



Association for  
Talent Development

# UNDERSTANDING CUSTOMERS IN DIFFICULT TIMES

PROVIDED BY

**J. JEFF KOBER**





# Benchmarking





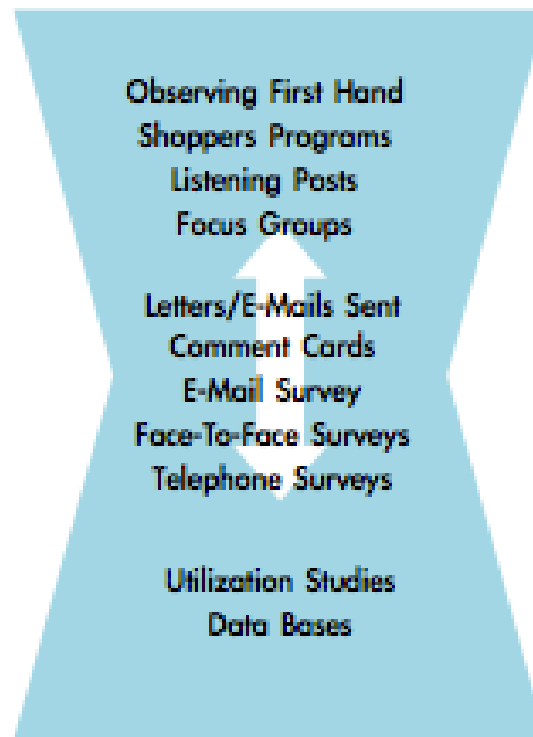


# Agenda

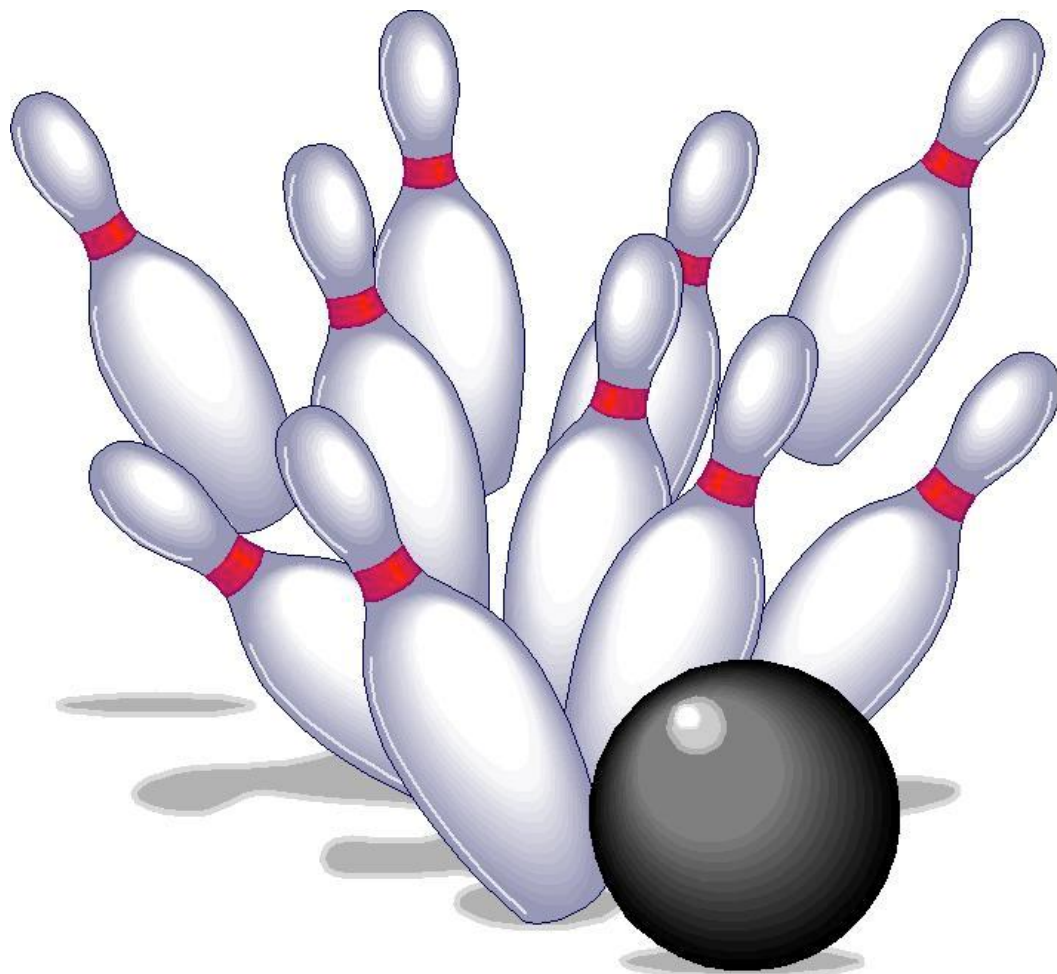
- **Overview**
- Identify Their Real **N**needs
- Exceed **E**xpectations
- Deliver to Their **S**style
- **W**alk in the Shoes of Others
- Conclusion

