

Catalogue of Customer Response Management[©] Workshops & Presentations

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Brief Bio of Darlene D. Richard



Darlene has been involved with operational & project management, directing and motivating staff especially in non face-to-face environments for over 25 years. Originally from Atlanta Georgia USA, she's managed, consulted to or facilitated workshops in over 50 organisations in ten countries & has made Australia & New Zealand her home for the last 16 years.

She's a member of the Australia Institute of Management, Australian Institute of Company Directors, a founding Executive of the Australian Teleservices Association; a member the Australian Direct Marketing Association and serves on their Call Centre Council, Australian Society of Authors, National Speakers Association, American Direct Marketing Associations. Her specialty is reviewing, & improving operations, processes and profit through people for maximum results. She's an author, educator and frequent speaker on relationship marketing, staff selection, motivation & coaching, corporate politics & contact centre sensibility.

*Her best-selling book, **The Customer Response Management Handbook** is published by McGraw Hill internationally & is also translated into Chinese. She writes a weekly column on leadership at www.CallCentreINTEGRITY.com, soon to be published into a book.*

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Testimonials from Clients

Darlene is consistently rated amongst the top one or two presenters wherever she leads a workshop or speaks from the platform. For instance, she just presented at the ATA/Call Centre World Annual Conference (2003) and was evaluated as the number one presenter (out of 30) in both content and presentation (there was only one other speaker who was rated even close in both categories and he was brought over from the States).

Barry Urquhart, international author and keynote speaker, after attending an ATA Breakfast in Perth, WA, 10 April 2002: *" Well, you're not a speaker, Darlene, you're a business evangelist! I looked around me and saw 120 people perched on the edge of their seats waiting for your next words and then I realised I was waiting too! Thank you! Excellent, professional, highly enjoyable and motivational - you're certainly a pro."*

"Just a short note to thank you on behalf of AAPT and in particular our Business Solutions team for your assistance with our ATA breakfast in Newcastle this morning. I know that we have thanked you in person, however, I have just spoken with Stephen Jolly from Drake and the ATA; and he advises me that people have been ringing him and thanking him for your presentation. (Apparently something not done before). It was riveting and stimulating and for goodness sake, MOTIVATING, just like you promised. Thank you again. - Graham Estreich, Manager, Business Solutions, AAPT

SONY Meeting Memo of 2001/5/11
From: SONY Arai-san, Omagari-san
Feedback on AU training provided:

"Day was spent on sales training. Although TSRs never possessed a sense of salesmanship, the training was effective and well prepared that it was accepted by TSRs without hesitation.

"The good relationship between Darlene and the other Australian staff members inspired the TSRs that they appeared to trust and feel a sense of closeness to her. The training atmosphere was happy throughout the day, plus TSRs were actively role-playing and voicing opinions.

"Although there was doubt on whether TSRs who were originally hired as technical support staff would become customer service minded/sales minded, training results show that there was nobody unfit for the position of TSR.

"The delivery of training aroused trainee interest and never caused boredom. Was able to see the importance of workbook information as well as the importance of the delivery of training.

"This training still has a lingering positive effect on the TSRs even after it has been long completed. Team grouping is continuously reviewed at the Australia site, so that TSRs who are sales minded are assigned to sales related teams and not technical support groups.

April 2003

*"Course was an excellent experience to know the inner environment of your current company as well as knowing strategies to undertake measurements to either improve or take alternative action to rectify the situation." --
Manager, Fujitsu Malaysia*

8-6-02

Hi Darlene,

CIC is going great and has won the SONY Presidents Award and named International Call Centre of the Year. We owe it to you for helping stoke the fire and giving the staff belief. Eddie the "quite but comical one" is now a full fledged star. Dougal, Christine and Chris are all making great advances.

Anthony has put a great spirit in them and they have a huge amount of respect from the rest of the company now.

G. Allen,
Digital Imaging Products.
Mobile Network Products & Network Marketing Groups.
SONY Australia Ltd.

Sent: Monday, March 31, 2003 9:40 AM

"Yeah, it was great to meet Darlene at CCW, Sydney. She was presenting one of the final workshops on the last day of the conference, and I gate crashed her session after abandoning the other workshop running at the same time.

"Her presentation (from memory: 'How to recruit & retain CC staff') was a breath of fresh air after the other workshops I'd attended thru the conference. Talk about energy and passion...not to mention experience and expertise...all round a superb presso which kept everyone riveted, despite the "graveyard shift" timeslot."

- Grant Fisher, Pyxis Technology Solutions, Newton Auckland NZ

April 2003

"The sessions are really interactive and Darlene has been really good in keeping us on our toes. Would love to attend other courses conducted by her in the future." - CSU Executive,-Operations & Control, PB Malaysia

Hello Darlene

My thanks again for contributing to a most enjoyable day yesterday. I came away with some great information as well as feeling inspired to continue to implement the strategies that I feel, intuitively, work well in a call centre. These are, among others, treating staff with respect as well as giving them the skills through training to communicate powerfully with our customers.

Also, I'm wondering whether there's a way I could get hold of your first PowerPoint presentation - the one entitled "Staff Performance Optimisation Workshop"? I'd like to send it to my direct boss - our HR manager here at Chrisco - and also to our Executive Director, if you have no objections. There was alot in your presentations that resonated with me and I know will strike a chord with the management here.

Regards

A. Layton

Chrisco Hampers Australia Ltd.

