

PREVIEW GUIDE

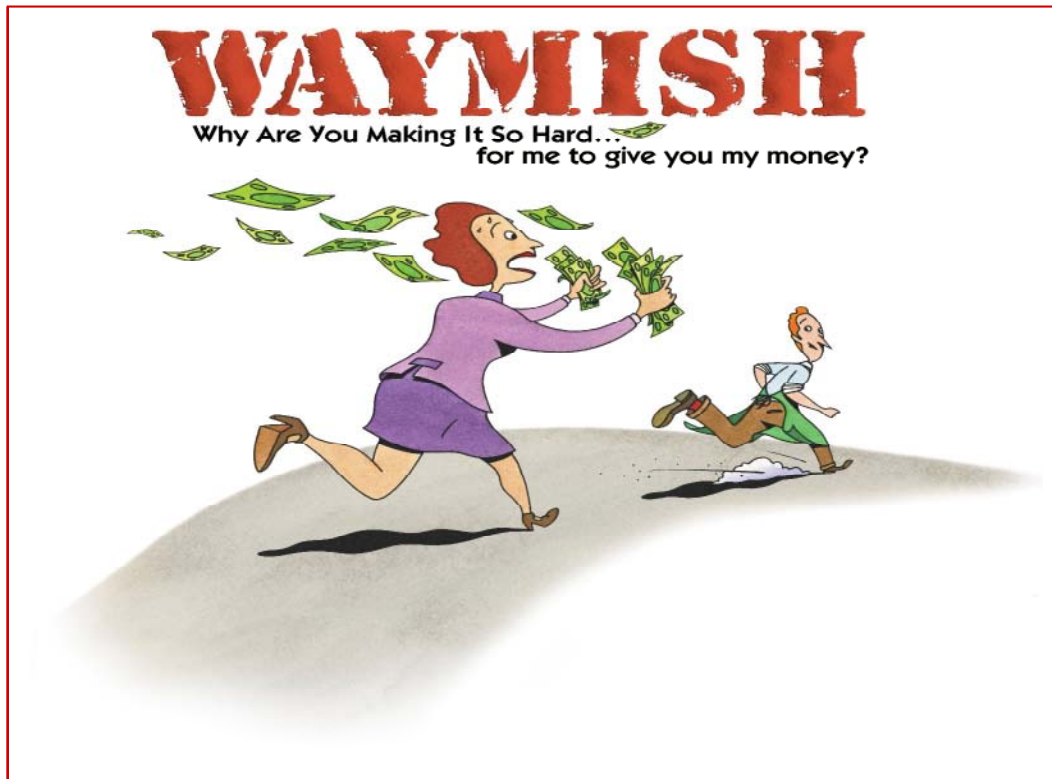


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BACKGROUND

INTRODUCTION

Customer service may be the most important aspect of conducting a successful business. It permeates every layer of a company and every activity, but it can be an elusive goal.

Every day, each of your employees has the chance to make or break any number of sales or service opportunities. And each one of those chances is worth saving.

In hopes of improving their customer service, companies analyze new theories and strategies, experiment with them, toss them out, and replace them with the next new approach.

What if your company could avoid the constant turnover of customer service improvement theories and concentrate on the basics that work in practically any situation? And, more importantly, give your employees the tools to make it work?

Workshop Purpose

WAYMISH is an easily remembered acronym for a battle cry used by millions of frustrated customers around the world: ***“Why Are You Making It So Hard...for me to give you my money?”*** If employees at all levels would take responsibility and remember to follow the six simple rules presented in this workshop, a whole lot of WAYMISH wouldn't happen!

This workshop will teach participants how to:

- Understand the ways that customer service affects the company's overall success, and how to define the “lifetime value” of a customer.
- Understand their personal responsibility in preventing and resolving customer problems.
- List and define six simple rules to avoid WAYMISH.
- Discover opportunities to delight a customer.

TRAINING DESIGN

The workshop agenda runs about two hours, depending on the depth of discussion. Workshop leaders are encouraged to add or remove activities from the overall plan to meet specific needs or time constraints.

