

Complaint Handling

Conducted by Nina Harding

Complainant Expectations

- To feel secure
- Be listened to and not judged
- To have their point of view understood and acknowledged
- Treated with respect
- To be given an explanation
- To be given an apology
- Have action taken (and kept up to date on actions)
- To be treated fairly
- Make sure it never happens again.

Complainant Culture Survey

2005 National Report - socap

- Who complains?
 - 44% of customers would complain “more than half the time”
 - 97% are quite likely or very likely to tell others of a good experience
 - 95% are quite likely or very likely to tell others of a bad experience
- Handled well
 - 88% will repurchase if complaint is handled well
- How we complain?
 - 43% prefer to make a complaint by phone
 - 32% in person
 - 10% in writing
 - 14% by email

Complainant Culture Survey

2005 National Report - socap

- Responsiveness
 - 66% of organisations rarely or never encourage you to complain
- Promptness
 - Complaining in person 56% expect resolution in the same day
 - Complaining by phone 46% expect resolution in the same day
 - 48% of respondents would be dissatisfied if resolution of a written complaint took more than one week.
- Impact on the emotions of Complainants (Consumer Emotions Study)
 - Good emotions build loyalty
 - (feeling appreciated, valued, reassured, secure)
 - Negative emotions destroy a relationship
 - (feeling neglected, insulted, disgusted, cheated)

Negotiation Skills

POSITIONS & INTERESTS

POSITIONS

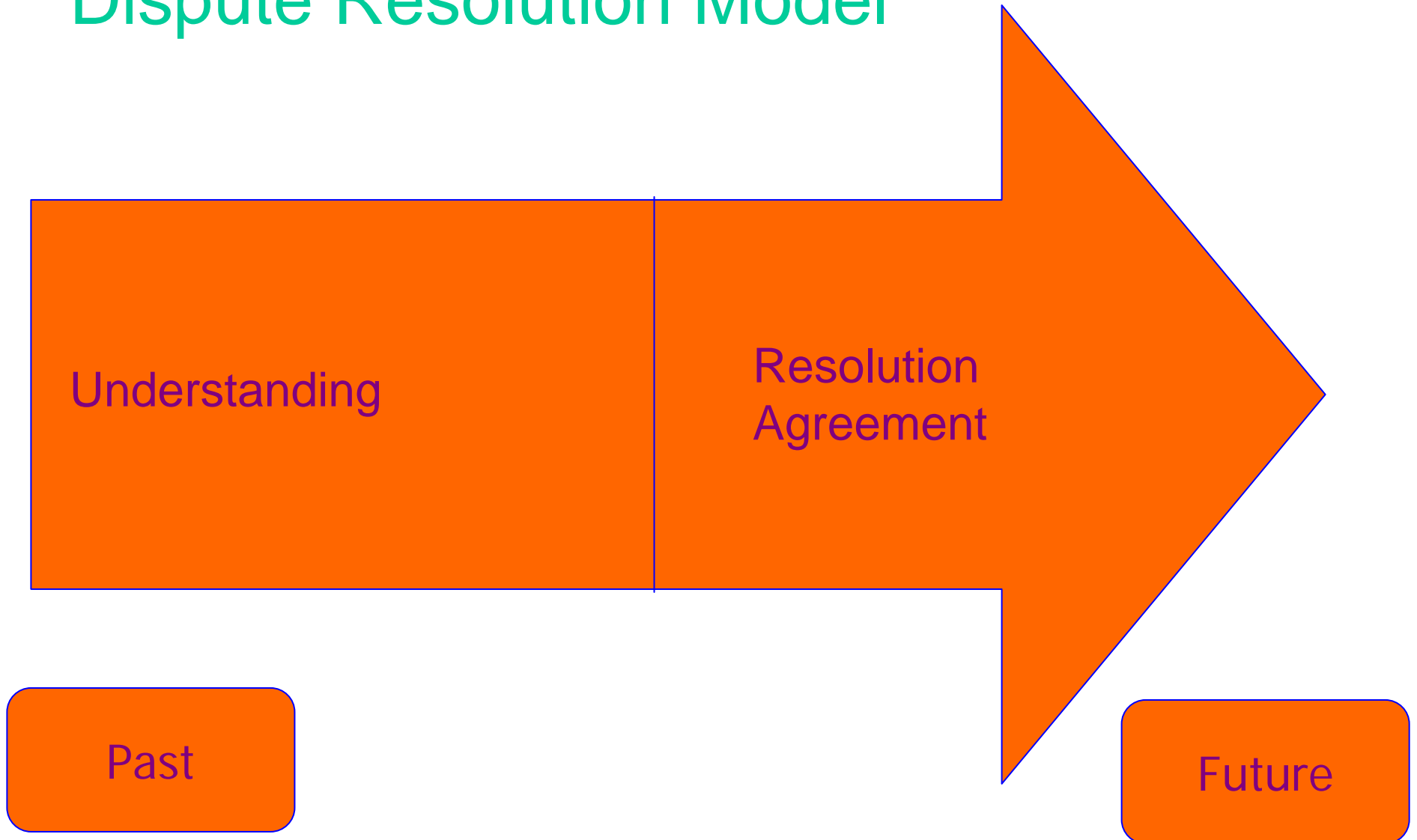
- THINGS YOU SAY YOU WANT
- DEMANDS
- THINGS YOU SAY YOU WILL OR WON'T DO