April 2003

It's an eye opener especially for higher management to understand what our customer service department's functions are and to be able to appreciate & recognise their contribution better." - Assistant Head, Customer Interaction Centre, Time dot Com Sdn Bhd

ESPECIALLY FOR MANAGEMENT

Corporate Dancing© (Getting Your Way in Business)

Two-Day Professional Workshop

Question: What is it?

Everyone deals with it. No one knows how to deal with it as well as they'd like to. It makes or breaks careers, yet has no power of its own. It is invisible, yet everyone sees it, (except sometimes you -- when it sneaks up and blinds you). Some people seem to have an Olympic aptitude for it, others can't see it or be bothered to look.

Answer: Corporate politics.

By any name the hidden political relationships between people create challenges for all of us to one degree or another during our working lives. It's a bit like dancing really. And whether or not you've got two left feet on the dance floor, dealing with this reality at work is a critical skill that can be learned and must be practiced.

Many times trying to sell or support your ideas, justify budget or staff increases, just keeping yourself and those around you well informed is difficult. When you're unaware of it or choose to ignore it, you may find yourself stranded without any power to move or support your team.

A. Building Foundations (Day 1)

Getting your initial bearings in an organisation and investigating the foundation of the political and power system within your own organisation begins by clearly identifying the basics.

1. Introduction, Rationale and Costs
2. Definitions
3. A Dozen Leading Dance Teachers & Their Key Lessons
4. Three Ingredients of the Dance
5. Six Types of Power Steps
- 6.

B. Practical Application (Day 2)

It's not enough to know there are steps or that you know the individuals within the political system in your organisation, it's important to benefit by this information.

7. Four Power Steps in Action
8. Key Relationship Management Tool©
9. Power Organigraphs© - Where to put your foot next
10. Your Own Power
11. Practicing & Personalising the Steps
12. Two Major Steps of Success
13. Performing Your Dance

MBTI Management Team Workshop

This one-day professional workshop is designed for team leaders and middle managers to help them better understand:

- The basics of MBTI preferences
- Their own MBTI TYPE
- How their TYPE and their team member's TYPE affect the success of their process of team building
- The benefits of capable and strong teams

In preparation for the workshop, participants will complete the MBTI (Myers-Briggs Type Indicator).

1. The first third of the day, participants will work through four exercises to better understand and/or review their individual results from the Myers-Briggs Preference Indicator.
2. The second third will review some of the results of the workshops conducted and cover highlights from the following areas:
 - Who is the customer?
 - How do we relate to our customers (process)?
 - What are the most common issues with customers?
 - Who can (is responsible) to make the difference?
 - What kind of customer service do we want?
 - How to handle "difficult" customers on the job?
 - Teams and teamwork
 - What customer service skills are and how to develop them
 - The key differences between face-to-face and non face-to-face communication and how to compensate for the difference
 - Speaking skills & techniques
 - Telephone technique & etiquette
 - Listening, questioning and probing skills
3. The final third will address how knowing their own MBTI preference TYPE and of their team members can help them build stronger, more competent, contented and effective teams.
 - Participant's goals for attending the workshop and implications for managers
 - Team-builder traps
 - Managing better with MBTI preferences in mind

Senior Team - MBTI & Workshop

During the MBTI Customer Service and Telephone Techniques a great deal of beneficial management information is gleaned through the process of the workshops and these additional days devoted to the management and senior management team ensures the organisation or group closes the training results loop and a more wholistic result is possible.

This three-hour workshop is designed to create continuity between the leaders, managers and participants of the MBTI Workshops, and therefore added value. It will cover three areas. Leaders will:

- Identify and/or review their personal MBTI preference TYPE
- Review the Team's TYPE
- Consider implications for increasing results from the human resource potential
- Review highlights of topics covered
- Review feedback from staff and management during the various workshops conducted
- Consider results of surveys, Organigraphs and staff issues
- Workshop implications for applying this new information to improving future activities and results.

Centralising or Decentralising Operations

One-Day Workshop

This interactive and provocative workshop is designed to give you practical guidelines and tools to ensure you know if, why, when and how to centralize or decentralize your contact centre operations. It is intended to stimulate your thinking in a friendly way to help you discover your own solutions and how, whatever your choice, some simple principles of evaluation and planning will make the journey, hopefully more enjoyable.

Introduction to Centralising Business Operations

- Sailboats and business
- Centralised, decentralized or what?
- Skirt length and centralization
- Structuring your operation to maximise cost control
- Mysteries and puzzles
- Centralized-decentralised: Contrasts and Characteristics
- The 3 Current Business Realities
- Seven Key Strategic Building Blocks - Strategic Imperatives
- Creative alternative to centralization or decentralization
- Other alternatives
- Telecommuting

The Project Itself

- Discovery and detective work
- A request for proposal
- How to evaluate a proposal
- Pre-project Dimensions review
- Ten questions & answers to help you test the effectiveness of your present processes
- Ten ways to improve a process
- Five steps to establish benchmarks and measurement of processes
- Managing politics
- People, understanding and fear during change
- Six action steps to help create a totally integrated project
- Four major lessons learned from my last 10 projects

"Six Thinking Hats" Workshop

One-Day Workshop

Goals of this innovative workshop:

- Introduce you to a new tool to enhance your shared understanding & contribution to what's going on with new strategies & other changes within your organisation
- Show you how to use the 6 Hats to build, strengthen & maintain a healthy & productive team environment so you can enjoy your role & serve your customers better than ever before. Learn through spaced repetition & fun

Edward de Bono's Six Thinking Hats Thinking technique helps organisations and individuals react and benefit from change challenges. It helps build teams so they work smarter together for the customer using a variety of directed exercises.

