



INTRODUCING...

**A PASSIONATE VOICE OF
CUSTOMER SERVICE!**







Greetings,

I'm Craig Harrison...and I have a passion for customer service!

Let me infuse *your* organization with this passion — for service and excellence, for care and quality.

As a speaker, trainer, consultant and coach, this is what I do: help organizations deliver stellar service. I've always believed that customer service is the responsibility of all departments, and it starts at the top.

My work takes me to call centers and help desks, and I work with professionals in health care, hospitality, high-tech and other fields. I work with Fortune 500 companies and start-ups, with non-profits, NGOs and numerous associations.

The photos you see are from my trainings and keynotes where we focus on face-to-face customer service, telephone skills, dealing with difficult customers and many other situations. Find out what the US ARMY, PFIZER, LIFELONG MEDICAL CARE, WILSON SPORTING GOODS, SGMP, NACE, NAPO, eWOMENNETWORK, HILTON HOTELS, THE SF CVB, MPI, CALSAE, CITY OF SAN JOSE, UC SANTA CRUZ OF SILICON VALLEY and others know: *Craig Harrison's EXPRESSIONS OF EXCELLENCE!™ trainings ROCK!*

Trainings are interactive, fast-paced and fun. Through stories, role-plays, interactive exercises derived from real life scenarios, we brainstorm and problem solve, create and refine processes and employ best practices to sharpen our customer service orientation.

We also address aspects of internal customer service such as teamwork, communication, the roles of recognition and appreciation and other topics.

Whether you're a financial institution, a hospital, a tech support call center or in hospitality, I have solutions to help you serve with style, close calls more expertly and build brand loyalty through empathetic, efficient training. Your front line staff and managers, C-level executives and volunteers all benefit!

Please peruse the rest of this brochure to gain a better understanding of the types of programs I offer. I have also included past published articles of mine to give you a feel for the content found in my programs. As well, I am skilled at customizing, tailoring my materials to your values, needs and campaigns.

My website contains dozens of customer service articles, reference letters from satisfied clients and supplemental customer service material. Whether you seek programs on **customer service, leadership, teambuilding, humor** or various aspects of **workplace communication**, I have solutions for you!

I look forward to partnering with you to help your organization be known for its stellar service.

Let stellar service separate you from your competitors!

Craig Harrison
Founder and Chief Excellence Officer
EXPRESSIONS OF EXCELLENCE!™

Craig Harrison's Most Popular Customer Service Presentations



Inspiring Stellar Sales and Service Leadership



• Speaker • Trainer
• Consultant



Stellar Service!

101 Top Drawer Tips for Bottom Line Success

In a competitive marketplace let your service differentiate you from the rest and build customers for life. Excerpted from Craig's book *STELLAR SERVICE!*, this program teaches techniques for in-person, telephone and Internet service, including dealing with difficult customers successfully.



Hello, And Thank You For Calling!

Delivering great customer service over the telephone means more than answering the phone on the first ring, or being polite and courteous to callers. **Great phone support** means managing yourself, your caller, the equipment and the process, so as to resolve problems, retain customers and strengthen relationships. Welcome to **THE VOICE OF CUSTOMER SERVICE**.



Turning Customer Service Inside Out!

While your focus is on serving external customers, how well are you serving the needs of your **internal customers**? It all starts within your organization. Learn how effective internal communication between departments, teamwork and recognition send a consistent message. All affect your company's ability to serve all its customers!



Handling Difficult Questions & Questioners

Learn proven strategies to respond to hostile questions, hostile questioners and volatile situations you will inevitably encounter. Gain confidence in impromptu speaking situations, learn to pre-empt difficult questions and discover ways to finesse your question and questioner to win-wins.



Past President
INTERNATIONAL
CUSTOMER SERVICE
ASSOCIATION
for the SF Bay Area
&
Silicon Valley



Past
President
NATIONAL
SPEAKERS
ASSOCIATION,
Northern California
Chapter



101 Top-Drawer Customer Service Techniques For Bottom Line Results:

Stellar Service! Delivering Great Service... Every Day in Every Way

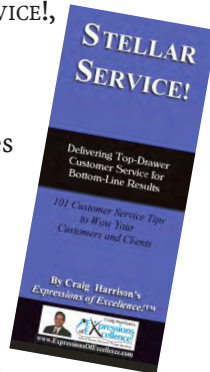


In a tight economy, customer service is often the differentiator! Is your service stellar or stinky? Seize the service edge and keep customers for life! Let me show you how!

There will always be competitors with lower prices. Yet you become unbeatable when you earn the trust, loyalty and devotion of your customers, clients and constituents...through STELLAR SERVICE!

STELLAR SERVICE! teaches you myriad strategies, methods and techniques for successfully serving your customers with style, swiftness and aplomb. You will complete this program with a checklist of action items to immediately and instantaneously implement. It's time you *Express Your Excellence!*

Excerpted from his book STELLAR SERVICE!, this presentation addresses customer service in person, over the telephone, through the Internet, and also addresses dealing with problem customers. Examples and role plays augment the instruction and stories used to teach improved customer service techniques.



Designed For YOU!

STELLAR SERVICE! cultivates a "bias to action" among service personnel. There is always a service response. Find out what it is and how to apply it — in every situation. Whether you are in hospitality, high-tech or health care, are in a call center, support or help desk environment, or in a retail environment, master STELLAR SERVICE and results will ensue!



Learning Objectives

- ▶ Learn magic words and phrases that please customers; Replace unproductive language with Lingo Franca — the language of service.
- ▶ Develop a phone demeanor reflecting compassion, concern, empathy, respect to build customer/brand loyalty.
- ▶ Sharpen your listening skills to hear the meta-message in each exchange: key concepts, ideas, fears and quell them.
- ▶ Develop a methodology for handling difficult customers to strengthen loyalty and retain customers for life.
- ▶ Learn valuable physical and psychological relaxation techniques for reducing stress and avoiding burnout.

How The Presentation Is Delivered

Role plays, scripts, stories, assessments and exercises make this training fun, easy, interactive and replicable.

