Happy Clients, Happy Staff
Building Trust in the People's Business

快乐的客户，快乐的员工
如何为以人为本的业务树立信任

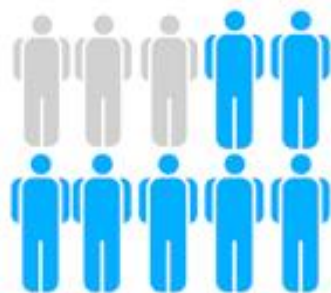MATHIAS POSCH

BESPOKE
EDGE
IAPCO EDUCATION
SUZHOU MICE

THE CUSTOMER IS KING

86% CONSUMERS WHO WILL PAY MORE FOR BETTER CUSTOMER SERVICE

7 IN 10 U.S. CONSUMERS HAVE USED THE TELEPHONE FOR CUSTOMER SUPPORT IN THE PAST 10 MONTHS

50% OF CONSUMERS WILL WAIT ONE WEEK FOR A RESPONSE BEFORE THEY GO TO THE COMPETITION

POOR CUSTOMER SERVICE = $83 BILLION COST TO THE U.S. ECONOMY

60 MILLION HOURS/YR WASTED **#ONHOLDWITH** CALL CENTERS

YOUR MOST **UNHAPPY** CUSTOMERS ARE YOUR GREATEST **SOURCE** OF LEARNING.
- BILL GATES

89% CONSUMERS WHO DID BUSINESS WITH A COMPETITOR AFTER RECEIVING POOR CUSTOMER SERVICE

Sources:
1. http://www.rightnow.com/files/analyst-reports/RightNow_Customer_Experience_Impact_Report_North_America_2011.pdf
2. http://www.genesyslab.com/private/active_docs/Genesys_US_Survey09_screen.pdf
3. http://www.couriermail.com.au/lifestyle/million-hours-spent-on-hold/story-e6frer4f-1111114777065

fonolo

@FONOLO
FONOLO.COM
MARKETING@FONOLO.COM

Become a Trusted Advisor
成为一位值得信赖的顾问

Intro 简介

- What is the best advice you have ever received and by whom?

- 你得到的最好的建议是什么？谁给你的？

Learning Objectives 学习的目的

- *Improve our client relationships*

- *Win repeat business from our clients*

- *Earn valuable references*

- *Improve our work satisfaction through great interactions with clients*

- *Strengthen our ICS Brand Promise*

What clients want 客户需要什么
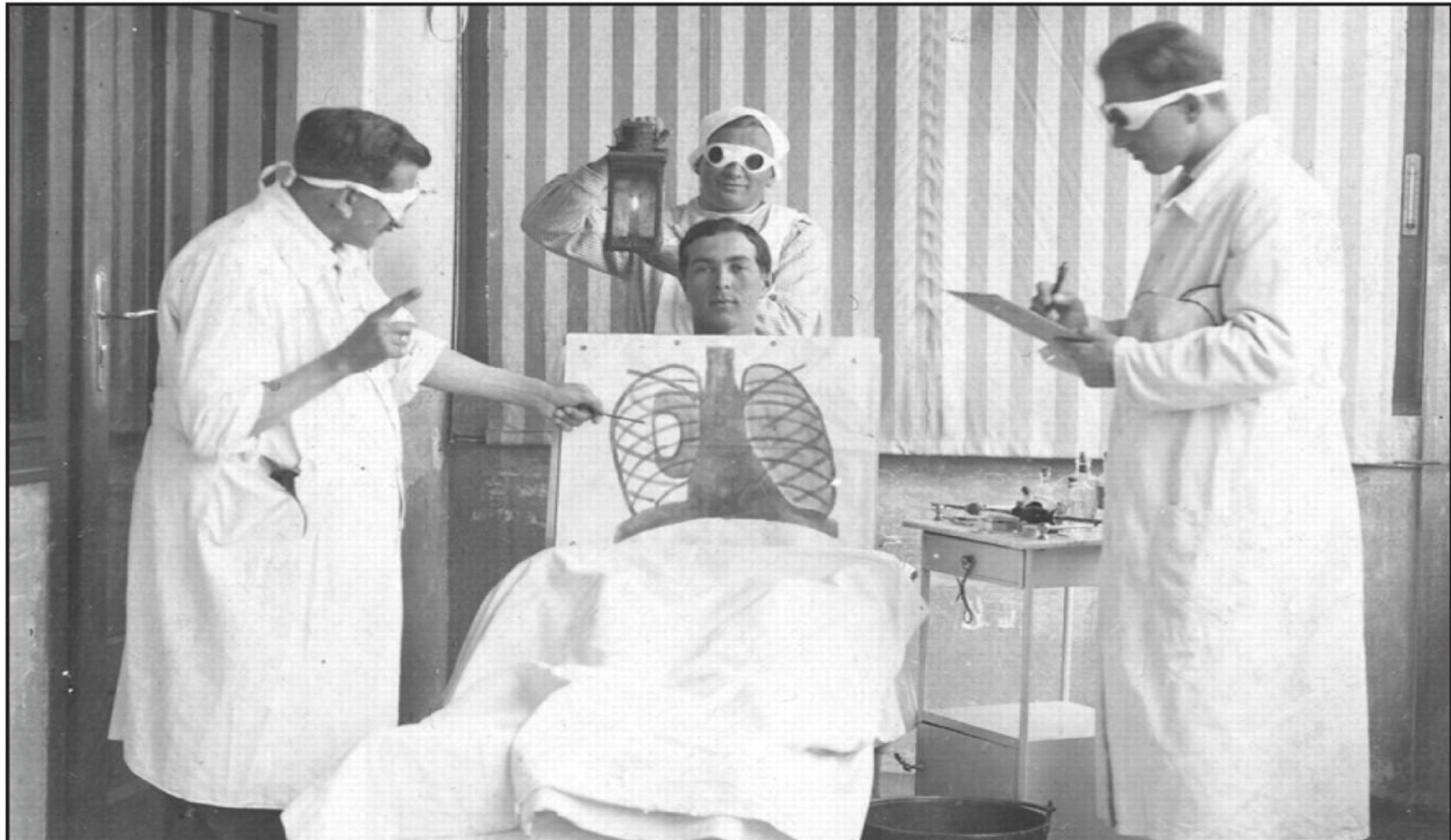
Understand   **industry, situation, company**