Edward de Bono is widely regarded as the leading authority in direct teaching of thinking as a skill. He also originated the concept of lateral thinking and developed formal techniques for deliberate creative thinking.

Overview of What's Covered

- Why Hats?
- Two types of thinking
- Blue Hat Thinking
- Red Hat Thinking
- White Hat Thinking
- Black Hat Thinking
- Green Hat Thinking
- Yellow Hat Thinking
- Change Challenges
- Two Key Management Concepts

Benefits

1. Disciplined & directed parallel thinking focuses your team's thinking through specific "coloured Hat filters" onto a problem
2. The 6 Hat Thinking tool provides a clear & easy process to increase the likelihood, timeliness & quality of decision-making.
3. Change is more disruptive, stressful & prone to failure where empowerment & communication are poor.
4. Authentic teamwork means, "many hands lighten the load" for greater success.

ESPECIALLY FOR TEAM MANAGERS

Finding, Keeping & Coaching the Best Staff

2-Day Professional Workshop

Sixty percent or more of a contact centre's operational budget is spent on human resources. Yet, more attention is typically spent on technology and the task of continually replenishing the people you do manage to find -- than selecting the best people in the first place.

Recruiting and retaining key staff in the contact centre is one of the most pressing issues facing contact centre managers today. A contact centre that can recruit and retain star performers will always outperform one that cannot.

This workshop is designed to guide you through effective strategies, ideas, benchmarks, theories and practical wisdom to help you find and keep the best staff for your requirements. It will also help you cost-effectively train, motivate, measure and reward new staff so they work toward your vision of sales and customer service. To accomplish this we'll work through a workbook, do some fun brainstorming and workshop exercises, as well as network and learn some great ideas from other participants.

The two days you invest in this workshop will give you valuable and practical strategies to help you:

- Be more aware of the differences of this type of operation over other areas of your business
- Reduce the cost and time of your recruitment and retention activities
- See staff "blossom" and develop -- personally and professionally
- Create a happier, more effective and productive workforce
- Boost your profits by reducing staff costs and increasing long-term value of your staff and customers

Furthermore, you'll:

- Have new tools to help you select, grow and retain your best staff
- Be better able to identify effective training and development programs to ensure healthy career development
- Investigate and install sensible and effective performance management initiatives
- Know the difference between motivation and movement and what incentives actually work
- Learn the secrets behind effective coaching to cost-effectively boost performance, staff satisfaction and retention

Over these two days of training you will hear a multitude of mini case histories from Darlene's experiences in over 50 centres in 10 countries".

Building High-Performance Teams with MBTI

Why Teams Work Well, Why They Don't & What You Can Do About It!
(One-day workshop)

By exploring the similarities and difference of individual participant's MBTI Preferences, they will learn more about their own strengths and how to manage those strengths to build and develop more beneficial teamwork within teams.

It will also give them tools to plan their personal development and career progression. It is designed for people who manage, or are about to manage, workplace teams. This workshop will help you develop in three specific Key Behaviour areas:

1. Teamwork
2. Team Building
3. Collaboration in Teams

Setting the Stage

- Definition of a Team
- Nature & Origin of Teams
- Types of Teams
- Three Great Desires
- Burnout - P/PC
- Team Dependence

Team Dynamics & MBTI

- Purpose of Teams
- Building Teams
- Why Teams Fail
- Phases of Teams
- How Change Affects Teams
- Introduction of MBTI
- Team Preference Indicator Results
- What is Type?
- MBTI Type in Teams Booklets

MBTI and Teams

- How MBTI Helps Teams
- You and your MBTI Preferences
- Splitting Exercises

Arrangements of Teams

- MBTI & Risking Change & More Change
- Your Preferences in Change
- Organigraphs
- Bilbin Team Roles & "Dream Team"
- The Discipline of Excellent Teams

One-Day Staff Performance Optimisation

One-Day Workshop

"Despite a reduction in overall technology spending, the global workforce optimization market will grow to reach \$1.5 billion in 2007, as companies look to workforce optimization as a means to leverage their existing CRM expenditures." DATAMONITOR, July 2002

Workforce optimization is about getting more from your people now and over time. You do this by creating a practical and sustainable connection between your:

- Business drivers -- vision, values, culture, objectives and goals
- Performance indicators - individual and business
- Reporting criteria and results
- Training -- initial and ongoing

The results can be dramatic: increasingly loyal and effective staff who know what to do, how to perform well and efficiently in a supportive, sensible environment; followed by satisfied customers, who stay with you and bring you more of their "wallet" so the organisation realizes more profit over time. Sort of the Nirvana, Shangri-La or Utopia we long for in a contact centre!

In just one day, this hands-on workshop will introduce you to the basics of what could be the most significant revolution in non face-to-face marketing since the personal computer or the Internet.