# Measuring Qualitatively & Quantitatively

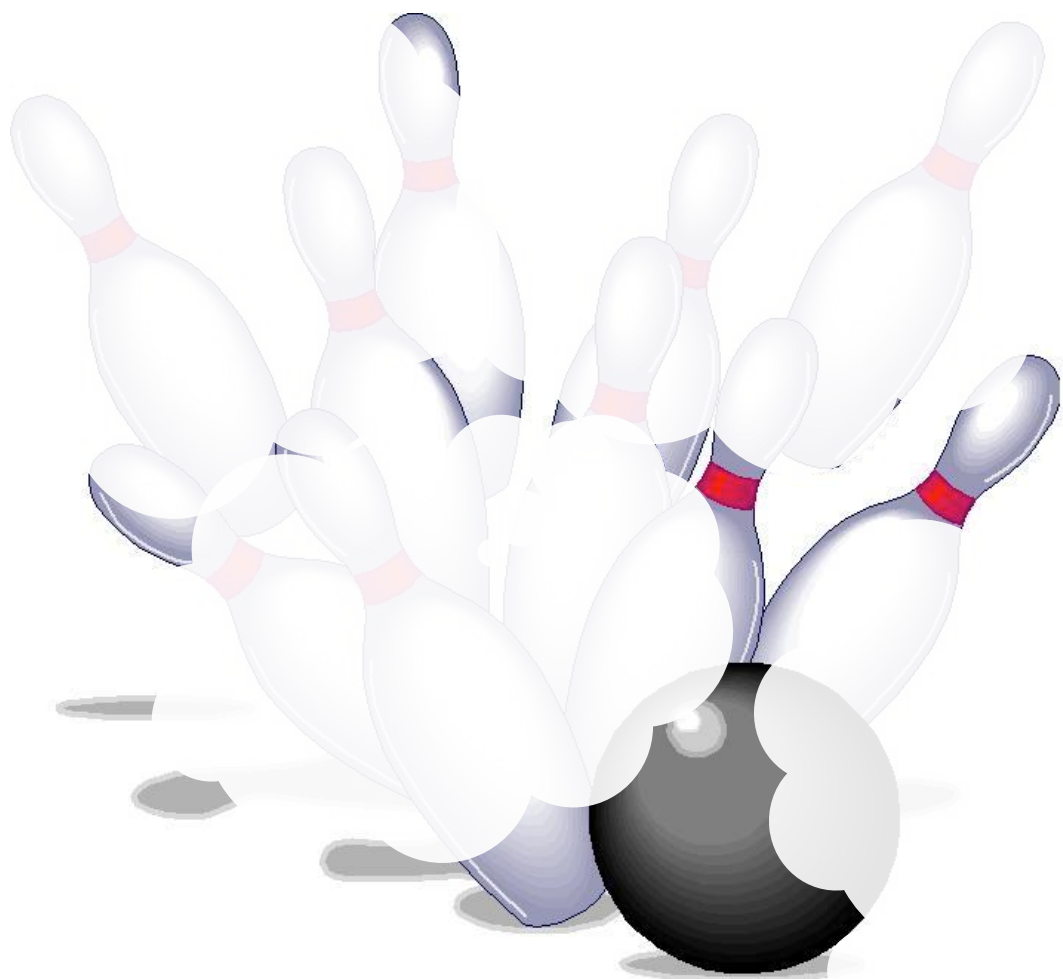
## Qualitative Data Approaches



## Quantitative Data Approaches

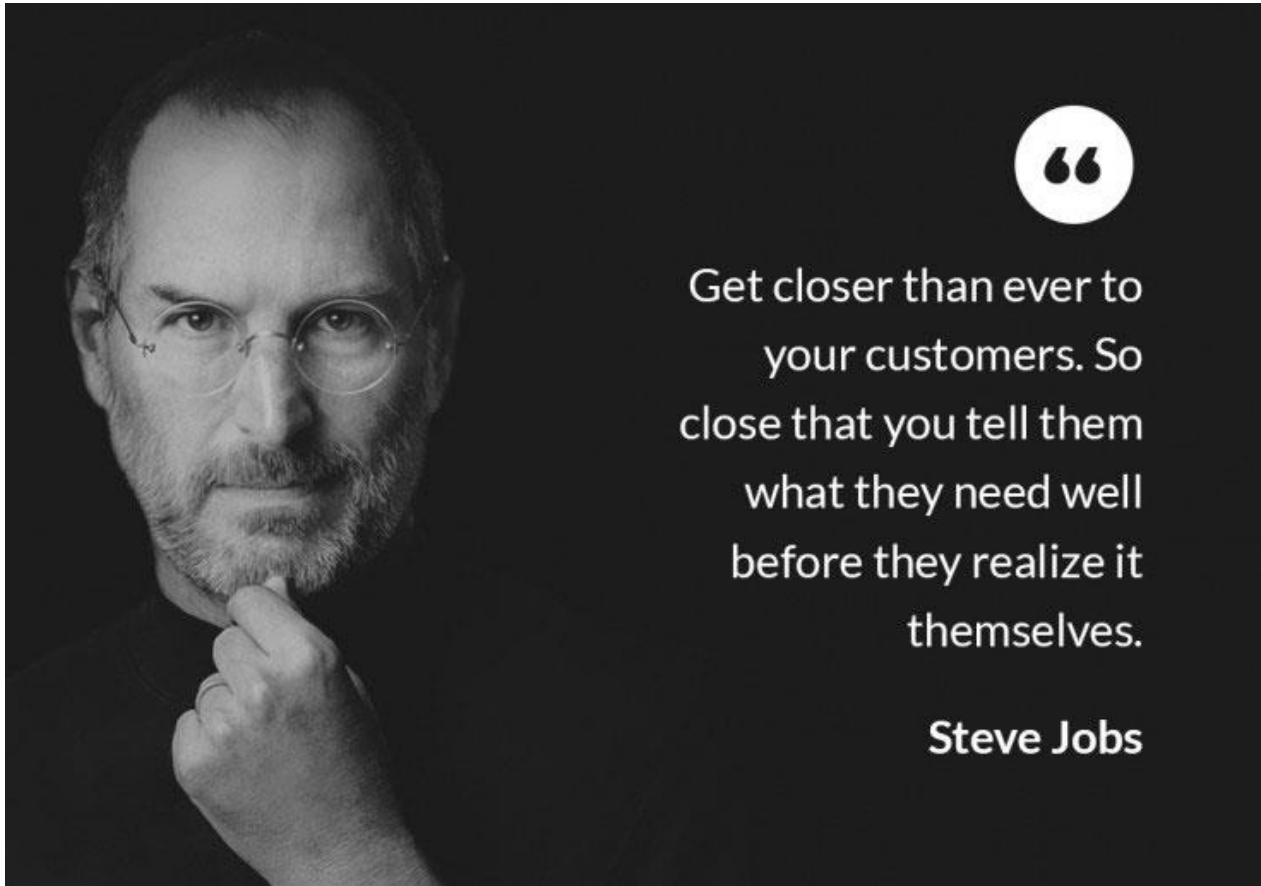






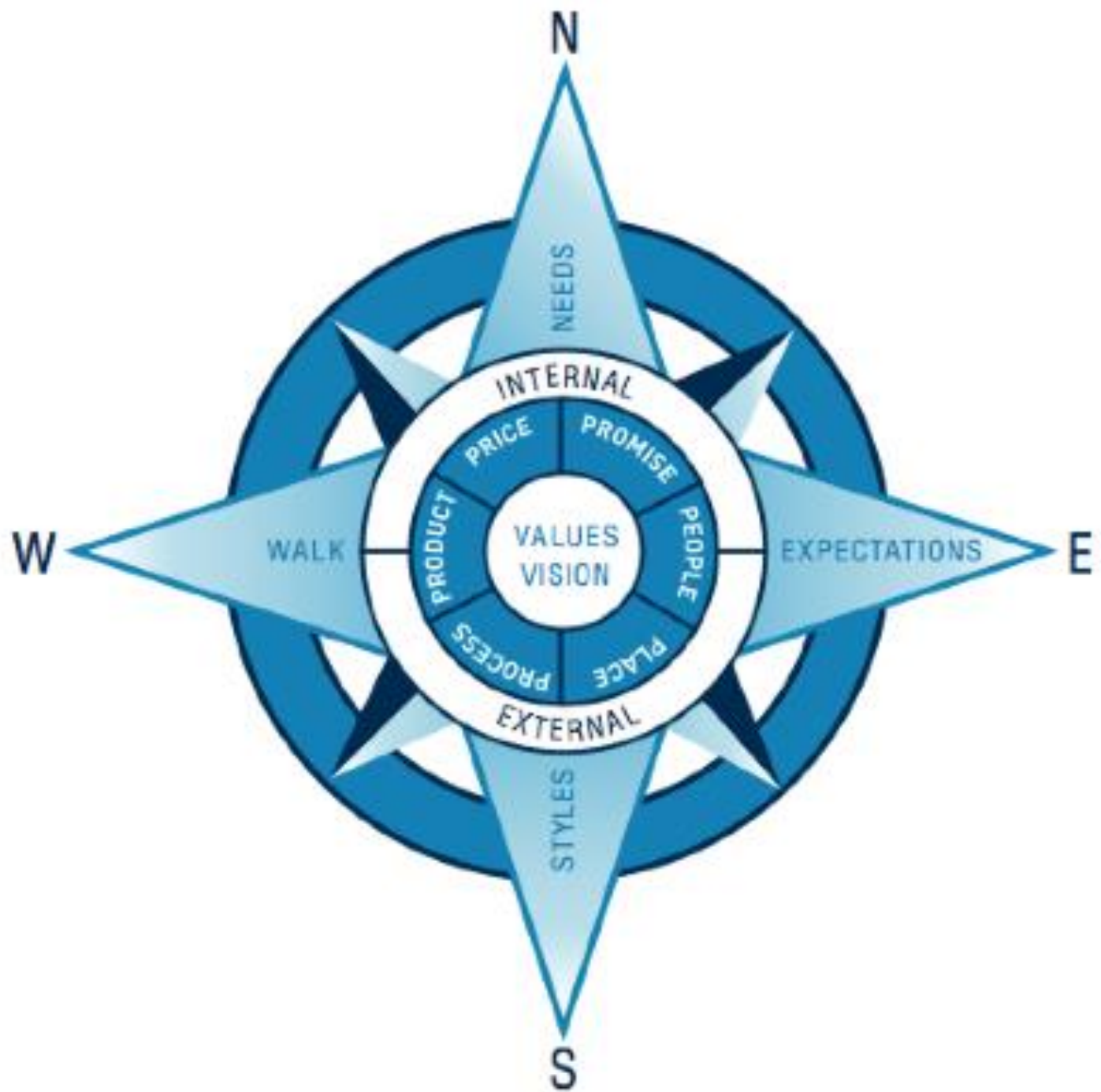


# Understanding Customers



Get closer than ever to  
your customers. So  
close that you tell them  
what they need well  
before they realize it  
themselves.

**Steve Jobs**



# Agenda

- Overview
- **Identify Their Real Needs**
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# Needs

1. The need to be heard and be understood
2. The need to belong and contribute
3. The need to feel stable and in control
4. The need to feel significant and special
5. The need to be successful and reach one's potential

WHAT VEHICLES ARE IN PLACE TO HELP CUSTOMERS  
TRULY FEEL HEARD & UNDERSTOOD?



# Needs

1. The need to be heard and be understood
2. The need to belong and contribute
3. The need to feel stable and in control
4. The need to feel significant and special
5. The need to be successful and reach one's potential

WHAT DO WE DO TO MAKE CUSTOMERS FEEL LIKE  
THEY ARE TRULY WELCOME AND ARE A PART OF WHAT  
WE DO?