About Your Presenter

CRAIG HARRISON is past president of the INTERNATIONAL CUSTOMER SERVICE ASSOCIATION's San Francisco-Silicon Valley chapter, and the NATIONAL SPEAKERS ASSOCIATION's Northern California chapter. His clients include UNITED AIRLINES, HILTON HOTELS, RAGAN MANAGEMENT SEMINARS, SBC PACIFIC BELL, PFIZER, US ARMY, THE SALVATION ARMY, NOLO.COM and HITACHI AMERICA. His service articles have appeared in SUPPORT WORLD and EXECUTIVE EXCELLENCE, and his columns in *Transaction World* and *Customer Service Newsletter* appear regularly.

CRAIG HARRISON'S EXPRESSIONS OF EXCELLENCE!™



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101 CUSTOMER SERVICE TIPS FOR BUSINESSES AND PROFESSIONALS

HINT: IT DOESN'T TAKE A MILLION-DOLLAR BUDGET OR LARGE MARKETING STAFF!

Whether yours is an organization of 1,000 employees or just one, you can deliver the kind of knock-your-socks-off service that will boost customer loyalty and grow your business. Here are 20 easy ways you can deliver great customer service:

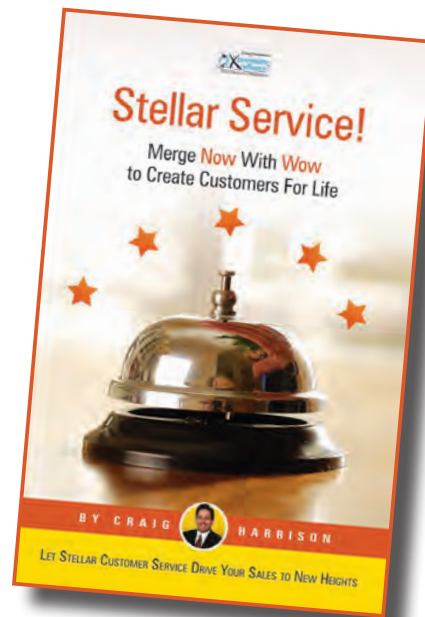
1 Smile. It takes fewer muscles than frowning, is a universal sign of friendliness, and transmits your desire to begin new relationships that can last a lifetime.

2 Learn and use the names of your customers. Take pride in knowing and correctly pronouncing their names. It's a sign of respect and shows that you know, see, and value your customers as individuals

3 Use magic words and phrases. In addition to hearing their names, customers love to hear words and phrases such as yes, we'd be glad to, consider it done!, We're sorry and let us fix it for you. They also love the words free, credit, at our expense and let us make it right.

4 Say "Thank you!" Perhaps the second most important phrase after "we're sorry." Thank customers for their patronage, referrals, patience and for taking the time and having the

courage to complain. They do you a favor when they complain. Now you know what to fix and why other customers have also left!



5 Look professional. Take pride in your appearance. Show respect for your customers by dressing the part. While attire varies by job and industry, customers will buy from those they like, trust and respect. Looking professional will help you act professionally and be seen as such by others.

6 Ask questions! The skilled professionals, whether in sales or service, management or front lines, asks questions to better understand customer needs, desires, fears and futures.

7 Listen actively! This is not an oxymoron. Listen with your ears, eyes, mind and heart. Use body language to convey comprehension, agreement or consternation. Give great eye contact and avoid distractions. Let your customers know they've been heard.

8 Master phone etiquette. Learn to answer your phone with confidence, poise, sincerity and a caring attitude. Learn to ask customers for permission to put them on hold, and to thank them for their patience.

9 Keep in touch. Building lasting relationships with customers means keeping in touch throughout the year. Vary the mechanisms: phone calls, hand written notes, e-mails, newsletters, etc.

10 Create a system **for tracking and remembering key details of your customers** to better help you serve their various needs. Birthdays, milestones, future plans, etc. are all opportunities to further serve and sell customers. Don't tax your memory. Write it down.

11 Cross-train. The better you understand other roles and functions in your organization and the better others understand yours, the stronger your organization becomes. Teamwork and efficiency will improve and the impact of illnesses and vacations will be minimized.

12 **Be A Customer For A Day.** A great way to think like your customers is to become a customer of your own products or services. When you live their customer experience you can review your own policies, procedures and protocols and improve them for your customers' convenience and benefit.

13 **Give something away.** Often you can generate new customers through freebies. Identify something of value you can give to prospects. It's a form of saying We Care.

14 **Demonstrate a touch of class.** Seize the etiquette edge through the classy way you value and treat your customers. When you treat them like royalty they respond with loyalty. Find elegant ways to show your love for your customers.

15 **Empower your employees to "make it right."** Teach employees to use common sense in correcting mistakes, fixing problems customers bring to their attention, without involving the CEO. Closing calls and solving problems quickly helps your company save money.

16 **Replace negative language with positive language.** Focus on the positive in resolving customer problems. Emphasize what you can do instead of telling them what you can't or won't do or what is unavailable to them.



17 **Think about the Lifetime Value of each customer.** A well cared for customer can be a customer for life, and buy thousands or even hundreds of thousands of dollars of products / services from you, or more. It may even start with a 10¢ part. Focus more on keeping existing customers and less on attracting new ones without minding the back door.

18 **Value Kaizen,** the Japanese concept of continuous improvement. Always be attentive to improving all aspects of your

business. This company value will help you outshine your competitors and stand the test of time.

19 **Ask your customers what else and what more you can do for them.** It's that simple: ask them how you can serve them better. Ask them what more you can do for them. Many times your customers offer insights into ways you can improve, expand and grow with them. But you have to ask, listen and, if warranted, act upon this information.

20 **Honor the diversity of your customers.** Learn about their culture, religion and values. Show respect and appreciation for their needs, preferences and desires. Don't assume "one size fits all" because there is great variance by nationality, religion and even generations. Become a student of all these variables and more.

21 **Give a little something extra.** Employ the Cajun concept of lagniappe (LAN-Yapp): giving customers a little something extra. Promise 101 tips and deliver 102! That extra, unexpected delight leaves a pleasant aftertaste. It's also a way of saying Thank you.

*These tips were excerpted from
Craig's upcoming book on
Customer Service entitled
STELLAR SERVICE!*

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"

STELLAR SERVICE! "

The voice of customer service: It's how you say it

Customer relationship management tools abound, yet let's hear it for old technology, suggests Craig Harrison, a Berkeley, Calif., customer service trainer. "The voice is the most multifaceted customer service tool in your CSRs' toolkit. It can convey concern, care, and compassion. It can alternately convey boredom, neglect, or contempt. Your challenge: to ensure your CSRs' voice reinforces the service they strive to deliver through their actual words and action."

