
*But I Don't
Have Customers*

T r a i n i n g L e a d e r ' s G u i d e

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*But I Don't
Have Customers*

P r e p a r a t i o n M a t e r i a l s

Introduction

In today's workplace, we emphasize treating customers with respect and meeting their needs. But we often overlook how we treat our internal customers. How we treat each other in the workplace can either help or hinder the productivity and profit of our organization.

A video-based program designed in one-and-a-half- and three-hour increments, this session can help your employees learn to value each other, which results in increased performance throughout your entire organization.

Participants attending this training session will learn the following about customer service:

- Define and appreciate internal customer service.
- Identify internal customers who require priority service.
- Explain the significance of questioning and listening skills.
- Recognize the importance of setting and meeting expectations with the customer.
- Deal effectively with an upset internal customer.
- Identify and improve critical contact points.

Before conducting this training session, we encourage you to view the video and read through this guide at least twice to become comfortable with the format and subject matter. This will ensure that your participants get the most from their training.

Icon Key



Flipchart



**Read or
Paraphrase**



Overhead



Worksheet



Video



Ask and Discuss

Training Session Checklist

Use this checklist to help you gather all necessary materials for the training session.

Meeting Preparation

- Determine your training objectives.
- Measure the current status of your participants, using the Pretraining Survey.
- Choose different ways to train to ensure transfer of information.

Location

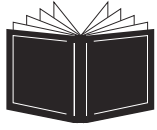
- Create a relaxed environment.
- Make sure all seats have a good view of the visuals.
- Make sure there is enough light to take notes when participants view the video *But I Don't Have Customers*.
- Provide an adequate writing surface for participants.
- Check for good acoustics.
- Verify that your room is accessible and equipped for participants with disabilities.

Video Equipment

- Make sure the VCR is properly connected to the monitor.
- Test the VCR, and check monitor for proper picture, color, and volume.
- Make sure the tape is rewound and ready to play before beginning your session.
- Check all other equipment for proper operation.

Materials

- Training Leader's Guide*
- Videotape, *But I Don't Have Customers*
- How-To Book, *Outstanding Customer Service: The Key to Customer Loyalty*
- Overheads
- Paper and pencils
- Additional equipment
- Participant worksheets



Outstanding Customer Service: The Key to Customer Loyalty
by David Deviney, D.B.A.

Trainer's Instructions for Using the Book **Outstanding Customer Service: The Key to Customer Loyalty**

Group Training Sessions

Outstanding Customer Service: The Key to Customer Service, part of Coastal's How-To Book Series, is an excellent complement to your group training session. Throughout this guide, we have included several exercises from *Outstanding Customer Service: The Key to Customer Loyalty*. To use the book effectively, you may:

- Use the exercises we have developed for this course, incorporate other exercises from the book that you feel better meet the needs of your organization, or use a combination of both.
- Assign reading of an entire chapter of the book that covers an area you wish to emphasize in your session.
- Assign reading of the entire book and completing of assigned exercises.

Self-Study

No time to call everyone together for training? No problem—Coastal has made training even easier with its self-study programs. By combining the effectiveness of the video *But I Don't Have Customers* and Coastal's How-To Training Book *Outstanding Customer Service: The Key to Customer Loyalty*, your employees can improve their skills through self-guided study.

Written in a user-friendly, easy-to-understand style, the book includes interactive exercises in each chapter to help the reader process the information and put it into action—ensuring that the information makes an impact.

On-the-Job Reference Tool

Providing copies of the book to each training participant allows you to continue instilling the importance of improving workplace performance after your session is completed. The book is an excellent tool for continued learning and provides an easy, hands-on reference for use on the job.

Order discounted copies for all your session participants today.

Tips for Transferred Learning

Keep in mind the following tips when conducting any adult training. You may wish to review these tips and incorporate them into your session planning.

1. Adults learn when they feel they need to learn.

Discuss ways your training will help participants improve job performance by learning how to motivate employees.

2. Adults learn through practical application.

Use the exercises found in this Training Leader's Guide, or create your own to give participants an opportunity to practice skills they can take back to their jobs. Also, provide reinforcement tools, such as copies of the How-To Book *Outstanding Customer Service: The Key to Customer Loyalty*, for your participants to take back to their jobs for continued and reinforced learning.