Trust   **to do the right thing**

Care   **Clients want someone who really cares**

What we hate about these people...
我们为什么讨厌这些人？

Think of a "Trusted Advisor" to you
回顾一下，哪一位是你"信任的顾问"

What Traits Do Trusted Advisors Share?
值得信赖的顾问**都具有哪些性格**？

- **Seem to understand us** effortlessly, and are like us

- **Are consistent;** we can depend on them

- **Always help us see things from a fresh perspective**

- **Don't try to force things on us**

- **Help us think things through** (but make sure it's OUR decision)

- **Don't substitute their judgment for ours**

- **Don't panic or get overemotional;** they stay calm

What Traits Do Trusted Advisors Share?
值得信赖的顾问**都具有哪些性格**？

- **Criticize and correct us gently and lovingly**

- **Don't pull punches;** we can rely on them to tell the truth

- **Are in it for the long haul** (relationship is more important than the current issue)

- **Give us their reasoning,** not just their conclusions

- **Challenge our assumptions** and help us uncover the false assumptions we've been working under

What Traits Do Trusted Advisors Share?
值得信赖的顾问**都具有哪些性格**？

- **Make us feel comfortable and casual personally** (but take the issues seriously)

- **Act like a person,** not someone in a role

- **Are reliably on our side,** and always have our best interests at heart

- **Remember everything we ever said** (without notes)

- **Are always honorable;** they don't gossip about others, so we can trust their values

- **Have a sense of humor to diffuse tense situations**

What Traits Do Trusted Advisors Share?
值得信赖的顾问都具有哪些性格？

What do you notice about the list of traits?

- **Few are focused on technical capability or intellect**

- **Many are related to social, interpersonal, communication and emotional skills**

Professionalism
职业精神／专业素养

- Very few consultants are viewed by their clients as "great" purely as a result of their intellectual or technical abilities.

- The opposite of "professional" is "technician"

- Professionalism is an **attitude, a demeanor**, not a set of competencies.

A real professional is a technician who cares!

Professionalism 职业精神

Thinking about your recent work …

1) "God I love this work! This is why I do what I do"

2) "It's OK; I can tolerate this; it's what I do for a living"

3) "I hate this part – I wish I could get rid of this junk"

Professionalism 职业精神

- Clearly demonstrate both your ability and willingness to help

- Sustain the magic and excitement

- Energy, enthusiasm and drive

Professionalism职业精神

Tolerable, Acceptable, BORING...   Exciting, Interesting, FUN...

When are you truly professional?
How can you make your work exciting?

Professionalism 职业精神

• Sincerity counts!

Sincerity is the key. If you can fake that, you've got it made

someecards
user card

Professionalism 职业精神

New business is won when the client believes you're interested, you care and you're trying to help.

