

## Signs that the conversation isn't going so well...

### 1. Recognize resistant behaviors.

- ◆ **ARGUING.** The participant contests the accuracy, expertise, or integrity of counselor.
- ◆ **INTERRUPTING.** The participant breaks in and interrupts in a defensive manner.
- ◆ **NEGATING.** The participant expresses an unwillingness to recognize problems, cooperate, accept responsibility, or take advice.
- ◆ **IGNORING.** The participant shows evidence of not following or of ignoring certifier.
- ◆ **BODY LANGUAGE.** The participant exhibits signs of resistance in body posture (arms crossed, etc) and eye contact (looking around the room, appears disengaged).

### 2. Resistance can be generated by:

- Using a judgmental or confrontational approach.
- Discounting the participant's feelings and thoughts.
- Telling a participant that they need to change.
- Telling a participant what to do.
- Assuming an 'expert' stance.
- Appearing cold or distant. Lacking empathy.

## What customers expect when things go wrong...

1. Deal with my being upset
2. Apologize
3. Don't become defensive
4. Show humility and poise
5. Follow up after a complaint
6. Show skill at problem solving
7. Be forthcoming in admitting organization's error
8. Act in an empowered fashion
9. Show good interpersonal skills
10. Show empathy
11. Act quickly to resolve problems
12. Create added value for customer