Try this experiment

Customer service is about more than mouthing the words customers want to hear. As a CS manager, you have to sound believable. How do you sound? Try this experiment. Call your own answering machine and leave yourself a message. Now replay it. Are you convincing? Does sincerity ring from your voice or are you just mouthing clichés in a disinterested fashion? Suggest that your CSRs try this same experiment.

Depending on your tone of voice you can alternately sound:

Compassionate	or	Condescending
Confident	or	Insecure
Knowledgeable	or	Ignorant
Attentive	or	Disinterested
Focused	or	Scattered
Alive	or	Comatose

Ask your CSRs to pick one of the following phrases:

- "Thank you for calling. We're excited to serve you."
- "Welcome back. It's so nice to see you again."
- "We've missed you. Thank you for coming in again."

Ask them to mouth it a few times to a colleague next to them or over the phone to a friend. Have them ask their listener: "How do I sound?"

Mirror, mirror on the desk

There is a reason many telesales and customer service representatives have mirrors on their desk.

It is a reminder to smile while on the phone. Even though the smile isn't seen by listeners, it is felt. A smile loosens up our jaws and relaxes us. This is then conveyed through our voice. We sound more

relaxed, friendly, and open because we are. The act of smiling activates certain muscles in our face and neck and actually alters our disposition for the better. The mirror both reminds us to smile and confirms that we are smiling when we glance at it periodically. Not to sound overly dramatic, but "What you see is what customers get."

Inflection

When we consider the message our voice sends customers, you should consider inflection. It is important to understand where in a sentence you put the emphasis. What words do you accentuate? Which words do you emphasize? Depending on your placement of accent you can send different messages with the same set of words.

Consider the following statement: "It's all over my friend." Depending on the placement of accent and pause, this statement could either lament the end of a successful run of some sort, or be describing the result of a sick bird flying overhead of your pal.

Similarly, this statement, based on inflection, may send two entirely different messages: "What's that in the road ahead?" or "What's that in the road, ahead?" You can see how inflections inform. Let's make sure the information we convey is supported by our inflections.

Revisiting the phrase "Thank you for calling. We're delighted to serve you," we can place the accent on different words to convey different sentiments. The capital letters indicate the words being accented through our inflection.

Here's the idea:

"THANK you for calling. We're delighted to serve you."

"Thank you for CALLING. We're delighted to serve you."

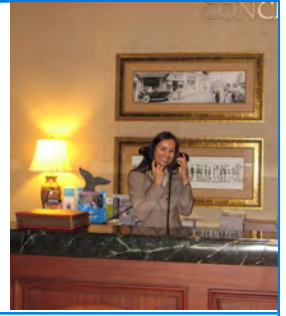
Voice your concern

Using a pleasant tone, effective intonation, and empathic emotion, your voice can go a long way toward helping customers feel heard, valued, and cared for. Remember, it is more than what you say — it's how you say it, too.



“Hello, and Thank You For Calling...”


The VOICE of Customer Service: Delivering Great Service By Telephone



YOUR Facial expressions can't be seen. Your body language is invisible, and yet your company's reputation may be riding on how you answer the call! Are you delivering great customer service over the telephone? Can you afford not to?

Delivering great customer service over the telephone means more than answering the phone on the first ring, or being polite and courteous to your callers.

Great phone support and service means managing yourself, your caller, the equipment and the process, so as to resolve problems, retain customers, strengthen relationships and leave callers with that “warm happy feeling” of being valued and cared for.

 With proper phone support training and a desire to make a difference, you too can deliver great customer service over the telephone. I will show you how.

Managing You

You have control over your work environment, voice and tone, systems and motivation. This training addresses each of these factors which contribute to stellar support.

Understanding Your Callers

Once inside the mind of your customers you can calm, soothe and satisfy them on a practical and emotional level. By actively listening, asking probing questions and assessing callers' own acuity you can best determine how to save their angst and put a smile on their face. Exceed their expectations and they will be customers for life.



Managing The Call

By understanding “The 5-Step Service Response” you will be equipped with a technique for handling all calls so as to resolve problems for maximum satisfaction.

As you build rapport, engender trust and build loyalty you can simultaneously upsell, cross-sell and more.

Learning Objectives

- ▶ identify and assess emotional, practical components and respond to each to close calls quicker and more satisfactorily for your callers
- ▶ Develop a phone demeanor reflecting compassion, concern, empathy, respect to build customer/brand loyalty
- ▶ Sharpen your listening skills to hear the meta-message in each call: key concepts, ideas, fears and quell them
- ▶ Learn valuable physical and psychological relaxation techniques for reducing stress and avoiding burnout.

How The Presentation Is Delivered

Role plays, scripts, stories, assessments and exercises make this training fun, easy, interactive and replicable.

About Your Presenter

CRAIG HARRISON is past president of the INTERNATIONAL CUSTOMER SERVICE ASSOCIATION's San Francisco-Silicon Valley chapter and the NATIONAL SPEAKERS ASSOCIATION's Northern California chapter. His clients include COMPUSA, IKON, WILSON SPORTING GOODS, PFIZER, SHERATON HOTELS, WESTIN HOTELS and HITACHI AMERICA, and associations including SGMP, MPI and CALSAE.

**CRAIG HARRISON'S
EXPRESSIONS OF EXCELLENCE!™**



Turning Custom



While companies focus thousands of dollars on external customer service in hopes of wooing and retaining customers, little attention is being paid to the effect poor internal customer service has on customer satisfaction. It all starts within your organization! Sooner or later the ripple effect reaches your customers. To really walk your service talk, make sure your commitment to internal customer service matches your company's external focus on customer care.

er Service Inside Out!

How Poor Internal Customer Service Negatively Impacts External Customers

by Craig Harrison

When we think of customer service we think of staff serving customers over a counter or over the phone. But customer service occurs within your organization as well. How well is your staff serving its internal customers: other departments, its management, vendors and consultants? Believe it or not, it all counts! Internal customer service refers to service directed to others within your organization. It refers to your level of responsiveness, quality, communication, teamwork and moral.

I define internal customer service as effectively serving other departments within one's organization. How well are you providing other departments with service, products or information to help them do their jobs? How well are you listening to and understanding their concerns, and solving problems for each other to help your organization succeed?

