



**What
do
you?TM
say.***

*The right words
at the right time.

Manager's Guide

A step-by-step Guide for “Non-Trainers”

FOR PREVIEW ONLY

Media Partners™
1-800-408-5657

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What do you say?™

The **right words** at the **right time.**

Manager's Guide



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Introduction

This *Manager's Guide* is a short, easy-to-read booklet that will help prepare you for your upcoming training meeting. This program is designed as a guide to help you train your frontline employees. *What Do You Say?* is both practical and motivational, but, most of all, it's fun and easy to use for training.

This guide is divided into the following sections:

- **Introduction**
- **Getting Started**
- **Facilitating Your Training Meeting**
- **Follow-up**
- **Other Ways to Use the Game Cards**
- **Class Aids**

Meeting-in-a-Box Contents

This *Manager's Guide* is one component of your Meeting-in-a-Box. But what else do you have? Take a moment to glance through the contents. You should have:

- ***What Do You Say? Manager's Guide***
- ***What Do You Say?* video/DVD**
- **10 *What Do You Say? Employee Handbooks***
- **Deck of Game Cards plus 16 blank cards**
- **10 Pocket Reminder Cards**
- **Service Bucks**



About This Training

The focus of this training is to help frontline employees handle awkward and challenging guest situations. Specifically, it deals with what to say when:

- **Your guest is disappointed.**
- **Your guest won't let you help.**
- **It's not about business.**
- **You can't say yes.**
- **Your guest feels wronged.**

The video/DVD is the cornerstone of this training program because it models desirable customer service behaviors; however, the *What Do You Say? Handbook* and the *What Do You Say? Game* bring the concepts to life.

Your Role

Your role is to create and facilitate an interactive environment that promotes learning. Your employees look to you, their manager, to serve as an example. Emphasize the importance of the training and make the meeting fun. Doing so will help ensure that training takes place.

This *Manager's Guide* is designed to get you started; however, your study of the video/DVD, the *Employee Handbook* and the game cards will best prepare you to teach.

Getting Started

To help you organize your thoughts and prepare for your training meeting, we've included a preparation checklist and meeting agenda.

The agenda is expanded in the "Facilitating Your Training Meeting" section of this booklet.

Training Meeting Preparation Checklist

- Order additional *What Do You Say? Employee Handbooks* (make sure you have one per employee).
- Read this *What Do You Say? Manager's Guide*.
- Watch your *What Do You Say?* video/DVD.
- Read the *What Do You Say? Employee Handbook*.
- Decide which sections of the *Employee Handbook* you'd like to emphasize during the training meeting (refer to *Meeting Planning Form* in the Class Aids section of this guide).
- Review the game cards and then select the cards you will use for your game (refer to *Meeting Planning Form* in the Class Aids section of this guide and consider the scenarios you'd like your associates to practice).
- If you choose the Video/DVD Team Play option for the game and are using a video, note the game card numbers of the scenarios you are using and set up the VCR counter to determine where to cue the video.



WHAT DO YOU SAY?

- If you choose the Video/DVD Team Play option for the game and are using a DVD, note the game card numbers of the scenarios you are using so you can search and pause the DVD.
- Get giveaways (candy, bubblegum, inexpensive trinkets, buttons, noisemakers, hats, etc.) as prizes for the game, which adds another dimension of fun.
- Establish a follow-up process to reinforce the learning. (Ideas are included in the Follow-Up section of this guide.)
- Prepare flip charts or white-board information, if applicable.
- Distribute the handbook to employees at least one week prior to the meeting so they have time to read it.
- Post the Meeting Notice (a reproducible copy is in the Meeting Aids section).
- Set up Service Bucks Redemption Area.

Note: Consider how much time you will need for your training meeting. The number of employees you have and the number of game scenarios you select will affect the length of your meeting.

Training Meeting Agenda

- **Welcome**
- **Discuss customer service standards**
- **Share customer service stories**
- **Play video/DVD**
- **Debrief video/DVD**
- **Discuss handbook**
- **Set up the game**
- **Explain game and scoring criteria**
- **Play game**
- **Redeem Service Bucks**

Familiarizing Yourself with the Game

There are three game formats: traditional two-team play, multiple team play, and video/DVD team play. Select the format that best suits your staff.