Rules of Relationships 建立关系的规则

- **Make an investment**

- **Demonstrate, don't just assert**

- **Deal with Clients as unique human beings**

Share an example demonstrating how you truly valued a client and the relationship?

Rules of Relationships
创建关系的规则

Our most common downfalls…

1. We listen for the things that we recognize and have met before, so that we can draw upon past experiences to use the words, approaches and tools that we already know well.

2. "Sometimes I feel like I'm explaining things to a child. My client can't seem to grasp even the basic logic of what I'm saying. I feel like saying shut up; just accept what I'm telling you! I'm the expert here!"

Listen & Ask Questions聆听和提问

Exercise 练习

In Groups of two:
EXTREME QUESTION CHALLENGE
Have a conversation only by questions

Pick a topic you both know about – a conference, an issue, etc.
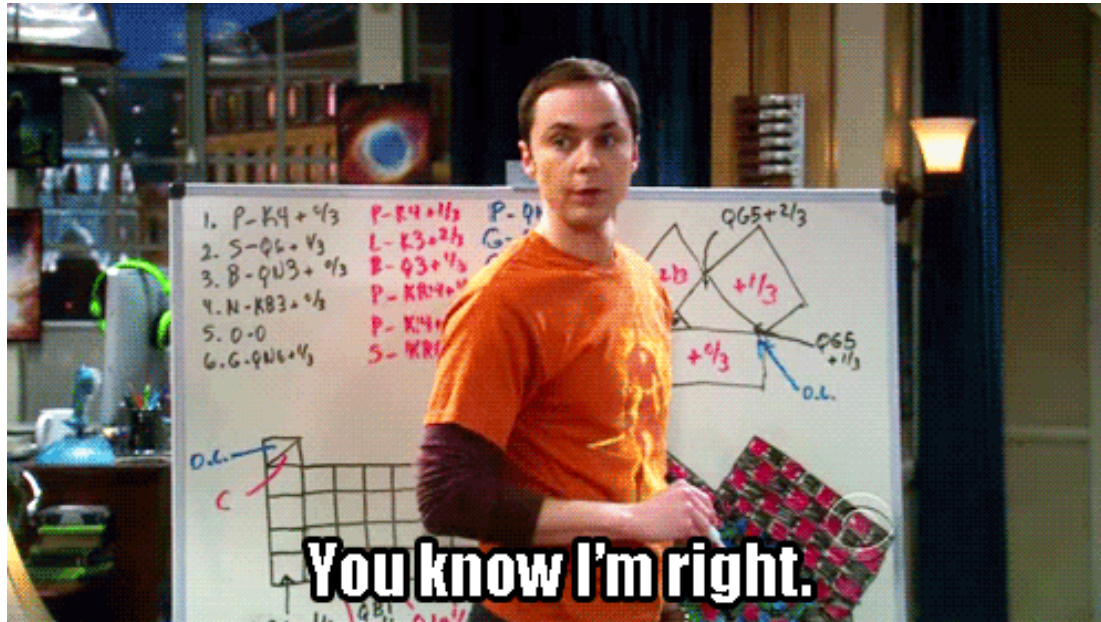
Challenge Person 1
• Access what the other person knows
• Lead only with questions

Challenge Person 2
• Offer Insights but keep them short

How to Give Advice 如何给予建议

- Don't try being right; an advisor's job is to be helpful!

- You must develop the skills to tell clients they are *wrong* in such a way that they will actually thank you for it.

How to Give Advice 如何给予建议

- All suggestions for improvement imply that not everything is being done well at this moment

- Effectively giving advice is crucially dependent on a deep understanding of the personalities involved

- Act as if you were trying to advise your mother or father!

How to Give Advice 如何给予建议

- Diffuse defensiveness

- Convey respect while making your point

- Focus less on the advice and more on creating the dialogue/conversation that will help them see your point.

- Pay careful attention to your choice of words

- Never say "you've got to...."

How to Use Language to Get What You Want 如何巧用语言获得你想要的结果

To get what *you* want from someone, focus on giving *them* what *they* want.

How to Use Language to Get What You Want
如何巧用语言获得你想要的结果

- Successful professionals are typically driven, rational and have a high need to achieve.

-     It is natural for such people to be focused on their own individual performance and to constantly look for confirmation that they are right.

- How do you get your partner to do something for you without conflict?

How to Use Language to Get What You Want 如何巧用语言获得你想要的结果

Examples of hard phrases –vs- soft phrases

Hard Phrases	"Soft" Phrases
What are your problems?	What is most in need of improvement?
Here's my recommendation.	Here are some options I'd like us to consider.
This is definitely the best solution.	Other clients (companies in your industry) tend to do this…. Do you think that makes sense in this environment?