3. Adults learn by solving realistic problems.

Discuss and analyze actual on-the-job situations. Allow the trainees to solve these real-life problems by using what they have learned.

4. Adults learn in an informal environment.

Design your training room to be as informal as possible. Avoid classroom-style seating. If appropriate, encourage training participants to wear casual clothing. Encourage discussion and interaction to make participants feel more comfortable.

5. Adults learn by different training methods.

Vary your training methods. Combine discussions, role-plays, case studies, self-evaluations, and action planning in your training session. Using a variety of methods reinforces your message and promotes audience involvement.

6. Trainers learn through follow-up methods.

Follow-up methods are crucial when determining the success of transferred training. Feedback from your participants' managers; follow-up surveys or training sessions; three-, six-, and nine-month skill-testing sessions, etc., can help you evaluate the information being used on the job site.

● Preparation Materials

Possible Session Agendas

Two session agendas have been provided to help guide you through your *But I Don't Have Customers* session. You can modify these agendas to meet the needs of your participants. A blank agenda sheet is also provided on page 13 if you wish to create your own agenda.

1¹/₂-Hour Session

Activity	Time	Page
Introducing the Session to Participants	15 minutes	18
Exercise from the Book <i>Outstanding Customer Service: The Key to Customer Loyalty</i>	15 minutes	19
Show Video and Review	25 minutes	20
Improving Your Service Exercise	5 minutes	22
"Yes I Can" Exercise	15 minutes	27
Creating an Action Plan Exercise	10 minutes	28
Session Evaluation	5 minutes	

3-Hour Session

Activity	Time	Page
Introducing the Session to Participants	15 minutes	18
Exercise from the Book <i>Outstanding Customer Service: The Key to Customer Loyalty</i>	15 minutes	19
Show Video and Review	25 minutes	20
Break	10 minutes	
Critical Contact Points Exercise	15 minutes	21
Improving Your Service Exercise	5 minutes	22
Exercise from the Book <i>Outstanding Customer Service: The Key to Customer Loyalty</i>	20 minutes	23
Dealing with Anger Exercise	20 minutes	24
Break	10 minutes	
"Yes, I Can" Exercise	15 minutes	27
Creating an Action Plan Exercise	10 minutes	28
Posttraining Survey	15 minutes	29
Session Evaluation	5 minutes	

Trainer's Personalized Session Agenda

You may want to plan a session that is different from the agendas provided on page 12. Below is a blank agenda to assist you in outlining your session.

Activity	Time	Page
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Invitation Memo to Participants

This memo can be sent to your participants approximately one to two weeks prior to your training session. Modify the memo to fit your specific needs.

(Today's Date)

TO: (Participant's Name)
FROM: (Trainer's Name)
RE: *But I Don't Have Customers* Training Session

As an employee of our organization, it is a vital part of your job to provide outstanding customer service. This goes beyond serving external customers. It also includes your coworkers, colleagues, managers—the internal customers of the organization.

On (insert date), we will be holding a training session on internal customer service and its importance to an organization.

During the session, you will do the following related to customer service:

- Define internal customer service.
- Identify important internal customers who require priority service.
- Ask questions and listen.
- Set and meet expectations with the customer.
- Follow guidelines for dealing with an upset internal customer.
- Identify and improve critical contact points.

To help us get the most out of our training session, please take the time to complete the enclosed Pretraining Survey and return it to me by (insert date). Your honest response to these questions will help us place emphasis on critical areas.

Please mark your calendar so you can attend this very important training session.

Thanks!

Trainer's Instructions for the Pretraining Survey



1. Complete the Invitation Memo to Participants (page 14), and send it and a copy of the Pretraining Survey (included with Participant Materials) to each participant. Ask them to complete the survey and return it to you at least five days before the training session.
2. Use the Pretraining Survey to evaluate the needs of your participants. This survey will allow you to design the training session to emphasize areas or topics of importance.
3. A Posttraining Survey is also provided for use at the end of the training session. It will help you determine if your training goals have been met or if further education and training are necessary.

