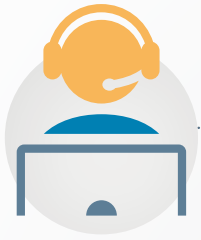


STEPS TO HANDLE A COMPLAINT



EXPLORE ALL CONCERNS ABOUT A COMPLAINT:

- Repeat or paraphrase the complaints to verify understanding
- Ask for assistance in prioritizing the complaints and agree which one to tackle first
- Use statements such as
 - *I understand your concern.*
 - *Your point is well taken.*
 - *That is a valid question.*
 - *Can you tell me more about that?*
 - *How do you feel this happened?*
- Apologize without admitting guilt
 - *I am sorry if that is what happened.*
 - *Please accept my apology for that situation.*
- Listen without interrupting or defending.
- Avoid conclusions.
- Never judge.
- Don't place blame.
- Never take a defensive stance.
- Don't start solving the problem until after the conversation is concluded.

REFINE THE MOST IMPORTANT COMPLAINT FIRST:

- From what you said, it is my understanding that...
- What you are saying is...
- From your perspective...



DEFUSE OR OFFER SOLUTIONS:

- What would be helpful?
- Is that what you are looking for?
- Does that answer your question?
- Is this a workable solution?