

## Handout 4 – Coaching Scripts

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### *(1) Ongoing, Correction*

#### S – Summarize Observed Behavior

C: Travis, I've noticed several times over the course of the last month that you've found it difficult to empathize with customers. Often, when you don't offer empathy to the customer, it's difficult for them to let go of their anger over the issue because they feel as if you haven't heard them. Let's spend a few minutes talking about that.

#### A – Ask for Input, As Necessary

C: What are some ways you can communicate empathy to a customer?

A: Well, I'm supposed to rephrase the customer's issue to let them know I've heard them and then a statement which acknowledges their emotion, for instance their frustration or disappointment, right?

C: That's a good explanation. We've role played this in our last few sessions and I know it's difficult for you to do it naturally. What do you think you could do to transfer that knowledge into your phone calls?

A: Well, I guess I could make up a list of common empathy statements and practice using them. But it just doesn't feel natural in the course of the call – it feels too scripted.

#### F - Formulate a Plan

C: Why don't you come up with a list and make it a goal to start offering one statement in each call – even if it's not a perfect fit or feels rehearsed? Once you start using them, I think you'll start to feel more comfortable and you'll see the results when your customers are more open to your solutions once their anger is diffused. Will you make up that list this afternoon and start using it tomorrow morning?

#### E – Express Thanks

C: Thanks for your input. I'm glad you're willing to come up a solution that you think you'll work best for you.

C = Coach

A = Agent

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### *(2) Ongoing, Correction*

#### S – Summarize Observed Behavior

I'd like to talk to you about your lackluster voice on the phone, Jean. You sound very tired, your voice is very low and you speak very slowly, as if each word required a great effort. We've listened to taped calls which demonstrated what I'd like to hear and I've practiced with you, as well. You've agreed when we listened to tapes of your calls that you do indeed sound bored and uninterested in your callers and you told me that you could see how that would be a problem. During our practice sessions, you're able to speak with the tone and enthusiasm required, but once you've returned to taking calls for a day or two, you continue to sound lackluster. I've tried to provide you with feedback when you're able to convey excitement and enthusiasm to the customer.

#### A – Ask for Input, As Necessary

Now I know you can do it and you know what to do. Why aren't you doing it on a consistent basis?... I know you don't consider this to be important but it's important that you understand that we do. What do you think the consequences of not improving in this area are? Do you realize that if you continue to perform below expectations on this skill it will have an impact on your year end performance review, which means it will impact your raise? And that it limits your opportunities for advancement with the company? What are you willing to do to ensure that your performance review and salary increase are what you want them to be?

#### F - Formulate a Plan

I'm going to continue to monitor your calls this week and will continue to work with you on this. I'd like for you to tape at least three of your own calls each day. The next morning, I'd like you to listen to those three calls and then three of these model calls I'm going to give you. I'd like for you to track your progress this week and we'll get back together at the end of the week and listen to Thursday's calls together. This one issue is holding you back from a positive performance review and opportunities for promotion. I know you can resolve this with practice and effort.

#### E – Express Thanks

I know this has been difficult for you to work on. I appreciate your effort and the progress you've shown so far. Thanks.

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### *(3) Ongoing, Correction*

#### S – Summarize Observed Behavior

C: Jane, you were late signing in on the phones this morning. That's the third time this week. You know it's important to sign in on time to ensure we have adequate coverage and callers aren't left in queue.

#### A – Ask for Input, As Necessary

C: We've talked about this before, what's the problem?

A: There's no problem. It won't happen again.

A: I've explained to you that a few minutes difference can affect our service level for the first half hour of the day. This is how the entire team's performance is measured. It seems by your actions that you disagree with the policy, but I guess I just don't understand why. Why can't you be signed in on the phone at the start of your shift?

A: Well, I have to check my messages and the morning updates and there just isn't enough time to do that and be signed in at nine am.

C: The company policy is that everyone is to be signed in on their phones at the start of their shift, nine am in your case. You've been formally written up for this twice this month already. This time I'll have to write you up again. I know you don't agree with the policy and I've made every effort to encourage you to comply, but I can't make you do it. If it happens again, I'll have to fire you. I want you to succeed here and I know you have the ability to do that. I'd hate to see something like this end your employment here, but it is a requirement. Do you understand what I'm telling you?

A: Yeah, if it happens again, you'll fire me.

C: I'd hate to do that, but yes, that's what I would have to do. Can I get your commitment that you'll be on time for the next 30 days?

A: OK

#### F - Formulate a Plan

C: OK, if you make an effort to get in earlier to check the updates and the schedule, I don't think you'll have a problem. I'll be keeping track of your sign in time for the next thirty days. Once you get in the habit, I think you'll find that it becomes easier. And then I'll be off your back, OK (smile)?

#### E – Express Thanks

I know it's difficult to remember sometimes but I also think you appreciate how important it is to be consistent on this one. I appreciate you making the commitment to do this.