*But I Don't
Have Customers*

T r a i n i n g M a t e r i a l s

**Trainer's
Instructions**



Introducing the Session to Participants

Time Required:

- 15 minutes

Materials Needed:

- Overhead 1

Objectives:

- To introduce participants to each other and create an environment conducive to training.
-

1. Ask participants to introduce themselves and briefly explain their jobs.
2. After all participants have finished their introductions, introduce yourself to the group. Then describe the agenda for this training session and outline the training goals.
3. Read or paraphrase the following to the group:

During the session, you will do the following related to customer service:

- **Define internal customer service.**
- **Identify important internal customers who require priority service.**
- **Ask questions and listen.**
- **Set and meet expectations with the customers.**
- **Follow guidelines for dealing with an angry internal customer.**
- **Identify and improve critical contact points.**

Before we get started, let's take a few minutes to discuss your responses to four of the questions on the Pretraining Survey you completed prior to the session.

4. You may wish to write the following questions from the Pretraining Survey on a chalkboard or flipchart before the start of the session to be used for a brief discussion. You will have received participants' responses prior to the session, and you can mention a few responses to stimulate the group to discuss further.
 - **Define internal customer service.**
 - **Why is internal customer service important?**
 - **What are some challenges you face in trying to offer excellent customer service?**
 - **How does your handling of internal customers impact outside customers?**
5. After the discussion, thank the participants for their responses and explain the remaining questions will be covered throughout the session.

Exercise from the Book

Outstanding Customer Service: The Key to Customer Loyalty

Time Required:

- 15 minutes

Materials Needed:

- How-to Book—*Outstanding Customer Service: The Key to Customer Loyalty*

Objective:

- To create a better understanding of the connection between internal and external customers.
-

Trainer's Instructions



1. Read or paraphrase the following:
We need to understand who our customers are. Most of the time we only think of customers as being external people who purchase or use the goods or services our company provides. Taking a look at our internal customers has a direct impact on our external customers.
2. Ask participants to turn to page 11 of the book *Outstanding Customer Service: The Key to Customer Loyalty*.
3. Have participants read page 11 and complete the Take a Moment exercise on page 13.
4. Have participants share their answers with the group.
5. Read or paraphrase:
On the Pretraining Survey, you listed as many of your internal customers as possible. Based on what you have read in the book, review and revise your list. This may include adding individuals you had not considered before.



Show Video and Review

Time Required:

- 25 Minutes

Materials Needed:

- Video—*But I Don't Have Customers*
- Note Page

Objective:

- To show the video and discuss as a group.
-

Trainer's Instructions



1. View the video, *But I Don't Have Customers*.
2. Encourage participants to take notes on the ideas presented.
3. After viewing the video, discuss the following ideas:
 - At the start of the video, did Charlie's customer have a right to be upset with the service she was getting?
 - How did Charlie treat his internal customers differently from his external customers?
 - What examples of poor customer service were shown in the video?
 - What did the video communicate in regard to internal customers within your own department?
 - In the end, what were some of the things that Charlie and his team did to improve customer service?
 - What specific elements in the video can be applied to improve customer service in our organization? How?

Critical Contact Points Exercise

Time Required:

- 15 Minutes

Materials Needed:

- Critical Contact Points Worksheet
- Overhead 2

Objective:

- To identify Critical Contact Points and review when and how they were successful and unsuccessful.
-

Trainer's Instructions



1. Read or paraphrase the following:
An important component for improving internal customer service is identifying Critical Contact Points. These are moments of interaction that leave lasting impressions in the minds of your internal customers concerning your perceived level of customer service. In short, they are points where your internal customers are depending on you for information or action.
2. Distribute a copy of the Critical Contact Points Worksheet to each participant. In the space provided, have them list the Critical Contact Points they've had with their top-priority internal customer during the past two weeks.
3. Ask the participants to rate each contact point as either "successful" or "needs improvement" and make notes in the space provided to explain their reasoning.
4. Have participants volunteer examples of Critical Contact Points that were successful and explain why they were.
5. Have participants volunteer examples of Critical Contact Points that were not successful and explain why they may not have been. It may be helpful to offer an example from your own experience before asking the class to respond. By showing that you have made mistakes, you can help participants be more comfortable describing theirs.
6. Read or paraphrase the following to the group:
The best way to ensure that your Critical Contact Points are successful is to be a professional. This means using the right tone of voice, using attentive body language, really listening to what the customer has to say, avoiding the use of jargon, and being prepared to offer alternative solutions. Again, it's important to put yourself in your internal customers' shoes and look at these moments of contact from their perspective.