Workshop Segment	Time (in min.)	Handout
Workshop Introduction Welcome, Introductions, and Objectives.	12	1
Activity 1: What's a Customer Worth? Calculate the short- and long-term value of a customer.	10	2
Activity 2: Video: WAYMISH See how we sometimes make it hard for customers to give us their money – and how to avoid doing it!	20	3
Debrief the Video Review and discussion questions on video.	5	3
Activity 3: WAYMISH Rule 1 – It IS Your Job! Recognize your responsibility in making every customer contact a success.	8	4
Activity 4: WAYMISH Rule 2 – Quickly Acknowledge the Customer Discuss ways to acknowledge a customer when they enter the store or call on the phone.	5	4
Activity 5: WAYMISH Rule 3 – Listen Carefully Review techniques for listening to your customers.	10	4, 5
Activity 6: WAYMISH Rule 4 – Fix it on the Spot Discuss the value and techniques of rapid problem solving.	5	4
Activity 7: WAYMISH Rule 5 – Find a Way to Say Yes (The Policy Issue) Work through difficult issues where policies conflict with customers' desires.	15	4, 6
Activity 8: WAYMISH Rule 6 – Coach Each Other Review and practice a simple model for peer coaching.	15	4, 7
Close the Workshop Review the six rules for avoiding WAYMISH.	5	
Back at Your Desk Participants share what they will do to avoid WAYMISH in the future.	5	Reminder Card, WAYMISH-Buster Handbook
Total Time	115	

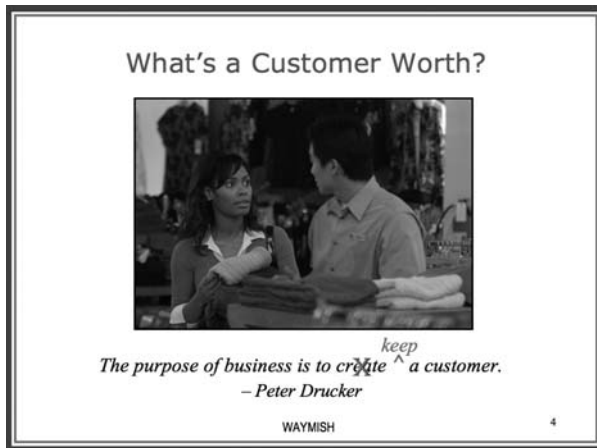
*Expanded discussions may take the session over two hours.

ACTIVITY 1: WHAT'S A CUSTOMER WORTH?

Time: 10 minutes

Purpose: *Identify the “lifetime value” of a customer.*

SHOW SLIDE 4: WHAT'S A CUSTOMER WORTH?



The purpose of business is to create and keep a customer. – Peter Drucker

SAY

Even Peter Drucker, who's acknowledged as one of the world's leading business consultants, had to revise his famous quote about the purpose of business.

Originally, Drucker said, “The purpose of business is to create a customer.”

The more he consulted and studied successful businesses, the more he realized how customer service impacted an organization's success. So, he revised his definition to emphasize *keeping* that customer.

ASK

What's your favorite store? Think about all the places you shop – clothing stores, grocery, electronics, home improvement stores, coffee shops, bookstores, pet stores, warehouse stores, online stores...

How much do you spend each time you go into your favorite store? What's your business worth to them over a year? Over 10 years?

DEBRIEF THE VIDEO

Time: 5 minutes

SAY

Well... those were some pretty interesting situations – nothing any of us in this room would ever get into, but worth discussing anyway...

Let's talk about what we saw in the video.



WORKSHEET

SAY

Write your additional thoughts on Worksheet 3 as we discuss the video scenarios.

Think about specific words or actions each character could have used.

SAY

The Home Improvement Store:

Jessie was uncomfortable telling her customer the store no longer carried the brand of windows he wanted.

Jessie said there's "Nothing else I can do."

What other options did she have to help her customer? As Tony mentioned, she could have checked the computer for inventory in another store, but are there other ways she could have helped?



NOTE

Examples: she could have offered an alternative product, called the manufacturer, recommended another store, or...

SAY

The Retail Clothing Store:

Eric avoided dealing with the pricing differences between their website and the store.

