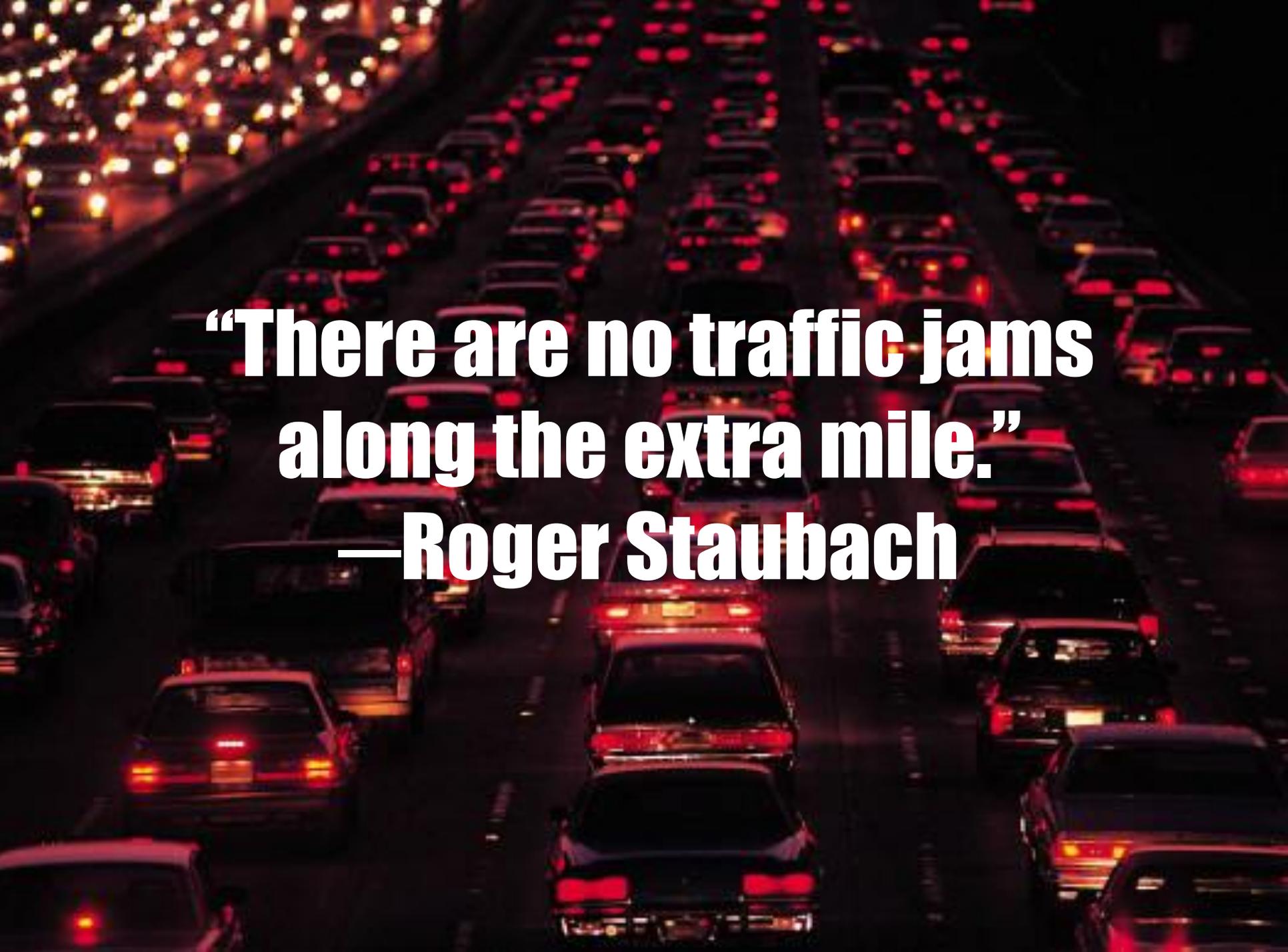
I'm happy to...

My pleasure...

# Cite a higher authority

- “The IRS requires that we ask...”
- “State statutes mandate that we...”

Then, it's not the individual demanding to know something!



**“There are no traffic jams  
along the extra mile.”  
—Roger Staubach**





**Which policies may be  
outdated or unnecessary?**

**Which policies may  
need to be rephrased?**

**Are there new policies  
you may initiate?**



# In small groups:

- Pick a leader for your group
- Leader, pick a recorder / presenter (same person)
- Focus on policies in your organization
- Determine which one(s) could be eliminated, rephrased or initiated
- You'll have **ten minutes** to discuss
- We'll hear about **one of these policies** from a couple groups — one minute each!