**Trainer's
Instructions**



Improving Your Service Exercise

Time Required:

- 5 Minutes

Materials Needed:

- Improving Your Service Worksheet

Objective:

- Introduce a worksheet to be used with a customer to target areas for customer service improvement.
-

1. Read or paraphrase the following to the group:

Another step in improving internal customer service is to ask the customer how you can improve. This isn't always easy, because it leaves you open to criticism and a bruised ego. But in making the effort, you demonstrate to customers that you value their opinions. You also set yourself apart as someone who cares—someone who is making the effort to offer internal customer service excellence. More importantly, you may learn to do your job better.

Remember, your internal customers are entitled to all the rights and privileges of an outside customer, but they are also your partners. As such, the two of you have a responsibility to reach mutually profitable decisions for the company and the outside customer.

2. Ask and discuss the following questions:

- Why is it important to ask your internal customers how you can improve your services?
- What feedback do you expect to hear from your customers?
- What is the difference between an external customer and an internal customer?

3. Distribute the Improving Your Service Worksheet to each participant.

4. The first part of the exercise (the only part done in the classroom), has participants rate (on a scale of 1–10, 1 being low and 10 being high) the level of service they provide one of their most important internal customers.

For the second part of the exercise, each participant will contact that customer and have him or her answer the listed questions and then rate the level of service he or she is receiving from the particular participant. Participants should ask about areas to target for improvement.

Exercise from the Book

Outstanding Customer Service: The Key To Customer Loyalty

Time Required:

- 20 minutes

Materials Needed:

- How-to Book—*Outstanding Customer Service: The Key to Customer Loyalty*

Objective:

- To recognize different conflict styles.
-

Trainer's Instructions



1. Read or paraphrase the following:
Whenever people are dealing with one another, conflicts may occur. It is important to realize that one of the best ways to deal with conflicts is to understand that everyone handles conflict situations differently.
2. Ask participants to read pages 75–77 of *Outstanding Customer Service: The Key to Customer Loyalty* and complete the Take a Moment exercise on pages 78.
3. Have participants share their answers with the group.
4. Read or paraphrase:
Next time you are in a conflict situation with an internal customer, see if you can determine that person's conflict style. Once you have determined which style your customer is using, you will be able to adapt your style to better deal with the conflict. Conflicts can sometimes escalate and anger can set in. In our next exercise, we will take a look at dealing with anger.



Dealing with Anger Exercise

Time Required:

- 20 Minutes

Materials Needed:

- Dealing with Anger Worksheet
- Overhead 3 and Overhead 4

Objective:

- Determine and discuss the guidelines for dealing with angry internal customers.
-

Trainer's Instructions



1. Read or paraphrase the following to the group:
Would someone give an example of a situation in which you had to deal with a coworker who was angry with you about a work-related problem? How was the situation resolved?
2. Elicit only three or four examples. For each example, have the participant explain what he or she did to resolve the situation. Don't let this discussion become a "let's embarrass or put down a particular person or department" session. Keep the discussion focused on the facts. You may want to share an example of your own.
3. Read or paraphrase the following to the group and discuss the question:
As organizations continue to change and workers strive to meet higher expectations, we see an increase in stress, personality conflicts, and communication difficulties. Often the internal customer relationship begins to suffer. What may start as a small, legitimate request that should take only one conversation may escalate to an explosive confrontation if the individuals involved have been overworked, have fallen behind on deadlines, or are having a "bad day."



Based on your personal experience, what's the biggest challenge you have in dealing with an angry internal customer?

4. Divide the class into small discussion groups of three to four people.
5. Distribute the Dealing with Anger Worksheet to each participant.





6. Read the scenario aloud from the Dealing with Anger Worksheet to everyone in the session.

It's a Friday afternoon. You've just returned from lunch. You listen to your voice mail and hear an angry-sounding message from Carlos. He has a problem that needs to be solved ASAP and requests that you call him immediately. You don't know what the problem is, but you know Carlos has a reputation for being demanding, intimidating, and quick to explode. When responding to Carlos, your objective should be to help him develop a better understanding of the situation and get his agreement on a course of action (on the phone or preferably in person).