Topics Covered, include:

- Definitions & Goals of Staff Performance Optimisation
- Key Business Drivers & What the Best Staff Really Need
- How integrating forecasting, scheduling, monitoring, measuring, managing & reporting on staff could change the way we run our contact centres
- Related Business Myths & Satisfaction versus Loyalty
- Forecasting & Scheduling in General
- Two Key Management Concepts
- Value of Benchmarks
- Inferred Benefits of Staff Performance Optimisation
- 5 Key Contact Centre Constraints & Variables to Predictability
- Steps to Get the Most From Staff Performance Optimisation
- Constraints, pitfalls & practical limitations
- What implementation challenges (human & technical await us?)
- Key Ingredients for Success

Two-Day Staff Performance Optimisation

In the last couple of decades there have been as many as 15 different business concepts promising to make everything “all better” for you, including: reengineering, TQM, LTV, loyalty, empowerment, etc., the latest of which was CRM. Many have delivered benefits, but many have not. What can you expect from “Staff (or Workforce) Performance Optimisation” (SPO) or is it just another new fad?

As an executives looking for real solutions for your staff-rich operation, SPO offers you benefits that cannot be ignored. Rather than add yet another new technology to your business, SPO promises to make the technologies and human resources you already have in place, perform at from “improved to optimal” levels.

The two days you invest in this training will give you valuable and practical strategies to help you:

- Have the right staff at the right place at the right time.
- Be more aware of the new developments in monitoring, measuring and managing your customer support staff
- Link your business drivers and goals to your every day activities and the processes and procedures you have in place
- Go beyond KPIs (Key Performance Indicators) to meaningful & effective measurements
- Avoid common pitfalls of using staff performance tools to meet your objectives
- Create a happier, safer, more effective & efficient workforce while having a better overview of performance
- Increase the long-term commitment of your staff
- Boost your profits by reducing staff turnover costs and increasing long-term value of your staff and customers

In addition, attend this training and be able to:

- Identify existing and new technology and processes to help improve and empower the performance of your staff
- Find a sensible and effective mix of staff development methods and tools (group, inside, outside, one-to-one, e-learning, etc.) to ensure healthy career development and staff loyalty
- Investigate and install sensible and effective SPO initiatives
- Understand the difference between motivation and movement and how to use the best of the two to cost-effectively reward and retain staff

Effective Staff Scheduling

One-Day Workshop

Few things can be more challenging in some customer response operations than how do you know if you have enough staff scheduled for the moment, and how do you space them out with your customer's needs in mind? We'll explore:

- Components of Effective Scheduling
- Forecasting and Reporting
- 21 Practical Steps to Identify and Scope an Individual's Role
- Customer's Expectations to Cater For
- Rosters and Their Mysteries
- 14 Things that Most Affect the Effectiveness of Scheduling and Rosters
- Case Study
- Ways to Manage Breaks, Illness, Training, etc.
- Ways to Minimise Absenteeism, Burnout and Turnover
- How to Tell if Your Schedule is Working
- Various Approaches to Scheduling

Effectively Coaching for Improved Schedule Adherence

- Definitions & Applications
- How to Apply Coaching Successfully
- Motivation versus Movement
- Qualities of an Effective Coach
- Essential Coaching Equipment

Who should attend?

- Senior Executives responsible for customer support areas
- Call Centre Managers
- Contact Centre Managers
- Customer Service/Care Managers
- CRM Managers
- Help Desk Managers
- Training Managers
- Recruitment/HR Managers

Total Performance Management

Two-day professional workshop

This professional management workshop has proven very successful in helping participants better "get inside the heads of the people they are managing" to understand what actually affects performance in the first place.

In just two short days, it leads participants through carefully planned and timed segments where they hear and discuss new and time-tested information, concepts and ideas -- and most valuable of all -- they work together with their peers in table-teams through a number of exercises and topics such as:

- 16 key reasons staff don't perform well
- Why staff stay in a role
- 3 Great Desires everyone has in life and how they influence what we do as managers in a contact centre.
- "8 Habits of Highly Successful Performance Management" ©
- Various case histories throughout the workshop and one in particular where these concepts have proven staff results and overall business growth of nearly four times more than all their competitors combined
- Strategies and measurements to consider to achieve similar results.
- How customers come to expect service, and how their expectations are influenced and satisfied.
- Balancing business drivers with financial & non financial measures
- Differences between benchmarks and breakeven
- Concepts of successful management
- The 9 pitfalls of performance management
- A variety of staff development models
- Why performance management programs can fail (and what to do to minimise or prevent failure)
- Difference between movement and motivation in management of staff
- What the top motivators and demotivators are
- The four attitudes of motivation and when to use them
- Maximising present take-home benefits with staff.
- How and what is being measured and the complications of measurement,
- How to install a meaningful, consistent and effective process for engaging staff in a healthy and motivational strategy of performance management that builds positive results.

Finally, they receive a workbook with over 100 pages of material and a couple of white papers -- some that won't be covered in the workshop itself, but that will serve as reference to the workshop.

Success, Motivation & Your Contact Centre

(One-hour introduction to motivation & coaching)

Goal: To review the motivation behind motivation to help you and your staff become more successful

Topics covered, include:

- Key Concept - Knowing the foundations underpinning Motivation is critical to success
- Definitions - what is motivation and what else gets results?
- Why Staff Leave? - Once this is clear, we can take action to thwart the issues that most affect our staff's loyalty.
- Four Attitudes of Motivation - Motivation is not just "rah-rah" - it's about the heart.
- Incentives - How to know what works with your staff.
- Top Motivators - there are only a few that draw people to their full height of achievement.
- 9 Reasons Commissions Don't Work - and some healthy alternatives
- Top Demotivators - Knowing what doesn't work is just as important as knowing what does work.
- Overview of What Works & What Doesn't
- A Little Case History
- D.I.Y. (Do It Yourself!) - Forming your own action plans for your own and your staff's motivation

Coaching is Like Brunch©

(Neither breakfast nor lunch, is leisurely & takes longer than ever imagined! One-day workshop

Imagine having the skills to motivate your staff toward your contact centre vision - to win the war on cost cutting, to offer excellent customer service and cheer sales to your bottom line. Coaching CAN accomplish all this, but like many new trends, it can also be abused as the latest quick-fix, one-size fits all solution. And it can be costly in time, dollars, but most of all self-esteem - yours and your staff's.