# Needs

1. The need to be heard and be understood
2. The need to belong and contribute
3. The need to feel stable and in control
4. The need to feel significant and special
5. The need to be successful and reach one's potential

WHAT EFFORTS ARE IN PLACE TO ASSURE OUR CUSTOMERS AND TO REMOVE THE UNPREDICTABILITY OF WORKING WITH US?

# Needs

1. The need to be heard and be understood
2. The need to belong and contribute
3. The need to feel stable and in control
4. The need to feel significant and special
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HOW DO WE GO OUT OF OUR WAY TO MAKE OUR CUSTOMERS  
FEEL THEY ARE NOT SIMPLY ANOTHER NUMBER?

# Needs

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3. The need to feel stable and in control
4. The need to feel significant and special
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WHAT DO WE NEED TO DO TO MAKE OUR CUSTOMERS MORE SUCCESSFUL WORKING WITH US?



# Needs

1. The need to be heard and be understood
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IS IT POSSIBLE THAT WE COULD PROVIDE GREAT SERVICES, AND  
YET STILL NOT MEET THE NEEDS OF THE PEOPLE WE SERVE?  
HOW DOES THAT PLAY OUT?

# Poll: Choose All That Apply

It's impossible to find a thermometer anywhere. I called 26 pharmacies in the area and Fairfax Pharmacy was my last call, next time it will be my First call!

I wish I remembered the name of the sweet girl who helped me on the phone. I must have asked her 5 questions about this specific thermometer and I could hear she was busy in the background. She was calm, patient, and kind. She answered all my questions.

They only had 1 thermometer left and I asked if she could hold it. Since it was the last one and a high demand item she told me they usually wouldn't hold it. When I told her I needed it for my husband who was a local first responder she offered to set it aside for him to pick up. When he arrived they had it ready to go in a bag and would not let him pay for it. We were so touched, during times like these we have to stick together. Please support this local business I know we sure will. Thank you for helping taking care of our heroes.

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# Poll: Choose All That Apply

John the manger was extremely rude, we understand the 6ft rule due to covid-19 at this time, but for him to threaten and say "move 6 ft away" very rudely then claim " it's because I run this place " is extremely unacceptable. As a manager you should always maintain professional no matter what the circumstances are, and also wear a name tag. The manager John seems to be on a power trip, which is not acceptable. This store needs to be trained on professionalism, and customer service.

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# Poll: Choose All That Apply

I was not a fan of Frankford but during this time that made all of that change. I took my father Thursday around noon he had shortness of breath and a very hard time speaking. I could not move past the emergency doors for my own safety. At that point I was pissed off. I'm not sure what I said to the nurses there but I sincerely apologize. My father was diagnosed with not only covid 19 but double pneumonia. Let me tell you those nurses on the fourth floor west wing I believe took very good care of him! I thank you guys from the bottom of my heart! He identified a special nurse, kacy. All of you did a wonderful job. He is now home self quarantining. I'm sure I made the best decision of bringing him to you guys. You are the real hero's!

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# Poll: Choose All That Apply

“Workers are having to fashion their own protective gear out of trash bags and the workers that take care of the most vulnerable in our society are not trash,”

“The workers are being sent out like sacrificial lambs,” Rob Baril, president of Service Employees International Union of New England said.

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# Poll: Choose All That Apply

“My early insight is that leadership at a time of COVID-19 requires a balancing of efforts designed for enabling productivity while also giving employees a chance to bond and connect in new ways. I’ve never been a leader that speaks in terms of building a family. My reference has also been a high functioning sports team. But now it is clear, we are a family and a critical ‘home’ of stability that needs to be inclusive of our ‘first families.’ That has included being a resource and support system for employees directly impacted by the virus. It’s embracing children and pets on our video calls. Our zoom St. Paddy’s happy hour (clients included!) was truly a heart-warming hour that will fuel our vision for how to get through this stronger.”