TRADITIONAL TWO-TEAM PLAY

During the traditional two-team approach, each team sends up one player to role-play at the front of the room and one player to judge and score.

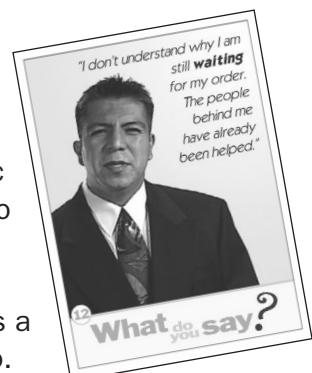
One player from one team will play the service pro and the player from other team will play the guest for the first scenario, then they switch roles. The two judges will score both scenarios based on the scoring criteria.

After each pair of scenarios, the two role-play players score the next round and two new players come up. (The first two people to score will role-play the final pair of scenarios.)

MULTIPLE TEAM PLAY

If you have a large group of employees and it's unrealistic to have each of them role-play a scenario, divide them into four or five teams.

You will read the customer comment aloud and give teams a couple of minutes to discuss an approach to the scenario.



Teams will take turns sending up one player to play the service pro while you play the guest. The remaining teams will judge the role-play, discuss the scoring criteria and post a score. You'll add the judging teams' scores together before announcing the score. While the other teams are scoring, the role-play teams should take a few minutes to critique the outcome of their scenario.

WHAT DO YOU SAY?

Scores will be much higher than with the two-team version and not everyone will have an opportunity to role-play a scenario; however, if you have time constraints due to the size of your group, this game version offers everyone an opportunity to discuss their responses to the scenarios and choose the best approach. It also offers everyone a chance to discuss the scoring criteria and critique the behaviors presented in the role-play.

VIDEO/DVD TEAM PLAY

This approach can be used with either the traditional two-team approach or the multiple team approach.

Teams will take turns responding to the video/DVD scenarios. After you pause the scenario, the player role-playing the service pro will respond to the customer situation everyone viewed on the video/DVD.

In two-team play, the player role-playing the customer can pick up where the scenario left off to finish the situation. In multiple-team play, you can pick up the scenario to take it to its outcome.

If You Have A Video

You will play the video scenario and pause it at the *What Do You Say?* prompt. Following each role-play, fast-forward to the next scenario you've chosen.

Note: When you prepare for your meeting, use the VCR/VCP counter to cue the video and make it easier to fast-forward to your selected scenarios.

If You Have A DVD

When you search by scenario number, the DVD will automatically pause at the *What Do You Say?* prompt. The DVD also offers you the option of playing scenarios with or without suggested answers.

Facilitating Your Training Meeting

Welcoming Your Employees

WELCOME everyone to the training meeting.

EXPLAIN that they can expect:

- An overview of the company's customer service standards
- An informative and entertaining film that offers ideas for what to say during awkward or challenging customer interactions
- A fun, high-energy game
- Prizes

Note: Don't save the goodies for the game winners! Consider tossing gum or candy to employees as they ask questions, offer ideas or share answers. Use your trinkets and other prizes for the game.

Discussing Your Customer Service Standards

DIVIDE employees into four groups.

POST the following questions on a whiteboard or flip chart.

What does it mean to treat our customers like guests?

What kinds of things do we expect our employees to do to make our customers feel like guests?

WHAT DO YOU SAY?

What does customer recovery mean?

Why are our employees so often reluctant to apologize to a customer?

ASSIGN one question to each group. Give employees a few minutes to discuss their question.

ASK each group to share its answer.

REINFORCE what each group says by discussing the company's customer service standards as they relate to each question.

Note: If your company doesn't have specific customer service standards, consider outlining the following *GUEST* standards and standards for dealing with *THE DIFFICULT GUEST*. If applicable, post prepared flip charts or highlight information you've written on the whiteboard.