Topics Include:

- Introduction, Rationale, Development & Benefits of Coaching - Where did the concept of coaching come from and why is it so popular?
- Business Drivers, Practical Applications & Definitions - What is Coaching, why should we learn more about it and what can be expected from the process?
- Identification of a Successful Coach - How to identify the values and preferences of an effective coach.
- Staff Development using a Sports Model of Coaching
- Types & Issues of Coaching - How to know what type of coaching to apply to what situation & how to overcome coaching barriers
- What Part Does Self-Esteem Play in Coaching - how to ensure sensitivity to this critical issue.
- Goals & Action Plans in Coaching - Informal or formal coaching requires good planning skills and a bit of paperwork.

Applying Coaching - steps to coaching that bring healthy results.

- Process of Learning - learning is not just about sharing or reading or listening to tapes or taking courses. So what is it and why is it the foundation of coaching?
- Effective Transfer of Knowledge - Learning Issues & Life's Learning Wheel - How to ensure you're "connecting" with your "players"
- The Two Key Coaching Principles - How what you say and what you do must match.
- Motivating "Players" with the 4 Attitudes of Motivation - coaching requires motivation - your "player's" and your own.
- Top Motivators & De-Motivators & Realising & Recognising Results - How to know if what you're doing is reaping any lasting benefits for your "players"
- Practicalities of Coaching & Being Coached - Coaches require coaching to be fresh and effective. How to find your own coach
- Basic Equipment & Qualities of an Effective Coach - Coaching, like training, is not an event, it is a life-long process of continuous improvement

Practical Applications, Exercises, Goals & 2 Plans, plus Pitfalls

8 Habits of Highly Successful Performance Management©

Two Hour Introduction (this is also offered as a 2-day workshop)

Ever hear: “The only trouble with doing business nowadays is having to deal with staff and customers!” Well a lot of that angst comes from our ongoing efforts to get the best and the most from our staff (without spending more on salaries, incentives or “creature comforts”).

Are we at the mercy of our staff or is management still an option? And if so, what tools can we use to help staff grow to more closely meet their own and our work performance expectations?

In two hours, the facilitator will give you a brief introduction to a new perspective on performance management through some exercises, provocative stories and mini-workshops to stimulate your own thinking about this critical area of contact centre success. The result? You create your own way to apply immediate improvements for more sensible and sensitive performance management processes. (And you may also wish to attend the full two-day workshop.)

Non-Technical Disaster Recovery & Crisis Management

Hardening and Protecting your Contact Centre
2-hour presentation and/or 4 hour workshop

- What Could Possibly Go Wrong?
- Growing Requirements
- Four Critical Areas Of Exposure
- Life-Cycle Management
- Implementation Plan
- Planning Team
- Internal Promotion
- Staff Briefing Paper
- Crisis Management
- Business Continuity
- Outsourcing "Partnerships" :
- Off-Site Data Storage And Protection
- Case Histories

Helpful Hints

ESPECIALLY FOR CUSTOMER-FACING STAFF

MBTI* & Customer Service

One-day Workshop

This one-day professional workshop offers participants an opportunity to consider, explore and develop their personal and team-based contribution to both internal and external customer service. In preparation for the workshop, participants will complete the MBTI* (Myers-Briggs Type Indicator). The first half day, participants work through exercises to better understand their individual results from the MBTI, how the differences and similarities can be used to build strong teams. This model of different and like strengths will be extended to other internal and external teams interfaced with as they accomplish their responsibilities.

The second half of the workshop will explore and strengthen the value and methodology of excellent customer service. It will primarily focus on phone-based communication and cover:

- Identification of the customer
- Definition and goals of excellent customer service
- The value of excellent customer service
- How their attitude and energy are the basis for
- Where product knowledge fits
- What customer service skills are and how to develop them
- A variety of techniques to help better handle "difficult" customers

Benefits

Once participants complete this course they will be able to:

- Better understand and leverage their own strengths and weaknesses for their personal self development and increased self-esteem, which will result in increased staff loyalty
- Understand how their personal preferences can build or break down excellent customer service
- Appreciate the similarities and differences of those they work with, depend upon and who depend upon them (internally and externally) work more harmoniously and effectively
- Be more aware of how an individual's MBTI preference fits within a team so they can participate more fully in areas of their strength, boost their areas of weakness (and lean on others who have the strengths) to increase the effectiveness and positive results of their individual and team performance.
- Build stronger relationships with inside and external customers to save time, hassles and contain costs
- Understand the principles and value of excellent customer service
- Increase their awareness and skills in customer service

* or Temperament Indicator

Telephone Skills

One-day professional workshop

This one-day professional workshop offers participants an opportunity to consider, explore and develop their skills over the phone. Through a variety of individual and small group exercises and roll plays, attendees review the basics of using this powerful medium for customer service and sales environments. In preparation, participants will have completed the MBTI* and preferably have attended the "MBTI and Customer Service Workshop". Further challenging, but fun, exercises and roll plays will galvanise the learnings for the participants as they cover a variety of topics, including:

- The key differences between face-to-face and non face-to-face communication and how to compensate for the difference
- How their preferences relate to their success on the phone
- Speaking skills & techniques
- Telephone Etiquette
- Active Listening
- Questioning and probing skills
- Call Control
- Efficiency and/or Effectiveness

Benefits

Once participants complete this course they will be able to:

- Better understand and leverage their own strengths and weaknesses for their personal self development and increased self-esteem, which will result in increased staff loyalty
- Improve the way they interact and influence others over the phone.
- Be aware of and compensate for the differences between face-to-face communication and non face-to-face so they can maximize their results over the phone
- Know the value of the different qualities of their voice
- Use a variety of exercises (both in and after the workshop) to help them build weaknesses on the phone to strengths that help them get better results
- Improve their phone "manners" and therefore increase positive results with internal and external caller
- Increase their knowledge and skills with listening
- How to use words and phrases in a positive and beneficial way in their calls to build rapport and improve outcomes
- How to control the time and direction of a call to increase efficiency and effectiveness of their customer interactions.

* or Temperament Indicator

How to Improve Sales Results by Phone

One Day Workshop - Recommended Prerequisite "MBTI, You & Customer Service" & "Telephone Techniques"

Sales Appreciation Workshop

- Welcome & introduction
- WIIFM?
- Learning objectives
- How the word "selling" makes us feel
- Why do we feel this way
- What is a negative sales experience?
- How to feel good about selling
- Review of learning objectives

Sales Skills Workshop

- Keys to effective selling
- Professional characteristics customers like and dislike in representatives.
- Building rapport - a step beyond just being friendly
- Why customers buy: Need!
- Needs, wants and desires
- Probing - finding the need
- Open-ended probes
- Closed-ended probes
- Features & benefits - showing how you can satisfy customer's needs
- Overcoming objections - when you haven't satisfied the need
- The four most common objections
- Three techniques for overcoming objections
- The five-step process to overcome objections
- Closing the sale - satisfying the customer's need
- Closing techniques
- The assumptive close
- The direct request close
- The forced-choice close
- Up-selling & cross-selling
- The Australian Direct Marketing Sales Code of Compliance

Successfully Managing "Extraordinary" Customers

One Very Full Day Workshop

Customers are our business and yet they can also be our greatest challenge. They can burnout our staff when they are dissatisfied or even when our technology doesn't support us. There are many types of extraordinary customers, including:

- Customers who have a problem you can't solve on your own
- Customers who are only interested in complaining -- some legitimately and some just because they want to
- Customers who are emotional (happy, sad, angry, concerned, etc.)
- Customers who are older and who may have special challenges with vision, hearing, speech, etc
- Customers who primarily speak a different language or dialect
- Younger customers who may be unclear about what they need
- Business people who are typically in a hurry and may not state clearly what they are expecting (mind reading)
- Customers who talk a lot or wander, losing track of their issues.
- Customers you can't help for a variety of other reasons

How you manage to handle each "extraordinary" customer can mean a great deal to your staff, your customers, as well as your bottom line.

This workshop will through a series of creative exercises and practical challenges to help your front line staff be more understanding, better prepared and trained to work with customers:

- Emotional Customers
- Abusive Customers
- Customers Making Complaints
- Angry Customers
- Fourteen Steps You Can Use To Better Manage Extraordinary
- Managing Your Emotions Through Your Voice
- Stress Management For Your Survival (Before, During And After And Encounter With An Extraordinary Customer)

Managing "Regular & Extraordinary" Customers with MBTI** Wisdom

Two-day professional workshop

Day 1 Myers Briggs & Customer Service Secrets

Most of day one we learn about Myers Briggs and the value of knowing our own preferred ways of doing things and interacting with others; and the impact this has on our own satisfaction in and out of work, the way we work best within our teams and how we can leverage our strengths to work more effectively with customers.

Day 2 Managing Extraordinary Customers

Today, customers are feeling more stress from a world so busy they can barely keep up, a world where they have more relationships with machines than people, where the population is ageing, etc. Considering all this, there are many types of extraordinary customers you must deal with, including:

- Customers who have a problem you can't solve on your own
- Customers who are only interested in complaining -- some legitimately and some just because they want to
- Customers who are emotional (happy, sad, angry, concerned, etc.)
- Customers who are older and who may have special challenges with vision, hearing, speech, etc
- Customers who primarily speak a different language or dialect
- Younger customers who may be unclear about what they need
- Business people who are typically in a hurry and may not state clearly what they are expecting (mind reading)
- Customers who talk a lot or wander, losing track of their issues.
- Customers you can't help for a variety of other reasons

This workshop will, through a series of fun, creative and very memorable exercises and practical challenges help you and your front line staff be more understanding, empathetic, better prepared and trained to work with customers, that may be:

Emotional Customers

- Abusive Customers
- Customers Making Complaints
- Angry Customers

You'll also consider:

- Fourteen Steps You Can Use To Better Manage Extraordinary
- Ways to Managing Your Emotions Through Your Voice
- Stress Management For Your Survival (Before, During And After And Encounter With An Extraordinary Customer)

* or Temperament Indicator

Better Writing for Customer Support

One and one half day workshop

This 8-hour workshop prepares participants to better understand the process of writing for customer support. They learn how to identify and eliminate "eye friction" and create effective correspondence efficiently (internal and external). The workshop covers the purpose of good writing, the Writer's ABCs, a review of technical issues (punctuation and grammar), editing for clarity and how they to use the powerful tools in Microsoft® Word or manually calculate the readability of their writing.