**Which policies may be  
outdated or unnecessary?**

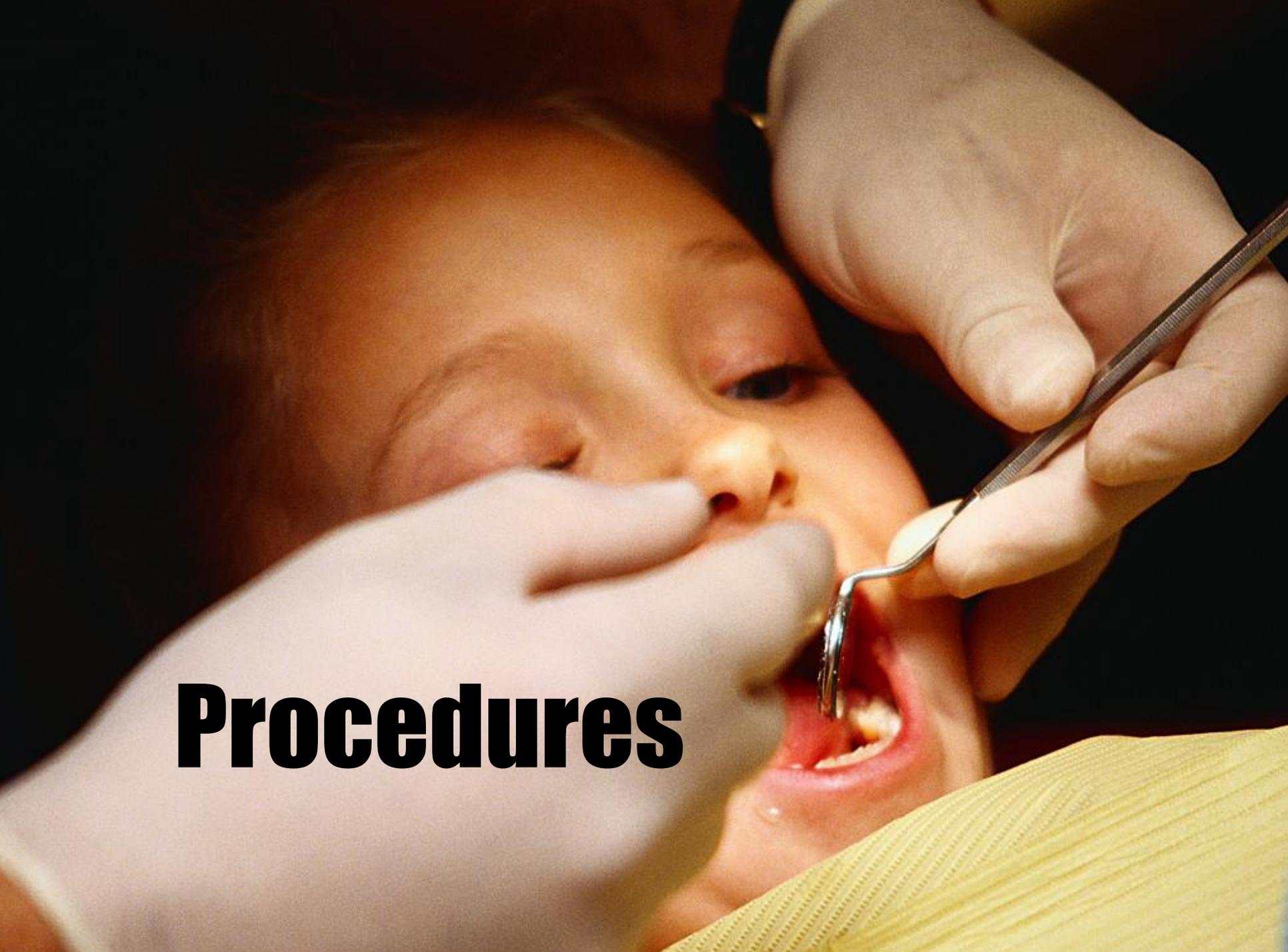
**Which policies may  
need to be rephrased?**

**Are their new policies  
you may initiate?**



**Set a bearing in line with your customers'**





**Procedures**

# Procedures that get in customers' way

- Face-to-face**
- Telephone**
- Email**
- Website**





# Research by Benchmark Portal

- **Researchers posing as customers contacted 287 companies**
- **Only 39% responded within 24 hrs**
- **$\frac{3}{4}$  of responses weren't helpful!**

The background of the image is a close-up, vertical view of flames. The colors range from bright yellow and orange at the bottom to dark red and black at the top, creating a sense of intense heat and movement. The text is overlaid on the upper portion of this background.