GUEST STANDARDS

To treat customers like guests:

1. Welcome them.
2. Use their name.
3. Take care of their needs.
4. Thank them.
5. Invite them back.

STANDARDS FOR DEALING WITH DIFFICULT GUESTS

1. Take them somewhere to talk privately.
2. Get help if necessary.
3. Use the **L.A.S.T.** approach for customer recovery.

Listen

Apologize

Solve

Thank

Sharing Customer Service Stories

DISTRIBUTE blank *What Do You Say?* cards.

TELL employees to take a few minutes to think about their most memorable customer service moment.

EXPLAIN that it could be:

- **An interaction with a customer**
- **A time when they were the customer**

ASK employees to share a couple of their stories.

COLLECT the cards. EXPLAIN that you will revisit the cards again later.

Playing the *What Do You Say?* Video/DVD

EXPLAIN that the *What Do You Say?* video demonstrates a variety of customer service interactions. TELL employees you'll discuss some of the vignettes following the program.

PLAY the video/DVD.

Debriefing the Video/DVD

ASK for a show of hands.

Did any of the situations depicted seem familiar?

Did you see yourself in any of the scenarios as the customer?

As the employee?

WHAT DO YOU SAY?

THE WONDER WORDS

ASK:

What are the wonder words for dealing with disappointed guests?

“I’m sorry” and “for you”

Post a flip chart or write on a whiteboard:

- **I’m sorry**
- **For you**

Why are the words “I’m sorry” so meaningful to a disappointed guest?

Saying “I’m sorry” recognizes the customer’s feelings. It helps diffuse the situation by offering empathy.

ASK for a show of hands.

Who believes saying “I’m sorry” means you were wrong or that you’re accepting the blame?

EXPLAIN that saying “I’m sorry” is not about who’s right and who’s wrong.

ASK:

If we’re not accepting blame by saying “I’m sorry,” what are we doing?

We’re saying that we are personally sorry that our guest is disappointed. We’re apologizing for the situation, for how they are feeling and for their inconvenience.

Why are the words “for you” so powerful?

It personalizes your service. It tells your guests that you’ve put them in the middle of your focus.

ASKING FOR PERMISSION

Post a flip chart or write on a whiteboard:

Asking for Permission

ASK:

Asking a disappointed guest who appears especially frustrated or emotional for permission to help is often an effective first step toward problem solving. Why do you think that is?

It gives them control of the situation when they may feel a bit out of control. It reminds them that you are there to help them.

Do you think it's likely or unlikely that the customer will agree to let you help?

Likely.

EXPLAIN that even guests who don't trust you to help often will come around when you ask permission to try.

WHEN IT'S NOT ABOUT BUSINESS

ASK for a show of hands.

How many of you can think of a time when a customer asked you inappropriate or personal questions that made you feel uncomfortable?

EXPLAIN that it can be tough when a guest is too forward or personal but that the video had a couple of good ideas for addressing the issue.

WHAT DO YOU SAY?

ASK:

So what should you do when a guest comes on too strong about something that you feel is personal?

Be pleasant and professional.

What does it mean to be pleasant and professional?

Smile, acknowledge the comment without offering an opinion and move on to business.

For example, what would you say to a customer who asks you your idea of a perfect date?

Smile and say something like, “Well, right now I’m working. What can I help you with?”

And what should you say if your customer is persistent and says something like “Oh, come on. Certainly you’ve dated. What’s romance to you?”

Say something like, “I consider that personal. Is there anything I can help you with?”

What should your demeanor be like? Should you still smile and be pleasant and professional?

To a point, yes. Maybe you need to drop the smile a bit and be firmer in your tone. But you should still be polite and professional.

WHEN YOU CAN’T SAY YES

ASK:

What is the most important thing to remember never to do when you can’t say yes to a customer?

Never say no.

Why is it so important not to say no? What happens to the customer when you say something like “No, that’s impossible” or “No, we can’t do that”?

It generates negative feelings. The customer may get more frustrated, angry or upset.

We all know there are times when you can’t say yes to a customer request. So, what two things can you do to satisfy the customer without saying yes or no?

Show that you are trying and offer options.

WHEN YOUR GUEST FEELS WRONGED

ASK for a show of hands.

How many of you have felt — as a customer somewhere — like you’ve been wronged?