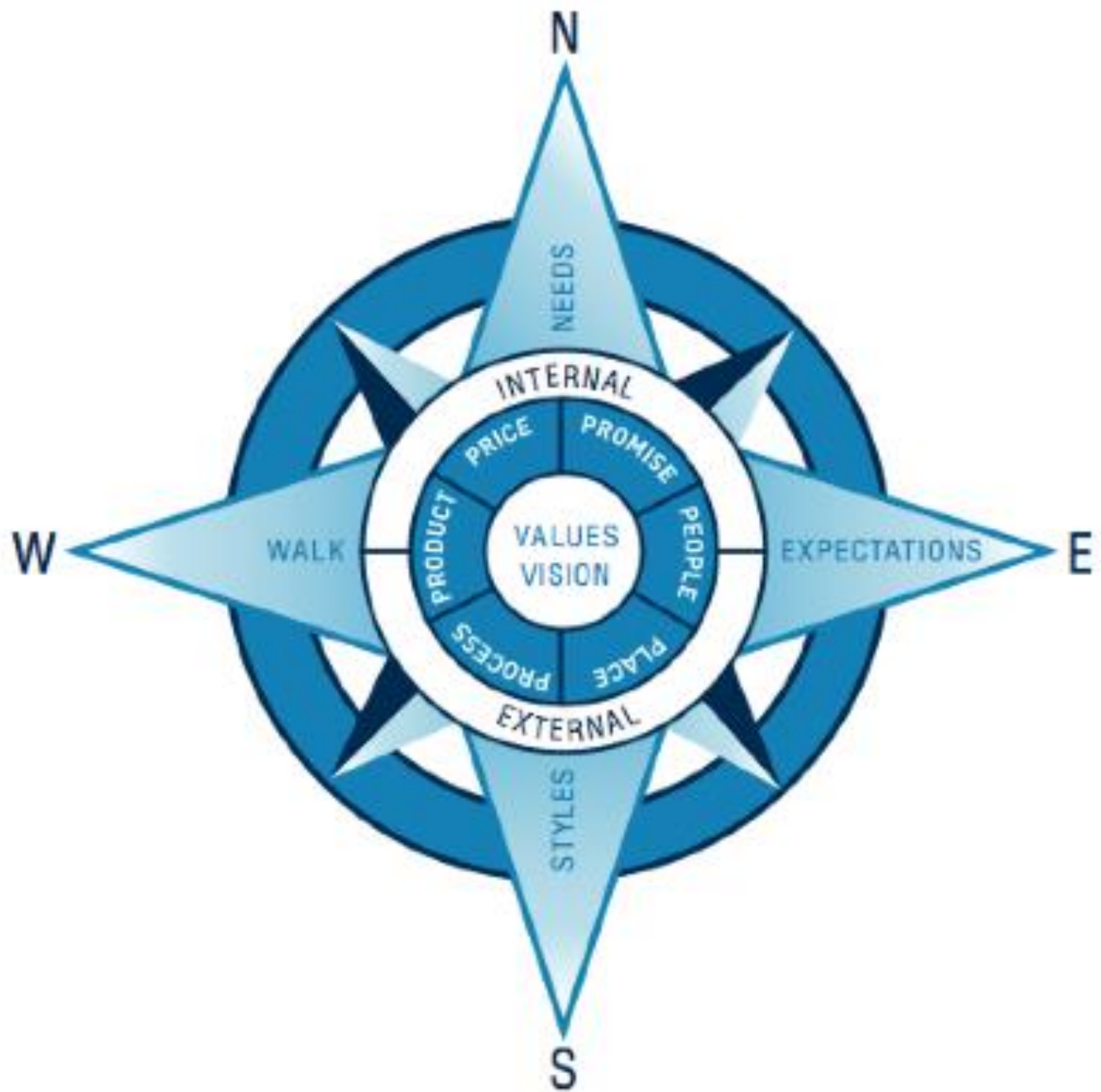
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# Identify Their Real Needs: Key Points

- Listen Attentively & Empathically
- Build Relationships
- Stabilize the Uncertain
- Treat People Like a VIP
- Set People Up For Success