INTERESTS

- UNDERLYING MOTIVATIONS
- NEEDS & CONCERNS
- FEARS & ASPIRATIONS

Dispute Resolution Model

Dispute Resolution Model



Dispute Resolution Model

Understanding

1. Try to understand the problem from their perspective (LISTEN)
2. Identify issues that need to be discussed (SUMMARISE)
3. Explore the issues (DISCUSS)
4. Assert your needs/interests (ASSERT)

Resolution Agreement

Past

Future

What are you doing?

Improve Understanding

Empathy

Allow Venting

Reframe

Build Trust

Focus on relationship

Understanding

1. Try to understand the problem from their perspective (LISTEN)
2. Identify issues that need to be discussed (SUMMARISE)
3. Explore the issues (DISCUSS)
4. Assert your needs/interests (ASSERT)

Active Listening

Acknowledgment

Identify Interests / Needs

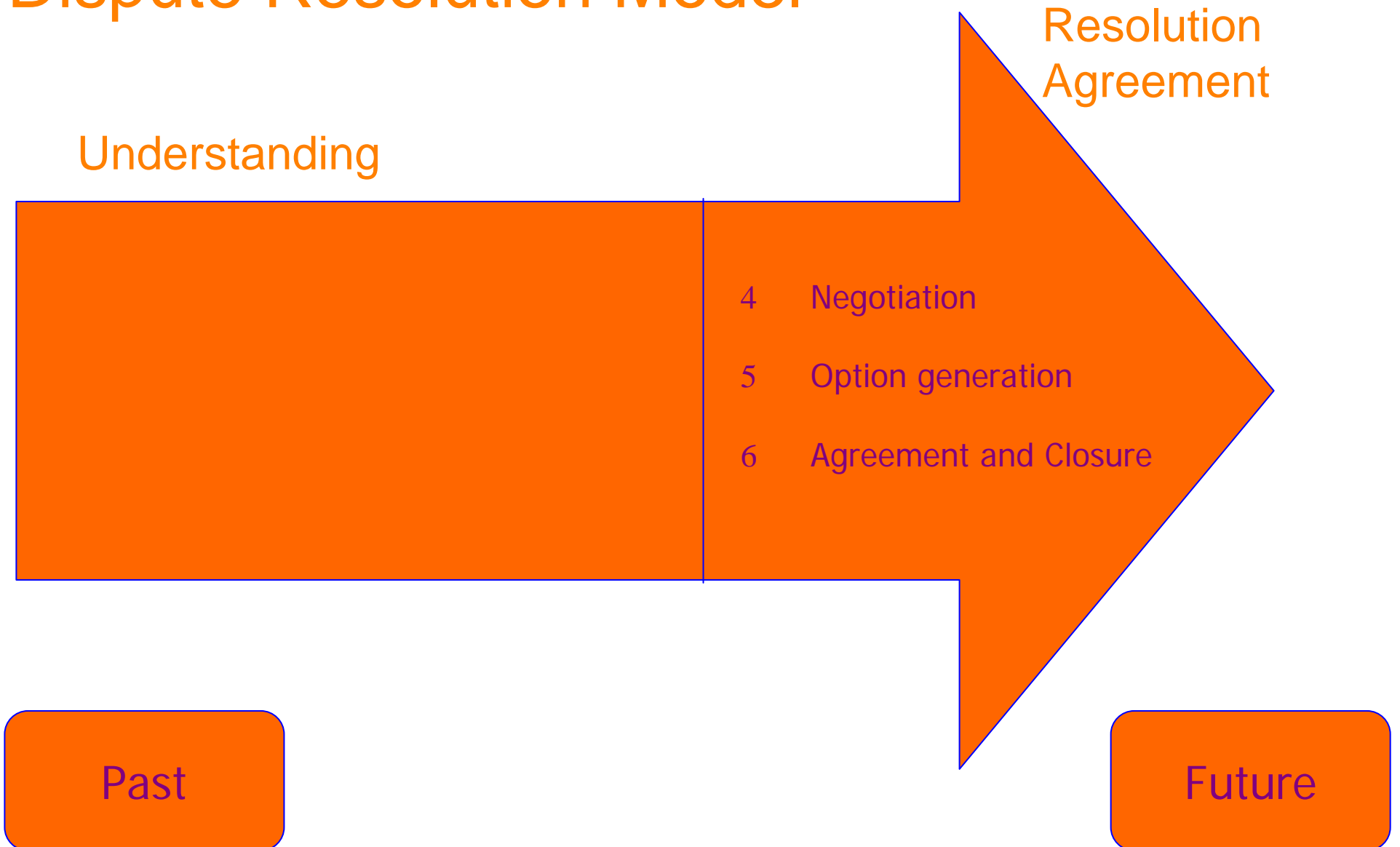
Build rapport

Assert your needs in appropriate way

Avoid defensive response

Build trust

Dispute Resolution Model



What are you doing?

- Summarise regularly
- Develop Creative Options
- Reality Test
 - Look at BATNA
 - Break Impasses

Resolution Agreement

- 4 Negotiation
- 5 Option generation
- 6 Agreement and Closure

- Test Options
- Form of Agreement
- Focus on Future

Complaints handling?
What do you do?

Understanding

Resolution
Agreement

Apologies

Apologies

- Much has been written in Australia about the symbolic value of an apology.
- An apology can have great impact if given immediately and sincerely.
- Avoid the escalation, time, resources, etc
- Is an apology an admission of guilt or liability?

Apologies

- In NSW Civil Liability Act 2002 provides:
 - An apology does not constitute an admission of liability, and will not be relevant to the determination of fault or liability....nor can it be admitted into evidence in a court hearing....
 - There are exceptions.

Apologies

- Effective apologies include:
 - Description of the act or omission
 - Recognition of the impact suffered (stress, embarrassment, loss, etc)
 - An explanation of what happened
 - An acceptance of responsibility
 - An expression of sorrow, regret, sympathy, compassion
 - Any action that is to be taken to ensure it can not be repeated.
- Be cautious (in NSW) the apology may provide information that can be established without the admission of the apology.
- Be cautious if the legislation does not apply.

Apologies

- Where there is a risk that the apology will be used to establish liability it may be appropriate to offer an expression of sympathy or regret.
- Get legal advice if in doubt.
- An apology (if not protected by legislation) can act as an admission of liability and may breach a contract of insurance.
- A 'without prejudice' apology might be useful.



N I N A

H A R D I N G

mediation services