ASK for someone to share an example. After the employee describes the situation ask about how they felt.

ASK:

Does it matter whether you think the customer has a legitimate reason for feeling wronged?

No.

Why doesn’t it matter?

Because it’s the way the customer feels and right or wrong has nothing to do with it.

What’s the most important thing you can do when dealing with guests who feel they’ve been wronged?

Let them talk without interruption.

WHAT DO YOU SAY?

When you let them vent, what happens?

They begin to calm down. They feel like you care because you are listening.

WHAT YOU SHOULD AND SHOULDN'T SAY TO CUSTOMERS

DISTRIBUTE a piece of flip-chart paper to each group. EXPLAIN that groups will have only a couple of minutes to quickly answer a question you assign to them.

TELL two groups to write down things customers like to hear. TELL the remaining two groups to write down things they should never say to a customer. Give employees only a couple of minutes and then discuss answers as a group.

Reward good answers. Praise their efforts. Suggested answers follow.

Things Customers Like to Hear

"I'm sorry."

"For you."

"As you might expect."

"Let me see if I can help."

"What can I do for you?"

"How can we fix this for you?"

"How can I help you?"

"What can I help you with?"

"I'll find out."

"Let me take care of that for you."

"I'll get some help."

"Let me show you what we have."

“Here are some options.”

“Would you be willing to...”

“Thank you.”

“Thanks for coming in.”

Things You Should Never Say to a Customer

“I don’t know.”

“We don’t have it.”

“We can’t do that.”

“You’ll have to...”

“I just work here.”

“This isn’t my section.”

“Don’t blame me.”

“My last customer was...”

“That’s an unusual name.”

“My boss is on my case.”

“I can’t wait to get out of here.”

Discussing the Employee Handbook

THINGS YOU SHOULD NEVER SAY

REFER employees to their handbooks. Tell them to go to the section entitled “What Should You Never Say...” on page 40.

Give employees a moment to compare their answers with what’s in the book.

WHAT DO YOU SAY?

GENERAL DISCUSSION

ASK:

What section in the handbook was most relevant to you?

What scenario was most memorable?

Note: Based on the needs of your employees, highlight any section of the handbook you feel needs to be reinforced.

DISABILITY ETIQUETTE

ASK for a show of hands.

Who has had a customer with a disability?

ASK employees to share their experiences.

Note: If you have an employee with a disability, ask whether they have ever been in uncomfortable situations as a customer somewhere.

Consider going through the handbook section about customers with disabilities.

COMPANY-SPECIFIC ISSUES

Discuss any areas of the handbook that you believe are particularly relevant to your employees.

Setting up the Game

Divide employees into teams and give them a couple of moments to create a team name. If you haven't already done so, set up for the game.

1. Set up a score sheet on a whiteboard or flip chart near the judging area. The number of scenario cards you've chosen determines the number of rounds. (Each pair of scenarios equals one round of play.)
2. Review the scenario cards you've selected. Place them in ascending order so you'll be able to easily cue the video/DVD to the correct scenario number.
3. Set up a Service Bucks Redemption Area by grouping prizes. (If you choose to set up this area now instead of during the break, make sure you cover the prizes.) This is meant to be a fun and rewarding end to the game. The trinkets you choose for prizes and their value is totally subjective. Consider your group size, the number of scenarios you'll use, and estimates of total value at the end of the game to determine groupings. For example:
 - **Less Than \$1,000**
 - **\$1,000 – \$3,000**
 - **More than \$3,000**
4. Post judging criteria on two flip charts:

<p>Criteria for what the service pro says:</p> <p>1 = needs work 2 = acceptable 3 = couldn't be better</p>	<ul style="list-style-type: none"> • Empathetic words • Helpful / problem-solving words • Apologetic words • Words of thanks • Appropriate dialogue based on company's customer service standards
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WHAT DO YOU SAY?

