



Complaints management





1. Challenging dialogue situations

2. Challenging dialogue partners

3. Dealing with complaints



What matters

Communication
Behaviour
Relationship
Empathy



Techniques
Tools
Methods

Present yourself

1. Who am I?
2. What do I do professionally?
3. What else would I like to say about myself?
4. My goals in this workshop?

Working round 1

Please discuss the following 3 topics in the group:

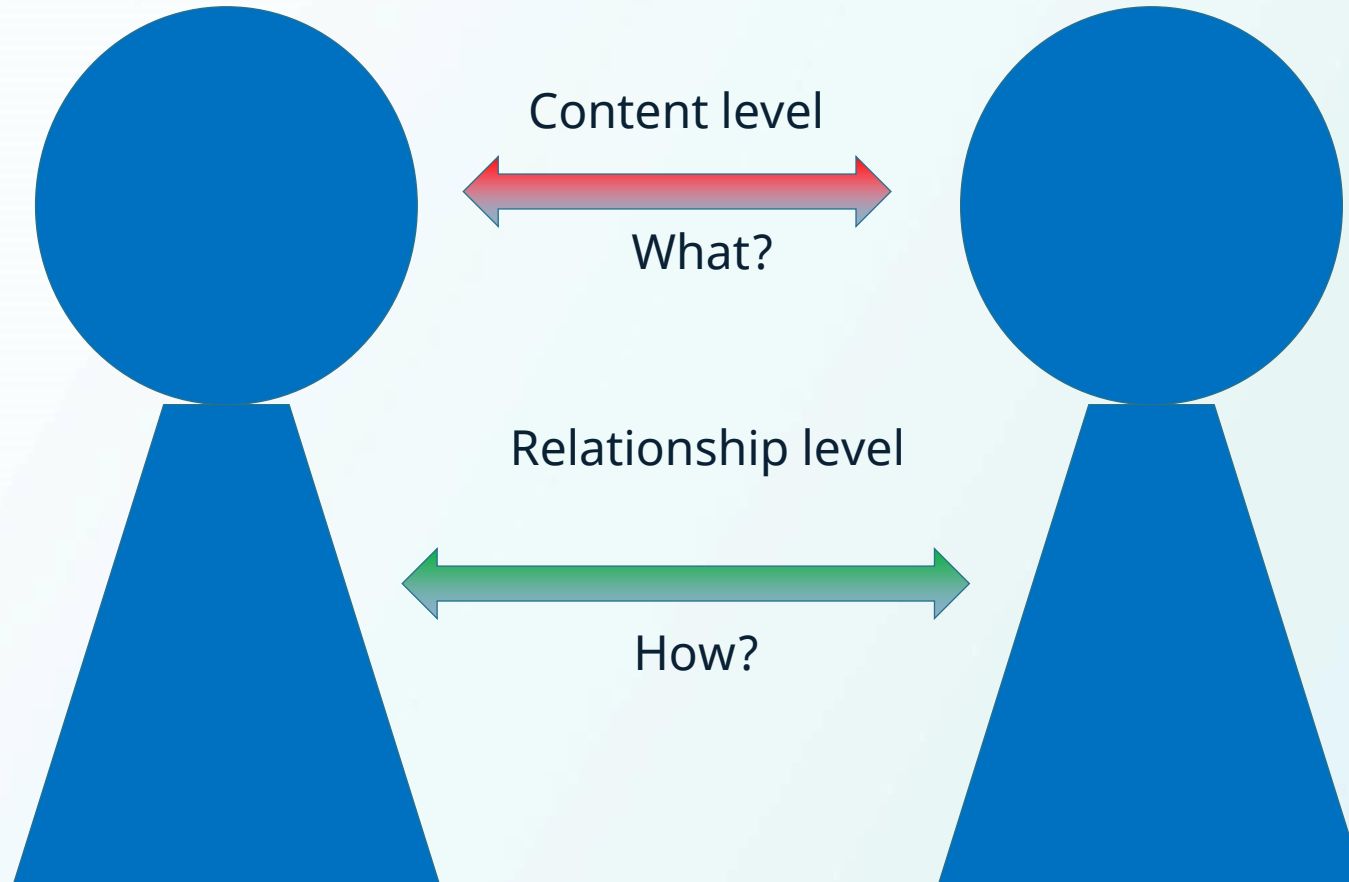
- **What significance do complaints have in our company?**
- **What guidelines or recommendations does the company have for dealing with complaints?**
- **What are our goals when we deal with complaints?**

Please discuss the questions in the group. Write down your results and we will discuss them in plenary.