Teaming with Success

Help desks are often dedicated to internal service, yet they shouldn't be the only department in companies that is. How well do other departments work with each other? Does your Marketing department communicate well with the Legal department? Does Fulfillment relate well with Shipping and Receiving? Do Catering and Facilities work well together? When it's time to communicate with others from different departments do you take a deep breath, or smile and relish a chance to renew contact with colleagues from elsewhere in the company?

As a manager, I once joined a publishing company and found myself in the midst of a war between departments. Production resented Editorial for the way they missed deadlines and delivered shoddy copy. Conversely, Editorial had little respect for the resulting manuscripts they received back from Production, full of errors and oversights. Poor teamwork, poor communication and myopic thinking had led to a hardening of positions over time. They each cared about the finished product

but were putting pressure on each other without realizing it. It took time, but eventually both groups came to appreciate each other and how to best work together to achieve win-wins for the greater good of the customer.

Do you relish or dread committee work with other departments? Does it seem their aims are contrary to your department's? When other departments contact you for help do you regard it as a nuisance, a distraction and a drain of your valuable time? Can you see the greater good that comes from helping them solve their problems or fulfill their needs?

You can take pride in opportunities to help other departments look good. Obviously, you don't want their success to come at your expense. Usually helping others doesn't mean you lose a zero-sum game, where only one can win and helping others hurts you. In most instances helping other departments leads to a win-win situation. And what goes around usually comes around. Helping other departments succeed can help yours too when the shoe is on the other foot.

Up with People

Good internal customer service starts with good morale within your group. Are your people happy? Do they feel good about themselves and their contributions to the goals of the department and to the company at large? They should, and effort should be made to help them do so. Happy employees are productive, and customers take note. Happy employees are also better team players. Given a choice, will you fly the airline whose employees are striking with management, or the airline whose employees are management?

When I fly out of Oakland Airport I use an outlying parking lot and shuttle van. This shuttle is shared by employees from Southwest Airlines, coming to work or returning to their cars after their shifts. I've found them as happy and upbeat when they're starting their shifts

as when they're finishing their shifts. That's great morale, and tells me they like their jobs. It's contagious! Sometimes I'm envious on that shuttle when I know I'll be checking in at a competitor's ticket counter.

Who's On Top?

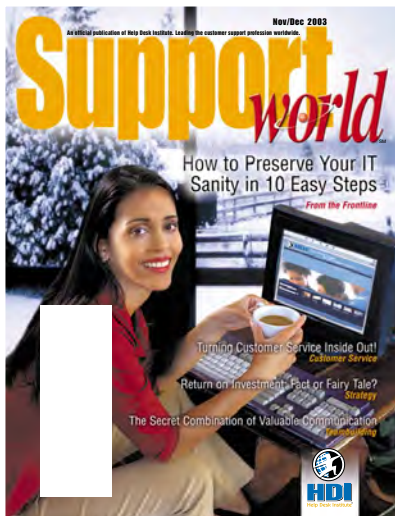
Many organizational charts employ an inverted pyramid with customers at top. Some companies instead put their employees at the top. In many senses, the employees are management's customers. Corporate values that emphasize treating employees well translate to good customer care too. Does your organization value its people? Invariably, companies that care about their people can better ask their people to care about their customers.

Congratulations on turning customer service inside out! By improving internal customer service you have just enhanced the customer service your external customers receive. You're walking your talk regarding customer service.

Touché.



Customer service consultant Craig Harrison helps companies improve their internal and external customer service orientation through fun teambuilding and communication activities.



Insider's Strategy for Improving Customer Service

Here are five tips for your organization to help strengthen its internal customer service orientation.

- 1 Employees should never complain within earshot of customers. It gives them the impression your company isn't well run, shaking their confidence in you.
- 2 Employees should never complain to customers about other department's employees. Who wants to patronize a company whose people don't get along with each other?
- 3 Employees at every level should strive to build bridges between departments. This can be done through cross training, joint picnics, parties or off-sites, or creative gatherings, as well as day-to-day niceties.
- 4 Utilize post mortems after joint projects so everyone can learn from the experience. Fences can be mended and new understandings gleaned when everyone reviews what went right...or wrong. By doing so after the project, the immediate pressure is off, yet stronger bonds can be forged. Not doing so can result in lingering animosities, which will exacerbate future collaborations.
- 5 Consider letting your employees become "Customer for a Day" to experience firsthand what your customers experience when doing business with you.



How Your Company's
Internal
Customer Service Affects
Your
External Customers

While attention is rightly focused on delivering quality customer service to external customers, how effective is your *internal* customer service?

Are you treating other departments with as much attentiveness, courtesy and understanding as you accord your external customers?

Research has shown that when internal customer service — teamwork and effective communication — is lacking, external customers suffer. The correlation is clear. Exemplary external customer service derives from the inside.

Service Tune Up

Developing a customer service orientation within your company can not only pay dividends with external customers, but also improve efficiency, build teamwork and promote understanding within your organization. Isn't it time you tuned up your internal customer service?

Learning Objectives

- ▶ Analyze how breakdowns in internal customer service diminish external customer service
- ▶ Take The internal service survey: Rate your own company's commitment to internal customer service
- ▶ Understand 5 ways of improving inter-departmental communication
- ▶ Develop 7 team building techniques for leveraging each department's strengths
- ▶ Learn ways to better serve your employees so they in turn can serve external customers better.



How The Presentation Is Delivered

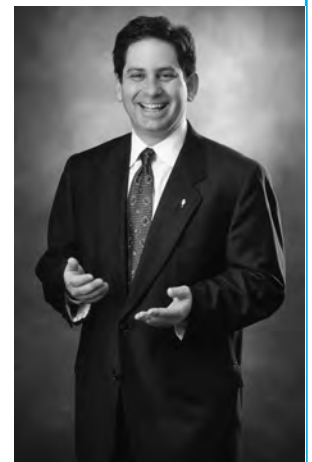
Definitions, positive and negative anecdotal case studies, self-appraisals, illuminating role playing activities and a practical question & answer session all help attendees TURN CUSTOMER SERVICE INSIDE OUT.