Criteria for how the service pro says it:	<ul style="list-style-type: none">Listening without interruptingTone (polite, respectful, friendly, helpful, calming)Body language (relaxed, not defensive or angry)Eye contactSmile
1 = needs work 2 = acceptable 3 = couldn't be better	

Rules and Scoring

HOW TO PLAY

EXPLAIN that:

- For each pair of scenarios, each team sends up one player each to role-play at the front of the room and one player to judge and score. (Show players where the judges' seats are.)
- One player will play the service pro and the other will play the guest for the first scenario, and then they switch roles.
- After each pair of scenarios, the two role-play players score the next round and two new players come up. (The first two people to score will role-play the final pair of scenarios.)
- The service pro responds to the situation by role-playing with the player who is playing the guest.
- Judges post their scores based on the scoring criteria outlined on the flip charts.
- You will then play the next video/DVD scenario and players switch roles.
- Following scoring of the second scenario, two new participants come up, judges return to their seats, and players who finished their role-play become the judges to score the next round.

- While players are moving around, you will announce the score and distribute Service Bucks.
- Service Bucks can be redeemed for prizes at the end of the game.

Note: Scoring and Service Bucks may seem redundant; however, the Service Bucks will generate excitement and add a bit of fun to the game, while scores posted for all teammates to see will add a feeling of competition.

HOW TO SCORE

REFER to the flip charts again and explain that:

- Judging is based on:
 - What the service pro says (up to 3 points)
 - How the service pro says it (up to 3 points)
- Criteria for what the service pro says (1 = needs work; 2 = acceptable; 3 = couldn't be better)
 - Empathetic words
 - Helpful / Problem-solving words
 - Apologetic words
 - Words of thanks
 - Appropriate dialogue based on company's customer service standards
- Criteria for how the service pro says it (1 = needs work; 2 = acceptable; 3 = couldn't be better)
 - Listening without interrupting
 - Tone
 - Body language
 - Eye contact
 - Smile

WHAT DO YOU SAY?

TELL employees to think about the kind of language they heard the service pros in the video/DVD use. Introduce the following questions by saying something like:

We all know what apologetic words are... “I’m sorry” or “I apologize.” We also know what words of thanks are... “Thanks for coming in” or “Thanks for your patience.” But what about words of empathy or helpful/problem-solving words. Or body language?

ASK:

What is an example of a phrase using empathetic words?

I understand how you feel...

I’m sure you’re frustrated...

I know how confusing that can be...

What is an example of a phrase using helpful or problem-solving words?

I don’t want to get in the middle, but let me know if I can get you another size...

Let’s talk about how I can help you...

I can take your name and number and call you...

What do you think illustrates a guest-friendly tone?

Polite... Respectful... Friendly... Helpful... Calming

What kind of body language do you think is appropriate in guest interactions?

Relaxed, not defensive or angry (no crossed arms, hands on hips, pointing fingers...)

MULTIPLE TEAM PLAY

If you have a large group of employees and it's unrealistic to have each of them role-play a scenario, divide them into four or five teams. Teams will take turns responding to the video/DVD scenarios. After you pause the scenario, give the team a couple of minutes to discuss an approach to the scenario and send up one person to role-play the customer service pro while you play the guest. Each of the remaining teams should judge the role-play, discuss the scoring criteria and post a score. You'll add the judging teams' scores together before announcing the score. While the other teams are scoring, the role-play team should take a few minutes to critique the outcome of the scenario. How did it go in practice?

Scores will be much higher than with the two-team version and not everyone will have an opportunity to role-play a scenario. But if you have time constraints due to the size of your group, this game version offers everyone an opportunity to discuss their responses to the scenarios and choose the best approach. It also offers everyone a chance to discuss the scoring criteria and critique the behaviors presented in the role-play.

VIDEO/DVD TEAM PLAY

After each pair of scenarios, the two role-play players score the next round and two new players come up. (The first two people to score will role-play the final pair of scenarios.) You will play the video/DVD scenario and pause it at the *What Do You Say?* prompt. The service pro responds to the situation by role-playing with whoever is playing the guest. Then you will resume the video/DVD scenario so everyone can watch the scenario play out.

SERVICE BUCKS

Hold up Service Bucks and explain that:

- **They come in \$10, \$50 and \$100 denominations and \$10 equals 1 point.**
- **Teams can earn up to 6 points from each judge (total of 12 points for each scenario).**
- **Award discretionary Service Bucks for enthusiastic team members who encourage and cheer for their teammates!**

Playing the Game

ASK:

Is everyone ready to play the game?

