



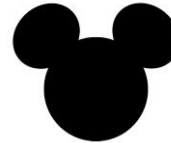
GLADNEY
UNIVERSITY

presents

SERVICE RECOVERY TRAINING

HISTORY & BACKGROUND

- Introduced by Disney Initiative
- Developed organically, but no formalized process
- A team was formed & their recommendation was to create a formalized process and training



FINEST ADOPTION EXPERIENCE

Gladney's goal: *Every client receives the finest adoption experience.*



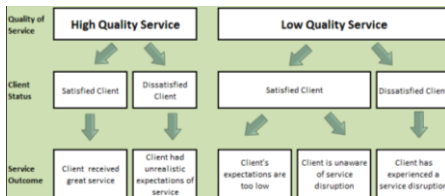
MISSING THE MARK

We don't always accomplish the goal of providing the "finest adoption experience" to our clients.



In a recent Gladney survey we found that 33% of participants were dissatisfied with their service during one point of their process.

THIS GETS COMPLICATED...



SERVICE DISRUPTION

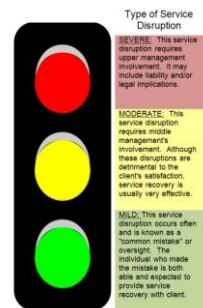
WHAT IS A SERVICE DISRUPTION?

A breakdown in the delivery of service to a client

- Real or Perceived
- Internal or External client
- May or may not be recognized

When expectations aren't met

THE LEVELS OF SERVICE DISRUPTION

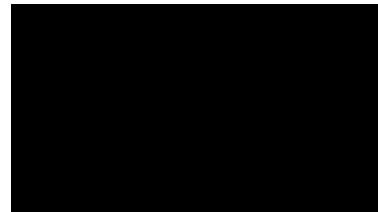


Think back to your example...what level of disruption was it?

DISSATISFIED CLIENTS HAVE COSTS

- Horst Schulze (CEO of Capella Hotel Group) stated that dissatisfied clients become organizational terrorists.
- A mid-west hotel group estimated that the cost of one dissatisfied client was approximately \$6,480. This was due to
 - the lack of future use
 - the influence on other customers
 - the marketing cost to replace the customer.
- Although currently, we can't quantify the financial loss, the numbers are real. Dissatisfied clients affect multiple layers of the organization and ultimately the bottom line.

DISSATISFIED CLIENTS HAVE COSTS



SERVICE RECOVERY

SO WHAT DO WE DO?

Service Recovery: A thought-out, planned process of returning a dissatisfied client to a state of satisfaction with the service.

When you have a dissatisfied client, the service recovery process should be implemented

SERVICE RECOVERY MODEL

- The specific process in which an agency or organization handles service disruptions.
- Disney, Cook Children's, Google and Ritz Carlton all have Service Recovery Models.
 - In each case the model is utilized by all employees.
 - It is designed for both internal and external staff
 - There is a cost associated with service recovery (may not be financial)

WHY IS SERVICE RECOVERY DIFFICULT?

- Relationship repair is not instinctual
- Our default response is to fight, flight, or freeze
- We can become defensive, even if we didn't do anything wrong
- Service Recovery must be learned and *practiced*

WHY IS IT NECESSARY?

"It is better to err and repair than to have never erred at all." - Dr. David Cross, Karyn Purvis Institute of Child Development

If a customer has an issue, and the issue is resolved quickly and effectively, then (as an organization) you may leave a deeper impact on your client than if no mistake was ever made.

SERVICE RECOVERY MODEL

"It's not my fault, but it is my problem" - Disney

"If you hear about a problem, you own the problem until it is solved." – Ritz Carlton

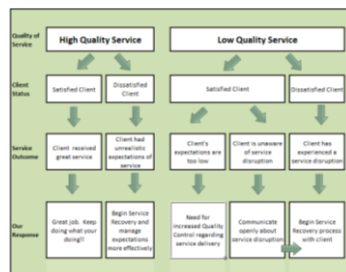
WHY IS IT NECESSARY?

- Service Disruptions, followed by Service Recovery, are incredible *relationship building opportunities*.
- Effective Service Recovery can return the client to a satisfied state, and can actually deepen the relationship with that client.

GLADNEY'S SERVICE RECOVERY MODEL

L	E	A	R	N
Listen	Empathize	Apologize	Respond	Note
We actively and patiently listen to our client's concern without judgement, allowing them to express themselves and to expand on the details of their situation. It is our ethical responsibility to create a safe place for them to share openly.	We openly validate the client's emotions by displaying a sense of understanding.	We verbally apologize for the client's experience in order to responsibly communicate our involvement, understanding, and care. - "I'm sorry that you've had this experience." - "I'm sorry I misunderstood." - "Please forgive my oversight." - "I apologize for the delay." - "I'm very sorry we weren't able to serve you better." - "I'm so sorry that we disappointed you with our service."	We take appropriate action to redeem the situation and to work toward and advocate for the client returning to a satisfied state.	We efficiently make a physical and mental note of the service disruption by personally and professionally learning and growing from the disruption, processing and evaluating the disruption with a supervisor, and documenting client contact in the appropriate medium.

WHAT'S OUR RESPONSE?



PUTTING IT ALL TOGETHER

Type of Service Disruption	Response to the Disruption	Examples of Disruption
SEVERE. This service disruption requires upper management involvement. It may include liability and/or legal implications.	Listen to concern; involve upper management to perform risk evaluation. Response to be determined by upper management.	Breach of confidentiality, mistake in legal process, unethical practice and/or illegal activity, misuse of agency funds.
MODERATE. This service disruption requires middle management involvement. Although these disruptions are detrimental to the client's satisfaction, service recovery is usually very effective.	Utilize LEARN (Listen, Empathize, Apologize, Respond, and Note), inform supervisor.	Loss of client's paperwork, change in caseworker, missing a client appointment, communicating unverified information.
MILD. This service disruption occurs often and is known as a "common mistake" or oversight. The individual who made the mistake is both able and expected to provide service recovery with client.	Utilize LEARN (Listen, Empathize, Apologize, Respond, and Note). Make note and give extra care to client in next interaction.	Unable to return call in reasonable time, using the wrong name, providing incorrect form, lack of preparation, unpaid debt at the snack bar.

IS IT REALLY THAT IMPORTANT?

In the same recent Gladney survey we found that **80%** of our unsatisfied clients were recovered by appropriate responses by staff. So much that they would refer Gladney to friends and family.

Customers can be recovered!

RESOURCES

- Disney's Approach to Quality Service Training Guide. Disney Institute. www.disneyinstitute.com
- TCU Institute of Child Development Twitter account (@Child_TCU) on Nov. 10, 2016.
- <https://psychologistworld.com/developmental/attachment-theory.php>
- <https://www.userlike.com/en/blog/providing-excellent-customer-service>
- <https://disneyinstitute.com/blog/2016/04/whats-the-secret-to-successful-teamwork-just-be-nice/400/>
- <http://customershatstick.com/blog/customer-loyalty/the-ritz-cartlons-famous-2000-rule/>
- <http://josephmichelli.com/blog/?p=611>
- <http://www.industryweek.com/customer-relationships/we-forgive-you-dos-and-donts-service-recovery>
- <http://successthread.com/john-maxwells-15-steps-to-falling-forward/>
- Cook Children's Service Recovery documents and PowerPoint. By Pam Segura, Director of Patient Relations and Service Excellence at Cook Children's Medical Center.
- The Google Way. Copyright 2009. By Bernard Girard.
- <https://support.google.com/?ctx=gcp>