They learn the basic ingredients of business letters, memos and e-mail correspondence, how to create an outline, and the most effective use of headings.

Finally, pre-work consist of participants identifying and bring samples of their top types of correspondence (incoming and outgoing) to workshop through.

Key Objectives, include knowing how to:

- Review and better understand the basics of writing effective correspondence
- Identify "Eye Friction" in a document
- Use the Writing ABCs for Successful writing:
- Understand how to start and organise your correspondence
- Have a better understanding of the strengths and weaknesses of words and phrases - what is better left unsaid, what can be said and how to say it well
- Review of basic punctuation and grammar
- Murphy's Law in writing
- "KISS the FOG" and Readability
- Know how much is enough in writing a piece of correspondence?
- Maintain professionalism and courtesy
- Review the potential parts of different types of correspondence
- Know which type of correspondence is best for which situation
- Compose "routine" memos, letters, e-mails
- Create and develop templates for regularly used types of correspondence for others to use

MBTI & General Communication Skills

One to Two-Day Workshop

This one-day professional workshop offers you an opportunity to consider, explore and develop your personal and team-based contribution to both internal and external customer service, whether you work with customers face-to-face or on the phones.

In preparation for the workshop, you were asked to complete the Myers-Briggs Type Indicator (MBTI), which will also give you insights into your innate (natural) preferences.

The first half of the day, we will work through exercises to help you better understand your individual results from the MBTI, how the differences and similarities can be used to build strong teams and improve your individual achievements. In the afternoon we'll explore the identity of your customers, the goal and limits of communication, including:

- What is excellent communication?
- The differences between face-to-face & "invisible" customer service & sales
- How your MBTI type, attitude & energy are the basis for excellent communication
- General face-to-face & non face-to-face communication techniques
- Speaking & listening skills
- Asking good questions, probing for more information & closing

Once you complete this course you will be able to:

- Better understand and leverage your own strengths and weaknesses for your personal and corporate development and increase self-esteem and satisfaction in your role
- Understand how your personal preferences can build or break down excellent customer service
- Appreciate the similarities and differences of those you work with, depend upon and who depend upon you (internally and externally) so you can work more harmoniously and effectively
- Be more aware of how your MBTI preference fits within your team so you can participate more fully in areas of your strength, boost areas of weakness (and lean on others who have the required strengths) to increase the effectiveness and positive results of your individual and team performance.
- Build stronger relationships with inside and external customers to save time, hassles and contain costs
- Better understand the principles and value of excellent communication
- Increase your awareness and skills in customer service

Also Available

Self-Esteem in the Contact Centre
 Authentic Leadership
 Cultural Issues in Outsourcing Overseas

Additional Testimonials from Workshop Participants

Total Performance Management©

Overall results from the evaluations are:

- 91% said 80-100% of the material was new to them
- 91% said 80-100% of the material was relevant to their job
- 90% rated the methodology of the presentation "Very good to Excellent"
- Over 60% said they could use the new concepts once back at work right away (40% felt they needed additional management support)
- 91% they had learned enough in the workshop to be "confident and competent" to practice these new concepts
- 100% of the attendees evaluated my skills as facilitator at 100% in demonstrated knowledge of the topic, communication of that information and knowledge, ability to motivate participants through the material, answering their questions
- 50% said their expectations were met and 33% felt their expectations were exceeded.
- 75% of participants rated the program as "very good to excellent".

Comments from participants include:

- "Everything worked very well for me. I love looking at the workbook - fantastic! Absolutely no complaints. I learned a lot!"
- "This is great - really gets you thinking about things that you take for granted. A big think-starter. All people managers should experience these two days!"
- "What I really liked was Darlene always answered or took the time to answer my questions. I took away heaps & heaps and after eight years coaching that was exciting!! I loved it!!"
- "I loved this workshop. I'm motivated, energized and ready to go and implement what I've learned".
- "Darlene is an excellent trainer, motivational presenter. She made the course interesting and fun."
- "It was a great opportunity to re-visit and to know that I am on the right track. Inspirational, inspired me to be motivated about myself. Great ideas. Pointed out the invisible "obvious".
- "I enjoyed the course. It was constantly on a roll and very well timed. There was a great expectation from my behalf which

certainly was met. Thank you! When & where is the next workshop?"

- "Fantastic topics - relevant for call centres and most areas of business and in different industries -- it was very relevant. I feel empowered to go back to my company and make some positive changes and most importantly, question things that I've accepted as the status quo. Excellent presenter - can't praise the value of the workshop more. ☺"
- "It was hard to pull any one thing out as of particular value as the material all linked together so tightly. All parts are important so the whole will work!"
- "I feel this was probably one of the best seminar/workshops in terms of time management. All topics were adequately discusses and it allowed adequate time for additional discussion of individual concerns. Thank you!"

MBTI - Telephone Techniques©

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- It was a great course. Learned Heaps. Thank you.
- Great opportunity to work with team members
- Thank you for taking the time to train us
- I thought the course was very beneficial. It will help me in and out of work. The presenter had an excellent knowledge of all material and really believed in what she was teaching.
- Thank you for challenging me, it was great to use my brain!
- Well presented and the training was excellent!