About Your Presenter

CRAIG HARRISON has developed training materials for the software, banking, public relations and publishing fields, and has trained corporate, academic, public sector and non-profit groups on quality and customer service topics for over a decade. His customer service columns and articles have appeared in *Transaction World*, *Support World*, *Customer Service Newsletter* and numerous newspapers, magazines and journals worldwide. Clients include PFIZER, SBC, HITACHI, UNITED AIRLINES, THE US ARMY, PMI, CALSAE, MPI and more.

Craig was 2004-05 president of the NATIONAL SPEAKERS ASSOCIATION's N.California chapter, and past president of the San Francisco-Silicon Valley chapter of the INTERNATIONAL CUSTOMER SERVICE ASSOCIATION.



To: ALL
Subject: E-Mail Etiquette

Understanding How to Send Effective, Service-Oriented E-Mails and Master E-Comm!



In today's business world, e-Mail is a common and accepted mode of communication.

It has advantages and disadvantages, strengths and weaknesses. Are you and your workgroup, department or company using e-mail effectively?



As with any form of communication, there are mores, standards and conventions to adhere to. As a new form of communication, you must be aware of how best to use E-mail, ways it can help you and also ways it can harm you.



Learning Objectives

- ▶ Develop your checklist for when you should (and shouldn't) use E-mail
- ▶ Effective use of the Subject Line
- ▶ Designing appropriate Signature files
- ▶ Use of White Space, Numbered Lists and Tables of Contents to improve readability
- ▶ Understanding Netiquette, Emoticons and E-Mail Lingo and when to use/not use
- ▶ When to Use CC, BCC, Redirect vs. Forward
- ▶ Including a service orientation in your E-mail
- ▶ E-Mail horror stories to learn from
- ▶ Using E-mail Distribution Lists
- ▶ Harnessing E-Mail to facilitate Meetings, Teleconferences, etc.
- ▶ Using Templates for types of E-mails

How The Presentation Is Delivered

This presentation includes the use of actual E-mails to demonstrate effective and ineffective techniques.



You are encouraged to submit sample e-mails for use in the presentation. Identities will be suppressed to protect individuals. Attendees will be encouraged to write, edit, and rewrite existing e-mails to improve intelligibility, include a service orientation, and shorten lengthy files.

About Your Presenter

Customer Service trainer CRAIG HARRISON has spent the last dozen years helping Silicon Valley professionals communicate more effectively, in print, in person and via the internet. His clients include SBC, HITACHI, HP, LUCENT, SELECTICA and PFIZER. Craig's customer service and communication articles and columns have appeared regularly in *The San Francisco Chronicle*, *Customer Service Newsletter*, *Transaction World*, *Customer Communicator*, and *Toastmaster*.

To read Craig's customer service articles, connect to his website:

ExpressionsOfExcellence.com/articles.html#CustomerService





HANDLING DIFFICULT QUESTIONS & QUESTIONERS WITH CRAIG HARRISON



Are You on the Front Line or Firin G Line ?

Are you forever on the hot seat at work? Are you forced to handle difficult questions from difficult questioners?

in today's litigious environment you've got to know what to say, what not to say, and how to say it...or not!

Your ability to think, listen and speak on your feet could save your job, your boss's, or your company's reputation. Are you ready when pressed into service?



HANDLING DIFFICULT QUESTIONS AND QUESTIONERS is designed to fortify you with proven strategies to respond to hostile questions, hostile questioners and volatile situations you will inevitably encounter.



Learning Objectives

- ▶ Learn to anticipate questions and deliver prepared answers in seemingly impromptu fashion
- ▶ Develop the ability to gauge your questioner and tailor responses to fit their needs, speaking their language
- ▶ Learn to pre-empt difficult questions... framing them to your benefit
- ▶ Master techniques for setting expectations, ground rules and adhering to protocol
- ▶ Master the art of disengaging and diffusing
- ▶ Develop successful coping techniques for fielding questions from irate, hostile and difficult customers
- ▶ t transform rejection into redirection when saying n.o.



How The Presentation is Delivered

t through use of scripts, role playing and coaching, you'll become adept at handling the unexpected, learn to put a good face to bad situations, practice remaining in control, and become a calming influence on others when the going gets tough.



Ways This Presentation Can Help You

You will gain confidence in impromptu speaking situations through physical and mental exercises. You will also develop the ability to acknowledge the speaker's question, establish rapport and engender trust, and adeptly respond to a variety of difficult questions.

About Your Presenter

CRAIG HARRISON has faced hostile audiences for over 20 years! he has chaired contentious board meetings, presided over acrimonious council meetings and walked through corporate mine fields. he is expert at using honesty, tact and humor, when appropriate, to find common ground with opponents and treat them with dignity and respect, regardless of the animosity present. t to schedule a presentation, contact:



IT TAKES A VILLAGE, Or At Least a Team.

by Craig Harrison



We're surrounded by examples of great, and not-so-great, teamwork. Recently I flew to Los Angeles, visited relatives, took in a parade with floats, bands and street performers, saw a football game and attended an opera. Countless teams made it all possible, whether on stage or back stage, seen or unseen. You too are a part of a variety of teams. How well you work together tells me how successful you are. Are you teaming with success?

True teamwork takes time and a willingness to contribute to the greater good of the team, as opposed to only looking out for number one. It begins with a desire to work on behalf of the group. Examine your motives. In successful teams, when the teams win their teammates too reap the rewards. Ineffective teams are often betrayed by

selfish team members whose individual goals supersede their team's goals.

Among the hallmarks of effective teams:

- A shared vision of the mission of the team and its goals
- Willingness to meld one's individual talents for the betterment of the team
- Clear communication in both directions between team leader and team members, and amongst members themselves
- Ample appreciation of individual differences within one's team
- Recognition and reward of team members for their efforts

I have chaired boards of directors, coached basketball teams domestically and internationally, and managed talented and not so talented groups within and beyond high-tech. I know from experience that lines of authority alone do not guarantee dedication, loyalty and a shared sense of team play. Similarly, I have been a member of functional and dysfunctional teams and have seen firsthand that talent alone doesn't guarantee success. Successful teams are about a coming together of talent, a melding of minds and mindsets, and an ability to focus on the big picture.