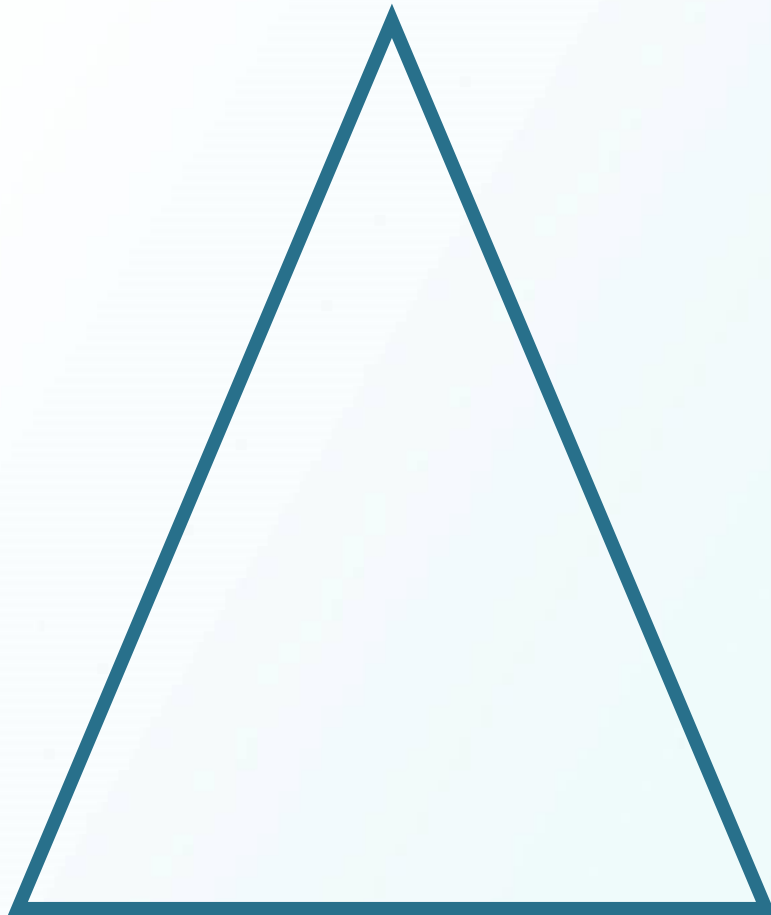
Time: 20 minutes

Communication psychology regarding complaints

Levels of communication



Iceberg



Factual
level

Facts, figures and data

Relationship
level

Feelings
Needs
Wishes
Self-esteem
Values
Setting

Communication psychology regarding complaints

The 1st impression

Expertise

Authenticity

Trust

Sympathy

Prejudices
Precedents

Working round 2

Discuss the following 2 topics in the group:

- **What is annoying (personally) about complaints?**
- **How did I personally feel about complaints? (feelings)**
- **How did I deal with it?**

Please discuss the questions in the group.

Please make a note of the results so that everyone is informed.