Telephone Techniques & Sales ©

- Good, but needed more time, etc.
- Very helpful in future development of this call centre. Finally structured so we know where we stand *. Many thanks
- A positive experience. I would like to do more like today.
- What we learned gave structure to what we were already doing, as well as broadening our potential in what we can do. This was an excellent foundation that will prove beneficial to my job, the company and my personal self. Thanks Darlene!
- As a pilot project the resources were outstanding. The presentation notes and PowerPoint are invaluable to SONY. This needs to become a standard course for all SONY employees who interact with the customer.
- The structures that are needed to improve customer service and increase potential sales, as I think the group understand that there is a potential market of new sales and that this training will help assist in improving sales and service.

Better Business Writing for Customer Support©

- Clear and precise, met all expectations
- The coordinator was very nice, explained things well

Maximising Climate During Change©

- Great material
- Superb presentation
- A delight to listen to
- In a word - Inspirational

Staff Performance Optimisation©

- Have attended numerous courses/presentations lately & without exception this instructor was the most educated and passionate in her work.
- Extremely impressed with product & instructor.
- Excellent learning session on how to use this new tool.

What did you particularly like about this course?

- Relevance, potential, atmosphere
- Knowledge of instructor
- Relevancy, practical exposure for the team
- The material was easy to follow & the instructor made it fun
- Practical components
- It is very informative & leaves you with a good understanding of the topics covered.

MBTI & Communication Skills© (for Improved Customer Service & Sales)

- In an organisation, all employees AND managers should do this course to work together in a better way.
- I thought the workshop was very well run and kept moving along at a good pace. Darlene was very friendly and easy to speak with. Possibly a little more time could have been spent on listening skills. I also felt I learned a fair bit about other people in the group.
- It has helped me realise things that I wouldn't normally stop to think about.
- Examples were given very clearly. Excellent communication. Entertaining, fun, informative.
- I learned a lot about how I interact with people that are the same as me and how I differ and therefore change my way of interacting with the opposite. I thought it was interesting and enjoyable. I also learned my strengths and weaknesses of my personality and the way I communicate. Cheers!
- Content was very interesting. Group exercises were great fun. Instructor had a very good knowledge of topics. Would strongly recommend this course.

- I found the workshop really interesting. You are a great teacher, Darlene! Very entertaining but very informative and knowledgeable as well. I would definitely be interested if you came back to do the Extraordinary Customers workshop. Thank you!!!
- Very well organised and interesting, should have more of these sessions throughout the year.
- Enjoyed the experience. Good interaction between teacher and students. No complaints about anything.
- Absolutely fabulous!. The trainer was one of the most professional people I have ever seen.
- Everything worked very well for me. I love looking at the workbook so adding page numbers to slides would be fantastic. Other than that, absolutely no complaints. I learned a lot!
- This is great - really gets you thinking about things that you take for granted. A big think-starter. All people managers should experience these two days!
- What I really liked was Darlene always answered or took the time to answer my questions. I took away heaps & heaps and after eight years coaching that was exciting!! I loved it!! (Jennifer Vinton)
- Found "three great desires", Miracle, Mystery & Authority a little difficult to follow at first & probably feel there may be a clearer way to portray this. Apart from this (above) I loved this workshop. I'm motivated, energized and ready to go and implement what I've learned.
- Darlene is an excellent trainer, motivational presenter. She made the course interesting and fun.
- It was a great opportunity to re-visit and to know that I am on the right track. Inspirational, inspired me to be motivated about myself. Great ideas. Pointed out the invisible "obvious".

Leadership in the Contact Centre ©

- Very informative & she IS a "Field Marshall" and a "Coach" at the same time. Provided rational scenarios and examples in a call centre environment. Practical (Assistant Head, Customer Interaction Center, TIME dot Com Sdn Bhd)
- The session is really interactive and Darlene had been really good in keeping us on our toes. Would love to attend other courses conducted by her in future (CSU Executive - Operations & Control, BP Malaysia)

Coaching is Like Brunch©

- Well planned, look forward to attending other workshops.
- Good content
- The course could perhaps be two days (not necessarily in a row) to allow greater depth and so that attendees could go away, work on their plans and then come back to review and update.

- Thanks I really enjoyed the day.
- Facilitator very enthusiastic and very passionate about coaching, so in turn, teaching by example.
- Overall loved the stories to help explain/emphasise the importance of coaching/communication, etc.
- Excellent course - loved it!
- Darlene, I thought the idea of leaving blanks in the workbook was a great way to ensure that we paid attention.

Finding Keeping & Coaching Staff ©

- I enjoyed the course. It was constantly on a roll and very well timed. There was a great expectation from my behalf which certainly was met. Thank you! "When & where is the next workshop?"
- Fantastic topics – relevant for call centres in different industries so it was very relevant. I feel empowered to go back to my call centre and make some positive changes and most importantly, question things that I've accepted as the status quo. Excellent presenter – can't praise the value of the workshop more. ☺
- If possible, include more examples from real life to accompany theories.
- It was hard to pull any one thing out as a student as the material all linked together. All parts are important so the whole will work!
- More interaction amongst participants to see if they have the same problems and do they have solutions
- Would have been good if further discussion from the presenter about the topics discussed were closely linked to main call centres today
- Would have preferred more substantial course. Confirmation and information about location, dress code, parking. Correct the incorrect grammar.
- I feel this was probably one of the best seminar/workshops in terms of time management. All topics were adequately discusses and it allowed adequate time for additional discussion of individual concerns. Thank you.

Ewg

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