Team members seek the following:

- To be heard
- To feel important
- To be valued, appreciated and recognized
- An opportunity to express individuality

These can all occur on well-led teams, without sacrificing the team spirit. It's a mistake to believe that the best team

leaders treat everyone the same way. Realistically, not everyone wants nor needs to be treated the same way. Some team members are self-motivated. They are self-starters who want the keys to the car and then ask that you step away from the curb. Other team members want and need reassurance, support and a little hand-holding. Neither is right nor wrong. But each excels when treated the way they most want to be treated.

Team leaders should strive to achieve the following:

- A clear vision of the team's goals and objectives that they consistently articulate
- Appreciation of who each team member is and how to relate to them: personality, temperament, strengths and weaknesses and style
- Cohesion through regular communication
- Support for each team member
- Recognition for members' accomplishments and group milestones

Teamwork is developed over time. Day by day your team can strengthen itself through experience and the natural relationships that occur over time. With time and attention to these tips, soon your group will be teaming with success! ■





TEAMING WITH SUCCESS

TEAM BUILDING SKILLS FOR THE WORKPLACE

with CRAIG HARRISON



ARE YOU READY TO FORM THE TEAM?
JOIN THE TEAM? LEAD THE TEAM?

Join together with team leader Craig Harrison to master **TEAMING WITH SUCCESS**. Understand how shared objectives can lead to shared success. Develop effective ways to form, motivate, lead and reward teams for maximum effect. Identify common obstacles to team building and how to overcome them.

In **TEAMING WITH SUCCESS** you experience what it's like to recruit and build a team, agree upon distinct roles, create a division of labor, resolve problems that arise and work toward achieving common goals.

While there may be no "I" in TEAM, there is individuality, an important component in every team. Individual differences and diversity are often a team's strength. Learn to leverage them.

Leadership can also be generated from all team members, not just the official leader. Learn how each member can lead by example.

Learning Objectives

- ▶ Goal Setting, Focus and Purpose
- ▶ Experience Team Dynamics Through Exercises
- ▶ Understanding Role Clarity & Clear Leadership
- ▶ Gaining Strength from Diversity
- ▶ The Effect of Teamwork on Internal Service
- ▶ Ensuring Problems Strengthen the Team
- ▶ The Role of Recognition and Rewards

How The Presentation is Delivered

Definitions, stories, case studies, and fun group activities *using movement* all reinforce team concepts, allowing participants to walk the talk.

The End Result

Team building increases work group productivity, harmony and esprit de corps. Employees feel valued as team members, engendering loyalty.

About Your Presenter

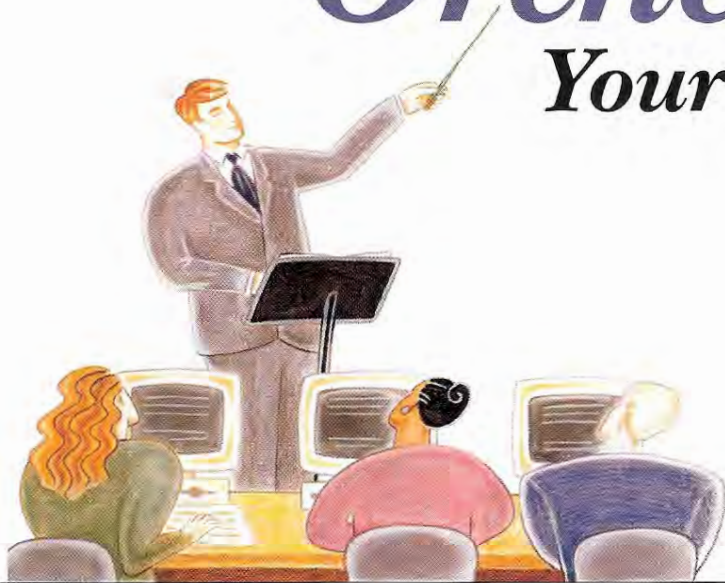
Craig Harrison has worked with Olympians, Hall of Famers and world class athletes, as well as high performing corporate leaders in the development of leadership and team building skills. The 2004-05 president of the Northern California chapter of the NATIONAL SPEAKERS ASSOCIATION, and a past president of sales and customer service associations, Craig draws on sports and traditional management techniques and group dynamics theory to help others achieve maximum productivity from their teams. After this training you and your group will be **TEAMING WITH SUCCESS!**

To book Craig contact:



Orchestrating Your Leadership

by Craig Harrison



Recently I had the opportunity to lead an orchestra. It's an experience I recommend to all. Admittedly, I had my doubts. With no formal training I wondered:

- Would I lead correctly?
- Would others respond, and if so, how?
- Would I look foolish?

Follow My Lead

I did look foolish — but somewhat by design. My orchestra was a conference audience whom I was training to step into their own leadership. And follow my amusing lead each guest conductor did...magnificently. (Some joked I was an easy act to follow. My mission had been accomplished.)

Conductor Gets All Aboard

While a soundtrack played in the background I passed the baton to a random attendee and took the seat of my surprised successor, who then took a short stint as leader. Each subsequent conductor's seat was filled in turn by the previous conductor at their whim. And to my satisfaction the audience responded to each conductor. Their styles varied yet the audience caught on to each leader's style and direction. They clapped, vamped and even soloed.

During our debrief, it became clear we learned a great deal about leadership through this symphony ice-breaker:

- There is no one right or wrong style of leading — many styles and approaches abound,
- Leadership goals and gains may be dependent upon one's talent pool,
- Your leadership approach may be dependent upon the score, script or soundtrack you're expected to follow,
- Your leadership may be dependent upon the conductor you follow.

Each guest conductor remarked upon how different the view was from in front of the audience. Conducting felt differently than they imagined it while sitting down.

Upon returning to their seats after conducting, conductors also better appreciated the role, risk and responsibility of each who led that day.

Making Beautiful Music

The most effective conductors, and leaders, are the ones who elicit the best from each of their musicians: the strings, brass, percussion and woodwinds. The best leaders get their teams to meld their strengths together to make beautiful music. How well do you conduct the groups you lead? Do you connect with

the various temperments of your orchestra: the quiet ones, the soloists, the steady backbones of your team, etc.?

Unconscious Trumps Self-Conscious

Each "leader" agreed that they performed best when they let go of concerns about how they looked while leading. When their focus shifted to results and bringing out the best in others, everything else fell into place.

Each leader learned from those before and after them, and recognized that as the music changed, so too did the role of each leader.