**30% of emails are  
sent to clarify a  
previous email**

# Use subject line like a headline

- ❑ Include your point
- ❑ Highlight action and completion date
- ❑ Ask a question
- ❑ Emphasize a benefit



# Your signature as a business card

*Jan*

**Jan M. McLaughlin, CSP**

**Your Communication Connection**

*helping professionals create positive responses*

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<http://YourCommunicationConnection.com/>

Check out our blog:

<http://www.JanMcLaughlin.blogspot.com/>

## Internet users in 2014

Among adults, the % who use the internet, email, or access the internet via a mobile device

	Use internet
All adults	87%
<b>Sex</b>	
a Men	87
b Women	86
<b>Race/ethnicity*</b>	
a White	85
b African-American	81
c Hispanic	83
<b>Age group</b>	
a 18-29	97 <sup>cd</sup>
b 30-49	93 <sup>d</sup>
c 50-64	88 <sup>d</sup>
d 65+	
<b>Education level</b>	
a High school grad or less	
b Some college	
c College+	
<b>Household income</b>	
a Less than \$30,000/yr	77
b \$30,000-\$49,999	85
c \$50,000-\$74,999	93 <sup>ab</sup>
d \$75,000+	99 <sup>ab</sup>
<b>Community type</b>	
a Urban	88
b Suburban	87
c Rural	83

## % Using the Internet

Pew Research Center

- 91% use search engine to find information
- 84% look for info on a hobby or interest
- 84% search for a map or driving directions



- Home
- Annual Conference ▾
- It Starts in Parks ▾
- Legislative ▾
- Membership ▾
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- Strategic Plan ▾

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# Procedures that get in customers' way

- Face-to-face**
- Telephone**
- Email**
- Website**



**Which procedure may  
be getting in your  
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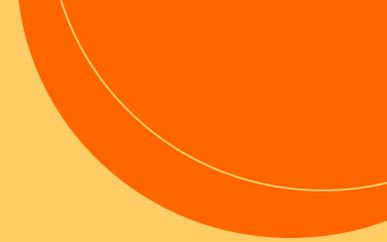
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**Set a bearing in line with your customers'**



# People





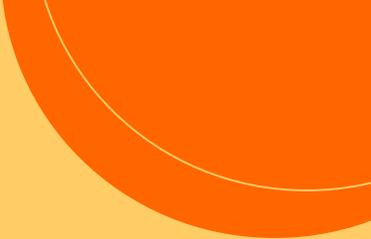
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**People are promoted for technical,  
operational and intellectual reasons,  
but fail for emotional ones.**



Daniel Goleman, Fortune, 1998



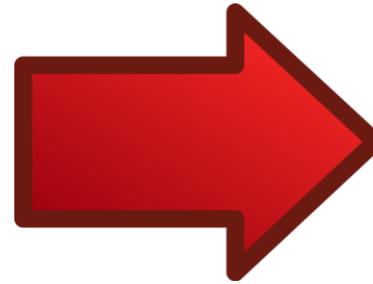
**People need directed autonomy  
—both specific direction and the  
freedom to make choices that  
help accomplish the goal.**

*—Robert H. Waterman  
Co-author of *In Search of Excellence**

**Task Focus**



**Green**



**Red**

**Indirect**

Sequential  
/ Logical

**Direct**

Random  
/ Instinct



**Blue**

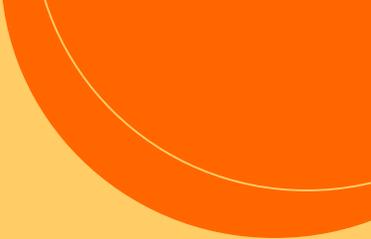


**Yellow**

**People Focus**



**How could the people  
skills of your staff  
and leaders be  
improved?**



**Treat people as though they  
were what they ought to be and  
you help them become what  
they are capable of being.**

**—Goethe**

# Two articles to download

- *Expert Angle: Treating Employees as Customers*  
- by John Goodman
- *What Makes A Leader?* - by Daniel Goleman

Links at bottom of your second page!

# Align your compass

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# **Thank you!**

**Check out my blog for support**

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**For more information visit [www.frpa.org](http://www.frpa.org)**