What was Eric thinking? Why did he ignore the customer's request?



NOTE

Examples: he was just lazy, had no incentive to help, was tired of answering questions, or just did not have the training to do any better.

SAY

The Restaurant:

Let's hope Frank had his credit cards with him!

How many times have you heard someone quote a company policy as an excuse? How could the waitress have explained or handled the situation better?



NOTE

Examples: She could have spoken to the manager, told him Frank was a regular customer, or just taken the conversation further away from his table full of clients.

SAY

The Bank:

Carol went to the bank to talk to a "real" person about an unexplained fee on her statement, but found herself in an eternal loop of avoiding responsibility.

What are some examples of "passing the buck" in our business?

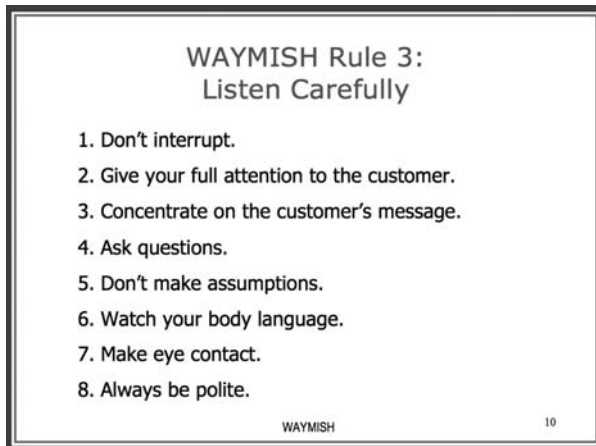
In our next few activities, we'll introduce some useful tactics to help gain and retain those valuable customers.

ACTIVITY 5: WAYMISH RULE 3 – LISTEN CAREFULLY

Time: 10 minutes

Purpose: To realize that listening is a team sport

SHOW SLIDE 10: WAYMISH RULE 3 – LISTEN CAREFULLY



SAY

When you try to guess a customer's question or needs, you give them the impression you aren't listening. That's a sign of disrespect.

We all like to think we are good listeners, but sometimes we only hear what we want to, and not what we should.

Let's look back at the scenarios in the video, and see how well the various characters were listening.

SHOW SLIDE 11: WHO'S LISTENING?

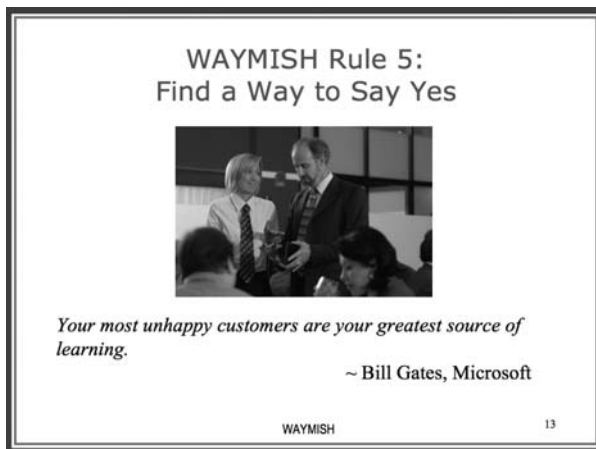


ACTIVITY 7: WAYMISH RULE 5 – FIND A WAY TO SAY YES (THE POLICY ISSUE)

Time: 15 minutes

Purpose: *To learn how to respond when policy conflicts with what our customers need.*

SHOW SLIDE 14: WAYMISH RULE 5 – FIND A WAY TO SAY YES



Your most unhappy customers are your greatest source of learning. – Bill Gates, Microsoft



NOTE

Policy issues and guidelines should be reviewed and determined prior to the workshop, so participants will have clear boundaries to work within. If you purchased the WAYMISH Supervisor training materials, you can discuss these policy limits and leeway guidelines prior to running this training session for front-line employees.

SAY

Finding a Way to Say Yes will help with situations when company policy seems to be getting in the way. We saw one of these situations with Alicia, the waitress who couldn't put Frank's meal on his company's tab because of a new policy.

You can't just ignore company policy – that will only get you in trouble. But if you understand the policy, you may be able to figure out a way to apply it to get the result you're looking for.

