142 Making the Change from Lab Mentality to Customer Service Mentality (Part 2)

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When interacting with "customers" are you and your staff effective laboratory spokespersons? Do you and your staff know the customer service rules, values and actions that will pay big dividends when interacting with patients and each other? "People helping people" is the essence of health care and the basis of this session. Participants will discover steps and skills for reducing impatience and diffusing unexpected anger. Additionally, they will be able to recruit the best team with techniques and strategies that reveal the true customer service attitudes of potential new hires. Find out how to create and reinforce a customer service focused culture within your practice.

- Create and reinforce a customer service culture that will improve service and reduce customer complaints.
- Learn techniques and strategies that will help determine the strengths of new hires.

FACULTY:

Susan Besaw MBA, MASCP, SCT(ASCP)

Entire Pathology Team
Laboratory/Business Management
Laboratory & Business Management
1.0 CME/CMLE Credit

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Making the Change from Lab Mentality to Customer Service Mentality (Part 2)

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"The jump is so frightening between where I am and where I want to be…because of all I may become I will close my eyes and leap"

–Mary Anne Radmacher

Review from Part 1

- Value disciplines
- "Customer focused" recruitment strategy
- Actions that foster a "customer focused" culture
  + First impression and non-verbal communications
  + Telephone communications
  + Phrases to avoid
  + Supportive workplace interactions
  + Professional work ethics
Objectives

- Develop skills for diffusing difficult customer interactions
- Define the four components of the H.E.A.T. Model
- Identify tools that foster culture change

Service Recovery

How to deal with difficult customers

“Customers perceive service in their own unique, idiosyncratic, emotional, irrational, end-of-the-day, and totally human terms. Perceptions is all there is!”

-- Tom Peters
Honor Your Complainers

× Not everyone will complain
  + Tell others
  + Some will make it a personal crusade
× BUT…some will come back if the problem is solved
  + If impressed they will tell others
× Learn from them

Service Recovery

Stimulus-Response Model

Stimulus → Response = Results

Service Recovery

![Diagram of emotional response]

HIGH

ANGER

LOW

REASON

HIGH
Negotiation And Conflict Management Matrix

**Outcome**

- Low
- High

**Relationship**

- Low
- High

- **Avoiding** (Lose-Lose)
- **Compromise** (Split the difference)
- **Accommodating** (Lose to Win)
- **Collaborate** (Win-Win)
- **Competitive** (Win at all cost)

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**Service Recovery**

**Apply H.E.A.T To Difficult Situations**

- **H** ✶ *Hear the customer out*
- **E** ✶ *Empathize*
- **A** ✶ *Apologize*
- **T** ✶ *Take responsibility for solving the problem*

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**Service Recovery**

**Hear The Customer Out And Empathize**

- An upset customer has two needs:
  - Personal/Emotional
  - Practical/Problem
Listen To Understand

“Seek first to understand, then to be understood.”

—Steven Covey, The Seven Habits of a Highly Effective People

Service Recovery

Apologize

An apology is an acknowledgment of the customer’s issue

…leave the bags!

Service Recovery

Take Responsibility to Problem-Solve From the Customer’s Perspective

* Put yourself in their shoes
* Consider what they "feel" should be done
* Identify and offer the best options available
* Thank them and follow through
* Fix the problem from repeating
Culture Change in Action

“The people on top of the mountain didn’t fall there.”

—Anonymous

The Plan

- Top leadership support
- Customer Service = Technical skills
- Customers include co-workers
- Goals:
  + Internal: positive, productive workplace
  + External: patients return for service

Tools

- Plan description
- Performance standards
- Commitment statement
- Videos and Posters
- Etiquette procedures
- “Hiring for fit”
- Rewards/punishment
Culture Change in Action

Measurement of Success

× Surveys
  + Customer satisfaction
  + Press Ganey
  + Patient loyalty
  + Employee satisfaction

× Observation forms
× Compliments/Complaints

What’s different this time?

× Performance standards
× “Commitment statements”
× Group training
× 1 on 1 with supervisor/manager
× Rewards/discipline
× Celebrate the champions and role models

The Plans…

Are NOT…
× “Smile campaigns”
× Simple, quick or easy
× One person’s job
× A finished product or passing initiative

Are…
× Culture changes
× Work in progress
× Everyone’s responsibility
× Growth & legacy-building strategy
Examples from Business

- Zappos’--10 Core Values
- Amazon’s--14 Leadership Principles
- Google’s--10 Core Principles

“Courage doesn’t always roar. Sometimes courage is the little voice at the end of the day that says ‘I’ll try again tomorrow.’”

– MaryAnne Radmacher

Be a role model for change!

Thanks
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