7. Give the following instructions to the entire group.

In your small groups, discuss and list all of the general guidelines you would follow to get Carlos to develop a much better understanding of the situation and get agreement on a course of action (on the phone or preferably in person).

8. Allow the small groups 5–8 minutes to compile a list.

9. Invite each group to read its list out loud. Compare similarities in group lists as well those actions that are unique to the group(s).

10. Show Overhead 3 and Overhead 4 and review with the group.



Guidelines on Dealing with Anger

- Prior to making the call, get as much background information as possible.
- When you place the call, remain calm with a positive, caring attitude.
- Let the customer vent his or her emotions.
- Ask questions, and really listen until the customer has no more to say.



Guidelines on Dealing with Anger (continued)

- Give feedback periodically by paraphrasing what was said.
- Mutually develop a plan for action.
- Ask for acceptance.
- Set measurable action steps.
- Set up a system of feedback.



11. Read or paraphrase the following to the group:

The key to dealing successfully with a hostile internal customer is to ask questions and listen in a caring way. If you allow yourself to become angry or frustrated, you'll only add fuel to the fire.

You should let the internal customer explain his or her position without interruption. Acknowledge that you're listening and empathetic with an occasional "I see," or "I understand."

Don't make excuses or blame others. Simply acknowledge that a problem exists and, with input, outline a suggested course of action and ask for agreement.

Remember, the hostile customer is often so confused and consumed by anger that he or she has lost sight of the original goal. By caring, asking, and listening, you can help rediscover that goal, and together you can chart a path to achieve it.

“Yes, I Can” Exercise

Time Required:

- 15 Minutes

Materials Needed:

- “Yes, I Can” Worksheet

Objective:

- To change “I can’t” vocabulary to “I can” when possible, or to offer alternative solutions to the internal customer.

Trainer’s Instructions



1. Have participants choose a partner for this exercise.
2. Distribute a copy of the “Yes, I Can” Worksheet to each pair.
3. Ask participants to rephrase the statements on the worksheet by changing them from “I can’t” to “I can.”
4. Allow the pairs 5–8 minutes to complete the worksheet.
5. Discuss the various answers to each question. Possible answers are listed below.
 1. I can’t get that until Thursday.—I can get that on Thursday.
 2. I can’t give out that kind of information.—I can request that information for you.
 3. I can’t help you with your question. You’ll have to talk with the person in charge of that department.—I can put you in contact with the person in charge of that department. She will answer your questions.
 4. I can’t put your call through.—May I put you on hold, connect you with his/her voice mail, or would you prefer if I took a message and had him/her call you back?
 5. I can’t give out office supplies.—I can show you how to get office supplies.
 6. I can’t order that part without approval.—I can order that part when I get approval.
 7. I can’t check on that because it’s after 5:00 PM.—I can check on that as soon as I come in tomorrow morning.
 8. I can’t find the invoice on my computer.—I can call you back with the invoice.
6. Read or paraphrase the following to the group:
You can’t say “yes” to every request. However, you can offer alternatives and options to help your internal customers. This not only generates solutions but also presents a positive attitude and builds relationships.



Creating an Action Plan Exercise

Time Required:

- 10 Minutes

Materials Needed:

- Action Plan Worksheet

Objective:

- To create an action plan for dealing with internal customers.
-

Trainer's Instructions



1. Read or paraphrase:

To close our training session, we're going to create an action plan for dealing with internal customers. By being more aware of who our internal customers are, what to do when we have a Critical Contact Point with them, what their expectations are related to service, and how best to serve their needs, we can provide consistent quality customer service to everyone.

2. Distribute a copy of the Action Plan Worksheet (included with Participant Materials) to each participant.
3. Give each participant about 5 minutes to complete the worksheet.
4. When all participants are done, read or paraphrase the following to the group:
Now that you've taken the time to create this action plan, use it! Customer service is critical to this organization's success. How we treat each other has a direct impact on our external customers. If we consistently treat our colleagues, coworkers, and peers with respect, it will make a difference on how we approach our job, our day, and our future.