WAYMISH WORKSHEET 6**FIND A WAY TO SAY YES (The Policy Issue)**

Write the issues from the flipchart in the space below. In the second column, write the solution you and your partner have worked out.

Issue	Solution

TRAINING DESIGN

The workshop agenda runs about 100 minutes, depending on the depth of discussion. Workshop leaders are encouraged to add or remove activities from the overall plan to meet specific needs or time constraints.

Workshop Segment	Time	Handout
Workshop Introduction Welcome, Introductions, and Objectives.	10	
Activity 1: What We Learned from the WAYMISH Workshop Review the main points covered in the WAYMISH workshop and the main skill points for this Supervisory workshop.	10	1
Optional Activity: What's a Customer Worth? Calculate the short- and long-term value of a customer.	10	7
Activity 2: Video: WAYMISH: The Supervisor Show See how we sometimes make it hard for customers to give us their money – and how to avoid doing it!	15	2
Debrief the Video Review and discussion questions on video.	5	2
Activity 3: Your Attitude Sets the Tone Recognize your responsibility in making every customer contact a success.	8	3
Activity 4: Empowering Front-Line Employees Identify potentially difficult customer contact issues and find ways for employees to resolve them on their own.	15	4
Activity 5: Train for Success Review current training offerings and develop plans for new ones to help reduce WAYMISH.	7	5
Activity 6: The Boomerang Principle Discuss how extra customer service effort yields high value returns	5	
Activity 7: Fix Problems on the Spot by Providing Extra Value Discuss the value and techniques of rapid problem solving.	5	
Activity 8: Your Action Plan Develop a plan to support your team and build your personal commitment to customer service.	10	6
Close the Workshop Review the main points covered in the workshop.	5	
Back at Your Desk Review post-workshop activities to complete on your own and with your front-line employees.	5	6
Total Time	100	

*Expanded discussions may take the session over 100 minutes.

WORKSHOP FOLLOW-THROUGH

We've all been to training sessions where the energy is high, the progress is tangible, and everyone leaves with new skills and resolve for making changes. And we've all seen how the grind of daily activity can quickly take the edge off new awareness and skills.

Follow-through is the most important thing you can do to ensure that workshop participants will be effective at working with their employees to avoid WAYMISH. You can do this through scheduled and spur of the moment meetings with the supervisory participants, checking in to see how well they are following their Action Plans, and being available when they need you.

- Make arrangements to replay the video for the benefit of supervisors who could not attend the training.
- Use the worksheets to explore ways to implement the workshop ideas in your company.
- Encourage the supervisors to hold the follow-up sessions described below, using the WAYMISH Busters Handbook as their main resource.

Using the WAYMISH Busters Handbook for additional follow-through

Each employee who completed the WAYMISH workshop received a copy of the WAYMISH Busters Handbook, which has a wealth of information and ideas to help them avoid WAYMISH back on the job.

As you learned in the main WAYMISH workshop, and in this one, the major benefit that anyone gets from a training event comes from what they do after the workshop, when they get to apply the skills they learned in the classroom.

The following activities will help keep the learning going. Use this recommended series of quick training opportunities to help keep your employees focused on avoiding WAYMISH!

Overview

Hold a series of lunch-and-learn sessions, or just brief meetings before the day begins, at shift changes, or other convenient times. Use these sessions to hold short, focused discussions of the topics and exercises in the WAYMISH Busters Handbook. ("Week 1" = 1 week after the live classroom training, "Week 2" = 2 weeks after the classroom training, etc.)

WAYMISH FOR SUPERVISORS WORKSHEET 3**ATTITUDE SETS THE TONE**

The vision for customer service should be a shared vision. Think about your company's current vision for customer service and how it can be improved.

Vision

What is our company's vision for customer service?	How can we make sure our employees are aligned with this vision – and are doing things every day to meet it?
Vision Ideas to Implement	

Commitment

What can you do to demonstrate your commitment to improved customer service?	How can we make sure our employees see that commitment?
Commitment Ideas to Implement	

WAYMISH FOR SUPERVISORS WORKSHEET 8

USING THE WAYMISH BUSTERS HANDBOOK

Each employee who completed the *WAYMISH* workshop received a copy of the *WAYMISH Busters Handbook*, which has a wealth of information and ideas to help them avoid WAYMISH back on the job.