How to Use Language to Get What You Want
如何巧用语言获得你想要的结果

The Socratic Method: Disciplined questioning to arrive at a solution

- *Why do you think we have this problem?*

- *What options do we have for doing things differently?*

- *What advantages do you foresee in using the different options?*

- *How do you think the key stakeholders will react if we do that?*

- *How do you suggest we deal with the potentially adverse consequences of such an action?*

- *Many other companies have encountered difficulty with that approach. What can we do to prevent such things from occurring here?*

- *What benefits might result if we tried the following approach?*
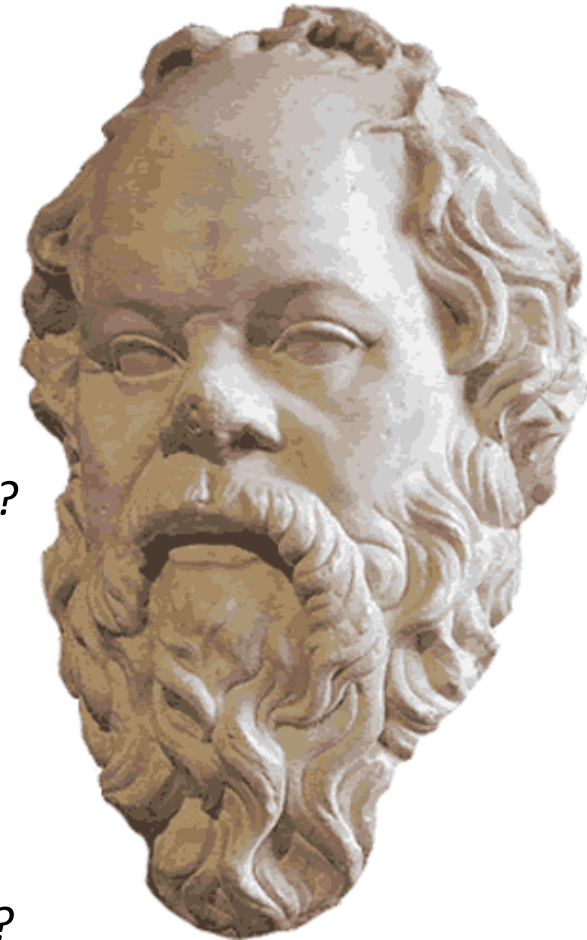
Dealing with Client Politics
应对客户方面的复杂问题

- The advisor's role becomes more difficult when dealing with more than one decision-maker.

- Seek to build consensus – rarely is there ever just one client!

- Learn and practice the skills and tools that will help bring different players with different agendas "on board".

- You cannot simply schedule a meeting and hope to facilitate all of the different points of view in "real time"

….So, what might you do????

Dealing with Client Politics
应对客户方面的复杂问题

It's tempting to think that conflicting agenda's, priorities and "turf wars" are the clients' issues– not yours.

However, unless you can learn to deal with these issues, your advice will not likely be acted upon.

TEAMWORK 团队合作

In five groups, complete the following on a flip chart:

- **Create "Ten Commandments" for a Trusted Advisor.**

- **Provide real client examples** for 2-3 traits on your list illustrating how you successfully exemplified those traits.

engage
参与

listen 聆听

- What do great listeners do?
- What don't they do?