Address any outstanding questions. Introduce the teams by saying something like:

On this side of the room we have (team name)... Let's give a big round of applause for (team name)... And, over here we have (team name)... Let's hear it for (team name)...

Note: Use this introduction as your first opportunity to distribute your discretionary Service Bucks for team spirit. Then call up your first players and let the game begin.

Call out scores following each round of play. After you've finished all the video/DVD scenarios, consider a bonus round especially if you have a tie score.

BONUS ROUND

If time permits, and especially if you have a tie score, announce that it's time for a bonus round. Tell employees to review their Memorable Moments cards and select one person to play the guest and one scenario card with which to challenge the other team. The other team needs to select one person to play the service pro.

Explain that you will judge and score the challenge scenarios during the bonus round.



Note: The Bonus Round for Multiple Team Play operates the same way, except that you'll choose which team gets the challenge, to ensure that every team participates.

AWARDING PRIZES

Announce the scores and tell teams to verify that their Service Bucks equal their point total. Let teams come up and redeem the Service Bucks for prizes of their choice.

Note: Generally, it's more fun for participants if they don't know what the prizes are until the end of the game. If you do set up the Redemption Area before the start of the workshop, keep the prizes covered. Also, consider likely scores before pricing items to ensure you have enough prizes so everyone gets something.

Follow-up

There are many ways to follow up with your employees after your workshops. Some ideas are:

- **Talk about service at every meeting.**
- **Post fun reminders of what they've learned.**
- **Watch customer interactions and talk about them afterward to praise and/or improve.**

Other Ways to Use the Game Cards

Using the Game Cards as Meeting Icebreakers

Consider selecting one or two game cards to role-play before every staff meeting starts (regardless of the meeting topic). They can be a great icebreaker as well as a way to reinforce what's most important to your business.



Using the Blank Game Cards as Meeting Icebreakers

Consider distributing a blank card to employees before your next staff meeting (regardless of the meeting topic). Direct employees to write their worst customer service scenario. Or their funniest. Or their craziest. Then, have employees share their stories. Or collect the cards and read them aloud for a few laughs. Discussing how to handle the situation can be a great icebreaker as well as a way to reinforce what's most important to your business.

Using the Game Cards to Orient and Train New Hires

As part of new hire orientation and training, pair an experienced associate with your new employee. Initially, they can discuss the guest scenarios outlined on the game cards. Then they can role-play with one another. When your new hire is confident, he or she can role-play scenarios with you.

Using the Game Cards for Refresher Training

If you feel employees need to get back to basics with regard to customer service or you'd like to raise awareness about guest service before an upcoming promotion or a busy holiday season, pull out the cards! If you don't have time to set up a meeting and play the game, set aside five minutes at shift change or the times during the day when business slows.

Using the Game Cards for Performance Improvement

If you have an associate who needs help handling challenging customer interactions, use the Game Cards to present the problems. As you work together to find a solution to improve the employee's customer service performance, talk in behavioral terms and use the game cards as examples. Role-play with the employee.



Class Aids

- **Meeting Notice**
- **Meeting Planning Form**

PREVIEW

Meeting Notice

We are getting together for a customer service training meeting:

Date: _____

Time: _____

Place: _____

The training meeting is built around an inspiring film with a very practical message. The focus of the meeting is to help frontline employees handle awkward and challenging guest situations like:

- **What to say when your guest is disappointed**
- **What to say when your guest won't let you help**
- **What to say when it's not about business**
- **What to say when you can't say yes**
- **What to say when your guest feels wronged**

Meeting Planning Form

WHAT DO YOU SAY? EMPLOYEE HANDBOOK

Consider the strengths and personalities of your employees. Jot down the initials or names of any frontline associate you feel could benefit from emphasis in a certain area of the handbook.

Associate

Handbook Section

Specifically, I want to emphasize these questions during my meeting:

WHAT DO YOU SAY? GAME CARDS

These are the Game Card scenarios I want to use during the game:



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