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Meeting Series 1	Use three separate sessions (Week 1, Week 2 and Week 3) to discuss the issues raised in the three exercises at the end of the <i>WAYMISH Busters Handbook</i> (Be a Scout, If I Owned the Store..., and the Empowerment Parking Lot). Bring the output of these sessions to upper management, or implement them on your own.
Meeting Series 2	At your regular team or shift meetings, take a few minutes to cover one of the Six Rules for Avoiding WAYMISH (Weeks 4-9). Give the participants a few minutes to read about the rule you are covering in the <i>WAYMISH Busters Handbook</i> (for example, It IS Your Job, Coach Each Other), and then discuss how to implement it. Make sure your team understands the concepts and feels free to ask questions about anything they are unsure of.
Meeting Series 3	After you finish covering the Six Rules for Avoiding WAYMISH, start your team meetings with one of the ideas described in the More Good Stuff section of the <i>WAYMISH Busters Handbook</i> (Weeks 10-15). Give the participants a few minutes to read about the topic you are covering, and then discuss how to implement it.
And on...	When you finish this cycle, which will take a few months, start over! Everyone can use a refresher, and you will probably have some new employees on the team who need to learn this content. Keep track of your training sessions on the second page of Worksheet 8 .

Materials Included With *WAYMISH*®

The *WAYMISH* kit provides structured training designs to support fast paced workshops to improve your front-line employees and supervisors' ability to avoid doing things that drive customers away. The workshop will teach participants how to build opportunities for success by following six simple rules for averting WAYMISHes and strengthening customer loyalty.

- ◆ The **chaptered DVD** of *WAYMISH* uses a TV talk-show style, with the show's host profiling and commenting on a series of examples of poor customer service. The host coaches or gives the employees a second chance at each interaction, using the six rules of preventing WAYMISH to help them get a better result. The examples include scenarios from a home improvement store, restaurant, clothing store, hotel, and a bank.
- ◆ The **Leader's Guide** provides step-by-step instructions for introducing activities, leading discussions, and making transitions between the video, group discussions and exercises. Featured in the facilitation are the six skill points: **Quickly Acknowledge the Customer, Coach Each Other, Find a Way to Say "Yes", Listen Carefully, Fix It on the Spot and It IS Your Job.**
- ◆ The accompanying **CD-ROM** for *WAYMISH* contains a PowerPoint Presentation for emphasizing training and discussion points throughout the workshop. Also included on the disk are PDFs of the printable Participant Worksheets.
- ◆ The supplemental **DVD**, *WAYMISH: The Supervisor Show* builds off the main show and gives supervisors and managers the tools they need to understand the unique role they play in setting the right tone for their employees to prevent WAYMISHes and improve customer service. Also included on the disk is *The WAYMISH-Factor*, a short movie that emphasizes the importance of customer retention, and can be used in a variety of ways.
- ◆ An accompanying **CD-ROM** for *WAYMISH: The Supervisor Show* contains a printable PDFs of the Leader's Guide and Participant Worksheets unique to this module. Also included on the disk is a PowerPoint Presentation for emphasizing the training points for supervisors throughout the discussion.
- ◆ 10 **WAYMISH-Buster Handbooks** are included which contain reminders and aids in identifying and avoiding WAYMISHes as participants return to the front lines of serving customers and building loyalty.
- ◆ 10 **Reminder Cards** are included that spell out the message and skill points from the workshop to keep WAYMISH in mind whenever a problem or situation occurs.
- ◆ 1 copy of the **Softcover Book** *WAYMISH*, by Ray Considine and Ted Cohn, is included with purchase of the full kit.

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OWEN-STEWART PERFORMANCE RESOURCES INC.

163 North Port Road, Port Perry, ON L9L 1B2

Toll Free: 1-800-263-3399 • Fax: (905) 985-6100

E-mail: sales@owenstewart.com • Website: www.owenstewart.com