When your time comes to lead, may you conduct your musicians as a conductor leads the symphony. Be brave and expressive and you'll hear the bravos and bravas of your devotees. ■





Conductor Craig Harrison, making beautiful music with your talented ensemble & soloists

ORCHESTRATING YOUR LEADERSHIP

Led by Craig Harrison

Benefits to Attendees

- ▶ You Will Understand Different Leadership Styles
- ▶ Be Able to Recognize “The Leadership Response”
- ▶ Learn Ways to Groom Fellow and Future Leaders
- ▶ Skillfully Learn to Handle Challenges to Your Leadership

ARE YOU AN ASPIRING, EMERGING OR CURRENT leader of an organization, team or work group?

Whether you're a V.P., manager, director, coordinator, teacher, coach or parent, you *are* a leader. **ORCHESTRATING YOUR LEADERSHIP** teaches you to become a more successful and effective leader.

The Leadership Response

In **ORCHESTRATING YOUR LEADERSHIP** we inventory your current leadership skills and proclivities, and demonstrate how in every role and situation there is a “leadership” response. By understanding the components of effective leadership you become better able to lead.

In **ORCHESTRATING YOUR LEADERSHIP** you will:

- ▶ Rate your current leadership qualities and learn how to become a high performing leader in your chosen endeavor.
- ▶ Develop your vision and mission statements; Articulate them so as to enlist others in your cause.
- ▶ Understand how personal integrity, group dynamics, role recognition and consensus all play a part in your success.
- ▶ Experience what it's like to recruit and build a team, agree upon distinct roles, create a division of labor, attack problems and work toward achieving common goals.
- ▶ Experience challenges to your leadership and experiment with different responses.

How The Training is Presented

In this fun-filled interactive session, attendees take turns conducting the orchestra, to understand how others respond to their leadership style, how we're all subject to an ever-changing score, and how to get the best performance out of musicians of differing temperaments.

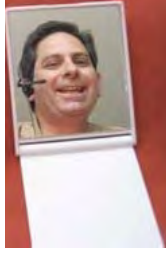
Definitions, case studies and anecdotal stories augment participatory activities.

About Your Presenter



Craig Harrison has effectively chaired boards of directors, managed corporate departments, coached sports teams and soundly led non-profits internationally with both results and style!





HELP DESK HUMOR:

Humor in the Call Center!

CRAIG HARRISON



What one essential ingredient can increase productivity, enhance team building, encourage creativity and improve esprit de corps in the call center? You guessed it...hUMor !

Humor has physiological, psychological and practical benefits. It helps us clear our heads, stimulate mentation, and entertain ourselves and our co-workers. It makes difficult callers easier to work with and actually creates an environment conducive to success. Just as an apple a day keeps the doctor away, so too does a fun environment keep a workforce happy and healthy. It's no coincidence that when the humor quotient rises the absentee rate declines and retention rates rally.

HUMOR IN THE CALL CENTER shows you how to introduce fun, laughter, relaxation and appropriate humor into your support environment. It helps you recognize and value your own humorous side, while also facilitating teamwork and the appreciation of others. Learn from the **Jest Practices** of other successful organizations too.

Learning Objectives

- ▶ Discover five ways to enliven your work environment
- ▶ Learn six methods of invigorating meetings with humor to engage participants
- ▶ Develop daily practices for loosening up at and beyond work
- ▶ Develop daily practices for breaking out of ruts at work
- ▶ Differentiate humor's use as a shield, sword or bridge.

How the Presentation is delivered

Examples, worksheets, role plays and anecdotal stories all help audience members appreciate ways of utilizing humor to help relieve stress, relate better to co-workers and maintain equilibrium in pressure situations.

About Your Presenter



Since the age of eleven when he went door-to-door selling *Used Jokes*, Craig has been employing humor to entertain and educate his audiences to express their excellence. In 2003 Craig founded www.LAUGHLOVERS.US in the SF Bay Area



to promote humor in the workplace.

In 2004-05 Craig served as president of the NATIONAL SPEAKERS ASSOCIATION's Northern California

chapter. Today Harrison trains and coaches professionals in support, high-tech, banking, medical and other fields to not only communicate with confidence and clarity, but with levity too! Let him enliven your workgroup or audience to help them express their excellence.





ARE YOU A CUSTOMER SERVICE ACE? Take This Quiz and See!

Test your customer service knowledge and learn how to be a service ace by picking the correct answer to each of these 10 questions.

1. A complaining customer is:

- A. Always right
- B. Often lying
- B. Almost right
- D. Always the customer

2. Customers who complain:

- A. Had unhappy childhoods
- B. Are genetically predisposed to be sourpusses
- C. Have trouble in their primary relationships
- D. Are doing *you* a service in identifying what isn't working in your business or organization

3. The best reward for your customer service representatives is:

- A. Earplugs and punching bags
- B. Valium or other mind-numbing drugs
- C. Recognition and appreciation on your part
- D. Anger management seminars

4. CRM stands for:

- A. Customers Rarely Matter
- B. Can't Remember Much
- C. Communicating Random Meaning
- D. Customers Rudimentarily Managed
- E. Customer Relationship Management

5. Customers who complain want . . .

- A. Something for nothing
- B. To be heard and have their experience validated
- C. To vent for the sport of it
- D. To be made majority shareholders in the company

6. Customer Service departments:

- A. Are the afterthought that cleans up messes other departments cause
- B. Build customer loyalty
- C. Are leaders in understanding customer behavior patterns and market research

7. For a company to be considered service-oriented:

- A. It must mention customer service in its mission statement
- B. At least 18.3% of its employees must work in the customer service department
- C. Its managers must at one time have been CSRs
- D. Customer service must be addressed by all departments

8. A Call Center is defined as:

- A. The midpoint in duration of a telephone call
- B. A revenue sink hole
- C. A place where middle-of-the-road calls coexist with liberal and arch-conservative calls
- D. A location where complaints & problems are converted into successful saves for your customers and company

9. Customer Care is:

- A. A managed care medical program for customers
- B. A nifty alliterative phrase that looks good in company brochures
- C. A new program where customers care for themselves
- D. A philosophy wherein the customer is wrapped in service even before a problem arises

10. Customer Service Culture is

- A. A new form of yogurt where the lid removes itself for you
- B. Behavior being analyzed in a Petrie dish for contagions
- C. A mythical civilization in which everyone smiles and welcomes you when they meet
- D. An environment where customer service permeates the thinking of the entire company