Posttraining Survey

Time Required:

- 15 minutes

Materials Needed:

- Posttraining Survey for each participant

Objective:

- To evaluate the effectiveness of the training session.

**Trainer's
Instructions**



1. Distribute the Posttraining Survey and give participants time to complete it.

Discuss the questions below.

1. What is your definition of *internal customer service*?

Treating your internal customers as well as your external customers.

2. Why is internal customer service important?

It has a positive effect on the outside customer.

3. How does your handling of internal customers impact the outside customer?

Answers will vary.

4. List the guidelines for dealing effectively with an angry internal customer.

Identify the problem; ask questions, show you're listening, and keep your word; learn to stay calm and avoid blaming other employees; suggest a solution and ask for agreement.

5. List elements that comprise positive behavior.

Offer alternative solutions; try to say "I can" instead of "I can't."

6. Define Critical Contact Points.

Points where your internal customers are depending on you for information or action.

7. List your internal customers.

Answers will vary.

8. What are two ways to determine the needs of your internal customers?

Ask the customer how you can improve, listen to the customer, and keep your word.

9. Describe the criteria for dealing with an angry internal customer.

Get background information; be calm with a positive, caring attitude; let the customer vent; ask and listen; paraphrase as a form of feedback; develop a plan for action; ask for acceptance; and set measurable action steps.

Follow-Up Memo

The memo below should be personalized and sent to each participant one to two weeks after your training session. By following up in this manner, you will give participants the opportunity to review and use what they've learned in their work environment.

(Today's Date)

TO: (Participant's Name)
FROM: (Trainer's Name)
RE: *But I Don't Have Customers* Training Session

Earlier this month, you attended a training session in which we talked about providing outstanding customer service to internal customers. During the session, you learned to do the following related to customer service:

- Define internal customer service.
- Identify important internal customers who require priority service.
- Ask questions and listen.
- Set and meet expectations with the customer.
- Follow guidelines for dealing with an upset internal customer.
- Identify and improve critical contact points.

If you would like to continue your own self-study on how to improve the customer service you provide in the workplace, you are welcome to contact me or (name/department) for use of the *But I Don't Have Customers* video, the *Outstanding Customer Service: The Key to Customer Loyalty* self-study book, and other materials we have collected on customer service.

Our hope is that you have been able to put the ideas you learned to work within your area. If you have any questions, please contact me at extension (###).

*But I Don't
Have Customers*

P a r t i c i p a n t M a t e r i a l s

Pretraining Survey

Instructions: Read each question and indicate your answers in the space provided. Be prepared to discuss your answers at the training session. This survey is a learning exercise only and not a test. Please return it to the trainer prior to the training session for his or her preparation for the class.

1. When coworkers are angry, I _____ I can work with them in a way that allows them to express their emotion, and then together we can move towards resolving the issue.
 - a. Am not at all confident
 - b. Am not confident
 - c. Have no feeling either way
 - d. Am confident
 - e. Am very confident
2. When asked for help by a coworker, I view it as a special opportunity to serve our customers.
 - a. Never
 - b. Rarely
 - c. Sometimes
 - d. Often
 - e. Very often
3. When a coworker is angry, I feel that he or she is mad at me personally.
 - a. Never
 - b. Rarely
 - c. Sometimes
 - d. Often
 - e. Very often
4. Define internal customer service.
5. Please list as many of your internal customers as you can.

6. I feel I know my internal customers' needs _____.
- Extremely well
 - Well
 - Mostly
 - Unsure
 - Not very well
7. Why is internal customer service important?
8. What are some challenges you face in trying to offer excellent customer service?
9. How does your handling of internal customers impact outside customers?
10. List your guidelines for dealing effectively with an angry customer.

Critical Contact Points Worksheet

Instructions: List the Critical Contact Points you have had with your top-priority internal customer during the past two weeks. Then indicate whether the point was a success or needs improvement. Explain your reasoning in the space provided.

Contact Points	Success	Needs Improvement
1.	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input type="checkbox"/>	<input type="checkbox"/>

Improving Your Service Worksheet

Instructions: On a scale of 1–10 (1 being low and 10 being high), rate the level of service you provide your most important internal customer.