Time: 20 minutes

Start positively

**Address them
appreciatively**

**Gestures/facial
expressions**

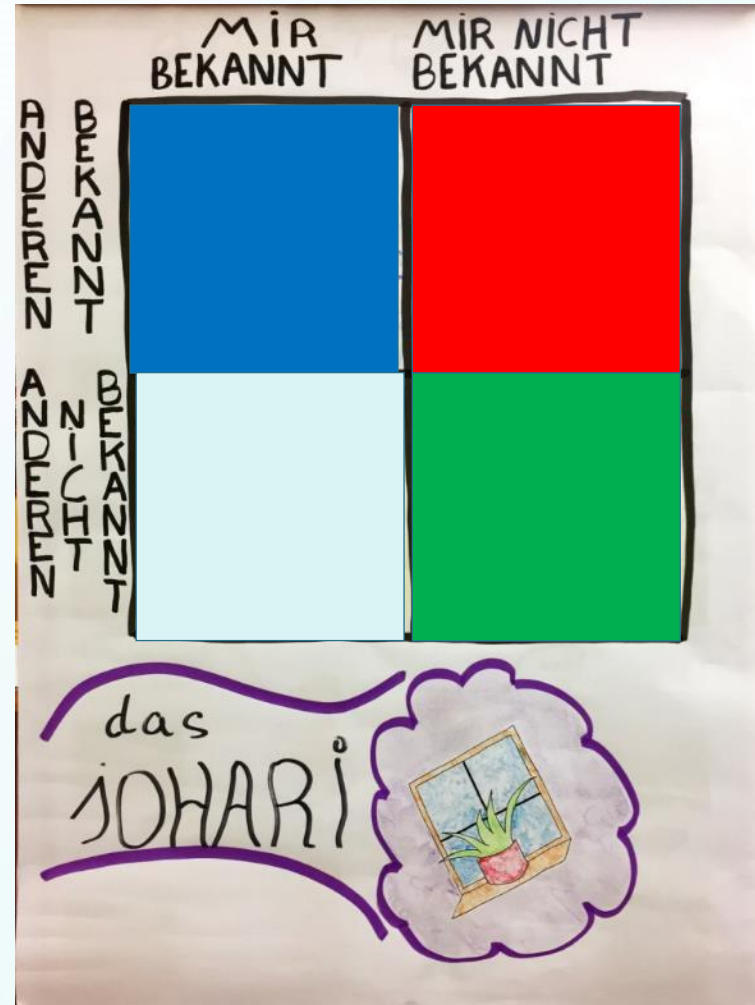
motivated

Performance

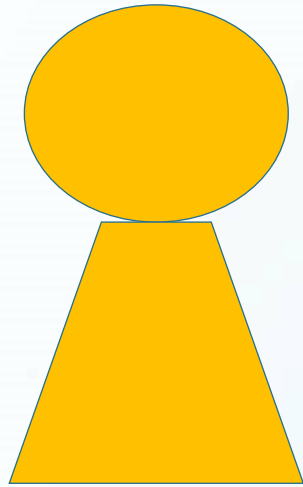
Act actively

Relationship/content

JOHARI Windows



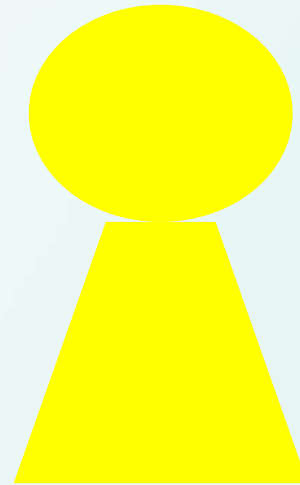
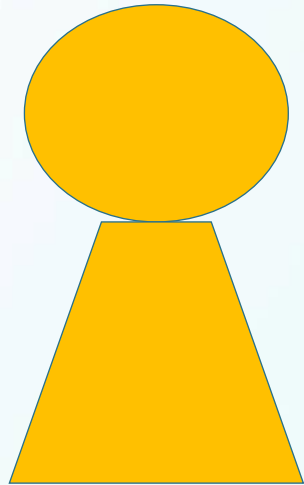
Reactions



Attack

Counterattack

Escape



Conflict dynamics

- Irritation
- Distorted perception
- Social contagion
- Loss of empathy

Working round 3

- **Conflict intensifier**
- Ignorance, always, win-lose, criticism in front of others, attack, generalisation, killer phrases, You
- **Conflict de-escalation**
- Listening, being open, giving perspectives, 4 eyes, atmosphere, open questions, I-message, appreciation, taking time

Active listening

- Understanding feelings
 - Putting yourself in the other person's shoes
 - Verbalise feelings
 - Listen and understand to wishes
-
- Understanding
 - Summarise
 - Repeat in your own words
 - Check understanding
-
- Listen
 - Eye contact
 - Mmh, yes
 - Nod

Ask efficiently

Open
questions

Who, What, How, Where, When,
Which?

Closed
questions

Alternative
questions

Working round 4

Please work on the following topic in the group:

- **Which OPEN questions help us with complaint management?**
- Please discuss the questions in the group.
Please prepare a presentation to inform everyone and record the results.

Time: 30 minutes

Working round 5

Discuss the following 2 topics:

- **Magical choice of words =**

Positive and self-confident words and phrases that can relax difficult conversational situations.

- **Tragic choice of words =**

Negative and unsafe words and phrases that can make difficult conversational situations more difficult.

Find at least 15 terms per topic!

Time: 20 minutes

Target-orientated complaints management

- Controlled reaction (non-verbal)
- Listen with interest
- Leave excuses
- Possibly take notes (lowered eye contact)
- Act: Goal-orientated, considered!
- No threats!

Complaint handling

1. Listen actively

2. Show understanding

3. Questioning
(who, when, where, how, who, which)

Complaint handling

4. Apologise (if necessary)

5. Common solution

6. Thank you

7. Check



The seven pillars of complaint management

- **Optimism, positive attitude**
- **Acceptance, realism**
- **Solution orientation**
- **Self-perception, self-esteem**
- **Taking responsibility**
- **Network and team orientation**
- **Future orientation**



I wish you much success
and fun with the realisation!