KEY

- 1. **D.** Customers are often wrong but they never stop being the customer. Right or wrong they are to be accorded respect and cared for. Focus on the insights their complaint offers.
- 2. **D.** Complaining customers alert you to systemic problems before they drive off more customers. Their complaints represent many more customers who may not spend the time to tell you about problems, instead just leaving you for your competitors.
- 3. **C.** Your staff deserves and thrive on recognition and appreciation. Take the time to celebrate them collectively and individually. Whether through cards, gifts, surprises, outings and acknowledgements at company functions, let them know how important, valued and appreciated they are to you and the company.
- 4. **E.** CRM refers to systems designed to track and cater to each customer's whims and preferences over a lifetime. CRM is about managing customer relationships over the long haul by attending to their individual needs.
- 5. **B.** Complaining customers have several needs. Implicit in their actual complaint is also a need to be heard and their unhappiness acknowledged. Fixing the problem is important. So is letting them know you understand their displeasure and feel for them. One without the other is an incomplete remedy for customer complaints. Don't forget the emotional component in complaints.
- 6. **B and C.** When you solve a problem for a customer you actually build confidence and allegiance. You've proven you stand behind your products or service, giving customers a warm and fuzzy feeling of safety and protection. As well, you tap the pulse of the customers. Their complaints and feedback give valuable insight into how well your products are assembled, documented, sold and hold up. Listening to customers tells you a great deal about your company's products and services (and your competitors' too) from real life customers. That's invaluable!
- 7. **D.** A Customer Service orientation must transcend the service department. All departments must understand and model good customer service for the company to be considered strong in service. Many problems can be avoided outright by attending to customer service. Why should the customer service department carry the weight of service for the entire company. Don't operate under the adage "never enough time to do it right but always enough time to do it over." Get it right at the source, in all departments.
- 8. **D.** Make your call center is a shining example of your company's commitment to its customers. Your center is a visible symbol of your company's commitment to customer success.
- 9. **D.** Customer Care is a philosophy wherein customers are cared for by a company – the entire time they're customers. Care isn't just to be administered as a salve for problems. Demonstrate care from the start and your customers will flock to your products and services.
- 10. **D.** Customer Service Culture is the infusion of service ideals into every department, from sales, shipping and receiving to legal, human resources and beyond.

How did you do? If you scored 100% you can teach Craig's next course! If you scored 80% or better you're a service ace. 60-80%: you understand customer service. If you scored below 60% don't fret. We can all improve our customer service orientation. Take a class, read books and columns on service, and then you will be a Service Ace!

When You Hire CRAIG HARRISON... What's In the Package?



A Commitment to Excellence

Craig partners with you to create the best possible experience for your audience. From first contact, we make sure Craig's the right speaker for your company. If not, he's happy to refer you to colleagues who present a better fit.

Assuming Craig's the right speaker, what's the right program? Craig has many. His detailed descriptions describe benefits, style and background to help you make the best determination. The enclosed promotional packet, including references and a description of his creative handouts, gives you a better understanding of what he's offering.

A Sincere Focus on the Needs of Your Audience

Craig identifies your audience's needs and customizes accordingly, using a company profile, pre-surveys from audience members, and discussions with you and key players.

Advanced PR

Craig provides you with all the 'copy' you need to promote, advertise and inform others of his appearance. Sample articles, quotes from other clients, photos and even sound clips, can set the stage for his appearance. Craig can contribute items to pre-event newsletters, printed programs, and communiques. Need photos or electronic files? Consider it done!

Day of Event

Craig is available to arrive early and stay beyond his presentation, give interviews, pose for photos, present awards and recognize others, or meet one-on-one with selected individuals. Often, when giving a keynote, Craig can be booked for multiple programs in the same day.

Follow Up

By providing Craig with candid feedback, he can make sure that your needs have been met. End of program evaluation forms are used, and follow-up calls are placed with you, to confirm satisfaction and the meeting of objectives.

Building A Relationship

Craig seeks your return business, whether through speaking, training, consulting or coaching. Craig wishes to partner in your success, helping you *Aspire & Achieve!*



To establish and maintain public confidence in the professionalism, honesty, ability and integrity of the professional speaker is fundamental to the future success of the NATIONAL SPEAKERS ASSOCIATION, its members, and the profession of speaking.

To this end, members of the ASSOCIATION have adopted and, as a condition of membership, subscribe to this Code of Professional Ethics. By doing so, the members give notice that they recognize the vital need to preserve and encourage fair and equitable practices among all who are engaged in the profession of speaking. As a member of the NSA I pledge to:

- ▶ Accurately represent qualifications and experience in both oral and written communications.
- ▶ Act, operate my business, and speak on a high professional level so as to neither offend nor bring discredit to the speaking profession.
- ▶ Comply with the standards of NSA as set forth in its bylaws and this Code of Professional Ethics.
- ▶ Exert diligence to understand the client's organization, approaches and goals in advance of the presentation.
- ▶ Avoid using materials, titles and thematic creations originated by others, either orally or in writing, unless approved by the originator.
- ▶ Treat other speakers with professional courtesy, dignity and respect.
- ▶ Maintain and respect the confidentiality of business or personal affairs of clients, agents and other speakers.
- ▶ Protect the public against fraud or unfair practices and shall attempt to eliminate from the speaking profession all practices which bring discredit to the profession.
- ▶ Not be a party to any agreement to unfairly limit or restrain access to the marketplace by any other speaker, client or to the public, based upon economic factors, race, creed, color, sex, age, disability or country of national origin of another speaker.

Members of the NATIONAL SPEAKERS ASSOCIATION are dedicated individuals sincerely concerned with the interests of all who come in contact with the profession. To this end, NSA members subscribe to this Professional Pledge:

- ▶ We pledge ourselves to honesty and integrity; to pursue our profession and education to the end that service to my clients shall always be maintained at the highest possible level.
- ▶ We pledge ourselves to seek and maintain an equitable, honorable and cooperative association with fellow members of the Association and with all others who may become a part of my business and professional life.
- ▶ We pledge ourselves to comply with the standards of the NATIONAL SPEAKERS ASSOCIATION as set forth in its Bylaws and this Code of Professional Ethics.

A handwritten signature in black ink, appearing to read "CASH", is located in the bottom right corner of the page.