

Trainer Manual Example Pages

KEY

Trainer notes in *blue and italics*

Start and end of participative exercises / practice sessions, plus instructions, are in red. Associated additional trainer notes are in blue as above. Also in red are personal reflection / action planning points.

Flip chart use is highlighted in green. (text on the charts is shown in this manual as green when pre-prepared, pink when to be written onto BLANK FLIP CHART during the workshop)

Formal facilitated group discussion / brainstorming is noted in purple.

Black text is direct transcript from Delegate Manual.

Some flip chart sheets are to be referred back to through the course of the workshop. Instructions are given to put these sheets on the wall so that they can be easily referred to. Naturally, where space allows, other sheets may also be stuck on the wall to aid learning and retention.

Materials required

Delegate Manuals, including copy for trainer

*Pre-Course Workbook for trainer reference**

Paper for delegates

Pens for delegates

Pre-prepared flip charts

Blank flip chart

Flip chart markers

Blu-Tak / tape for sticking flip chart paper to walls (if possible!)

Jigsaw puzzle (approx 100-120 pieces), split into 6-10 interconnecting pieces for each participant

Large packet of sweets (e.g. smarties, jelly babies) – enough for all delegates to have some

CD player / laptop for playback of customer service scenarios

CD of customer service calls

Transcript of customer service calls (one per delegate plus copy for trainer)

Optional: Post-It notes

** Delegates should also have brought their completed Pre-Course Workbooks.*

NB This workshop has been designed to a training day with a 10am start and a 5pm finish, with 45 minutes for lunch, and two additional 15-minute breaks. However, to allow greater flexibility and a greater comfort zone for you the trainer, we would suggest that if possible the course should be started at 9.30 instead of 10.



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Welcome!

NOT FOR UNAUTHORISED USE

Read through the key points of the following introduction

As a manager you are responsible for teams offering front-line customer service. This workshop has been designed to give you the opportunity to develop your personal knowledge and skills, in order to assist you in ensuring that your staff are able to offer consistently excellent customer service.

FLIP CHART #2 – Pre-prepared



So how are you feeling about being here? It's likely that you're experiencing one of three reactions:



SAMPLE



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The Win/Win Approach

Exercise: 2 teams (Crazy Cats and Deputy Dawgs). 5 minutes

Give the Crazy Cats a large packet of individual sweets, e.g. Smarties, jelly babies etc (enough for everyone in the team to have at least a couple if split evenly). Instruct the Crazy Cats to offer to split their sweets with the Deputy Dawgs in any proportion they like. Ask the Deputy Dawgs to wait outside the room for 2 minutes (keep strictly to time) while the Crazy Cats briefly discuss their strategy. (Make sure the Deputy Dawgs don't go to far!)

The Deputy Dawgs may accept or decline the offer but may not negotiate or discuss. If the Deputy Dawgs accept, the deal is made and the sweets are allocated accordingly. If they decline there is no deal and neither team gets the sweets! Make this clear to the Crazy Cats.

Note: (do not divulge this until feedback session)

- It is in both parties' interests to gain agreement.
- Crazy Cats will often offer a split whereby they keep more (e.g. 60:40) - this is competitive behaviour
- Rationally the Deputy Dawgs should accept any offer as being better than none but people don't like to feel exploited and so will reject things they perceive as unfair, even if it leaves them worse off.
- Crazy Cats might offer Deputy Dawgs a more favourable share in order to guarantee acceptance!

Feedback in group

- How did the Crazy Cats feel?
- How did the Deputy Dawgs feel?
- How satisfactory was the outcome?
- How does this reflect the challenges of a customer focused working environment?

Offer an example of a customer making a claim. Their car has been written off. They are hoping you'll give them enough to get a better car. You offer less than they perceive it would cost to buy a comparable car.

In some respects, they are better off with anything you offer than nothing, but are unlikely to accept. If you offer all customers over the odds you won't stay in business. How do you find an equitable solution?

End of exercise