Frame "so the issue is"
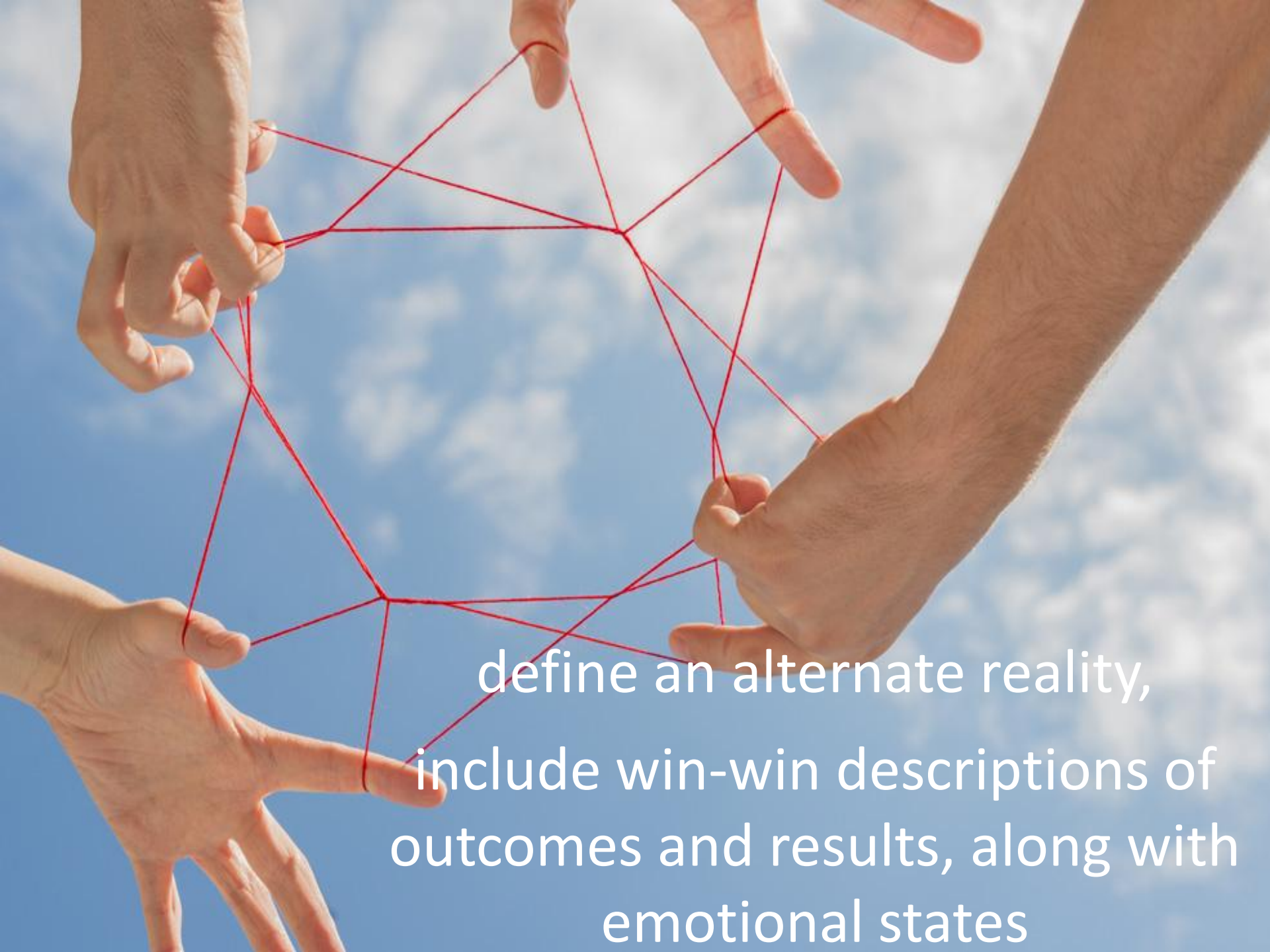框出重点"所以问题是…"

Framing 框出重点

define the issue,

use problem statements and hypotheses,

take personal risks to explore sensitive issues in depth,

articulate a point of view

Envision "so let's imagine" 展望:"让我们想象一下"

define an alternate reality,
include win-win descriptions of
outcomes and results, along with
emotional states

commit 承诺

Two definitions 两个定义

1. An agreement or pledge to do something in the future

2. The state or instance of being obligated or emotionally impelled

Which one is right in the context of trust?

Managing Client Expectations
客户期望值的管理

- Clearly articulate what you will and will not do
- Clearly articulate what the client will and will not do
- Check with the client about areas in which or people with whom the client doesn't want you involved
- Identify precise working arrangements
- Agree on methods and frequency of communication
- Decide who should get which reports, how often and how they will be used
- Decide what milestones and progress reviews will be needed
- Decide how success will be measured – during and at the end of the process

Focusing on relationships nurtures transactions, while focusing on transactions chokes off relationships

Summary – TRUST...总结 - 信任...

- Grows, doesn't appear
- Rational & emotional
- Two Way Relationship
- Intrinsically about perceived risk
- Different for client and advisor
- It is personal

How to build trust 如何建立信任

1. Go first
2. Illustrate don't tell
3. Listen for what's different (not familiar)
4. Be sure your advice is sought
5. Earn the right to offer advice
6. Keep asking (ask a great question)
7. Ask for help
8. Return calls and emails with unbelievable speed
9. Use compliments (not flattery)
10. Show Interest
11. Show appreciation

Final take-aways 可以学以致用的要点

- You don't have to prove yourself every 10 sec
- Don't blame anybody for anything anytime!
- Just because a client asks a question doesn't mean that's the right question to answer
- Am I trying to win an argument? Turn it back into a conversation
- More value is added through problem definition than problem answer
- Don't be insecure: If you don't know the answer – and you're a pro- then this is a really neat question! Get into it