In the near future, contact this customer and have him or her answer the questions below to help you target areas to improve. Once your customer has answered the questions, ask him or her to rate your overall internal customer service on the same scale as noted above.

My Rating (on a scale of 1–10): _____

1. What service or product do you need from me in order to do your job well?
2. Why do you depend on me to provide this product or service?
3. What am I not adequately providing you related to customer service?
4. In your opinion, what areas in customer service should I concentrate on?
5. Am I providing anything to you that you no longer need?
6. Any additional comments?

Customer Rating (on a scale of 1–10): _____

Dealing with Anger Worksheet

Instructions: As a group, list all of the general guidelines you can follow to ensure that you achieve your objective, which is to get Carlos to agree to your suggested course of action.

It's a Friday afternoon. You've just returned from lunch. You listen to your voice mail and hear an angry-sounding message from Carlos.

He has a problem that needs to be solved ASAP and requests that you call him immediately.

You don't know what the problem is, but you know Carlos has a reputation for being demanding, intimidating, and quick to explode.

When responding to Carlos, your objective should be to help him develop a better understanding of the situation and get his agreement on a course of action (on the phone or preferably in person).

“Yes, I Can” Worksheet

Instructions: Read each statement, and change it from an “I can’t” statement to an “I can” statement.

1. I can't get that until Thursday.
2. I can't give out that kind of information.
3. I can't help you with your question. You'll have to talk with the person in charge of that department.
4. I can't put your call through.
5. I can't give out office supplies.
6. I can't order that part without approval.
7. I can't check on that—it's after 5:00 PM.
8. I can't find the invoice on my computer.

Action Plan Worksheet

Instructions: Write a brief response to the following statements. These responses will form the basis for creating an action plan to work more effectively with your internal customers.

1. With the course *But I Don't Have Customers* in mind, think about how you currently deal with internal customers. List those things that you feel are your strengths.

2. Think about what you dislike about your ability to handle internal customers. Based on the class and the discussions, list those areas that you feel need improvement.

3. List the steps you will take to improve your internal customer service skills.

4. How will you know when you have improved?

Posttraining Survey

Instructions: Answer the questions listed below, which deal with **But I Don't Have Customers**.

1. What is your definition of internal customer service?
2. Why is internal customer service important?
3. How does your handling of internal customers impact the outside customer?
4. List the guidelines for dealing effectively with an angry internal customer.
5. List elements that comprise positive behavior.
6. Define Critical Contact Points.
7. List your internal customers.
8. What are two ways to determine the needs of your internal customers?
9. Describe the criteria for dealing with an angry internal customer.

Session Evaluation Form

But I Don't Have Customers

Instructions: Please circle the number that best describes your evaluation of the training session.

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
This training program concentrates on the importance of consistent customer service.	5	4	3	2	1
This training program helped me understand my customers' needs.	5	4	3	2	1
As a result of this program, I am more confident in my ability to understand how important customer service is to our organization.	5	4	3	2	1
The objectives of the program were clearly presented.	5	4	3	2	1
Opportunities to ask questions and discuss issues were sufficient.	5	4	3	2	1
The session was well organized.	5	4	3	2	1

The best part of this program was: _____

This program could be improved by: _____

Additional comments: _____

I would recommend this session to others. (circle one) Yes No

*But I Don't
Have Customers*

O v e r h e a d s

Session Objectives

- **Define internal customer service.**
- **Identify important internal customers who require priority service.**
- **Ask questions and listen.**
- **Set and meet expectations with internal customers.**
- **Follow guidelines for dealing with an angry internal customer.**
- **Identify and improve critical contact points.**

Critical Contact Points

- **Are points where your internal customers are depending on you for information or action.**

Guidelines on Dealing with Anger

- **Prior to making the call, get as much background information as possible.**
- **When you place the call, remain calm with a positive, caring attitude.**
- **Let the customer vent.**
- **Ask questions, and really listen until the customer has no more to say.**

Guidelines on Dealing with Anger (continued)

- **Give feedback periodically by paraphrasing what was said.**
- **Mutually develop a plan for action.**
- **Ask for acceptance.**
- **Set measurable action steps.**
- **Set up a system of feedback.**

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