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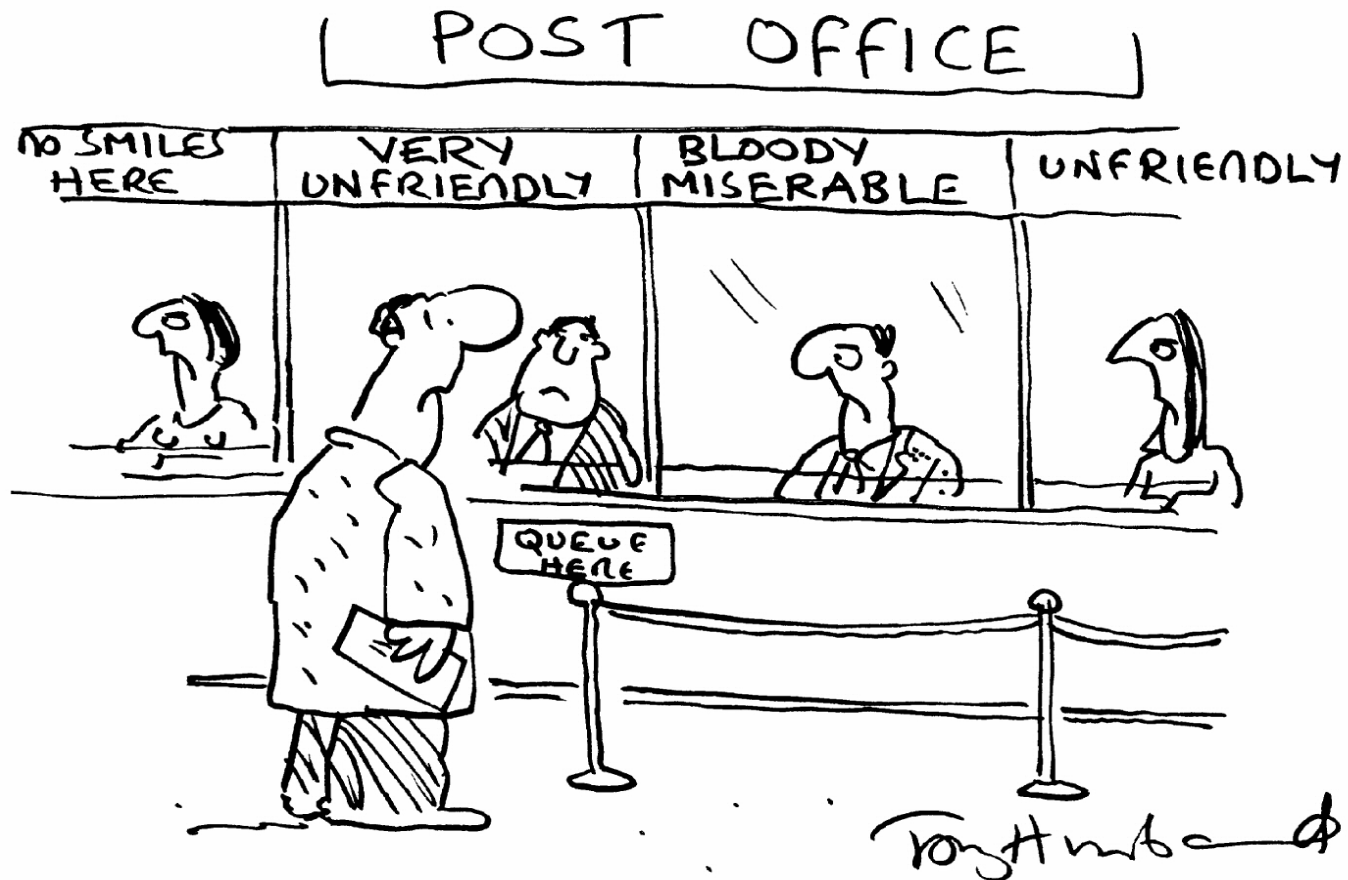








# Government Expectations



# Anticipating Opportunities

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What have you done to  
anticipate opportunities during  
this pandemic?

# Their Expectations of You—Now!

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Are people expecting great things of you, or little if anything?

How can you exceed expectations during this pandemic?

# Heroes Among Us

- Sodexo turning around meals to retirement community
- Rosetta Stone—3 months of free language learning to young students
- Canon Copy Center—77,000 pages of pre-K to 12 educational packets
- AT&T waiving internet data overage

*Heroes Of The Pandemic: These Customer Service Stars Are Delivering Coronavirus Help.* Christopher Elliott, Forbes, March 24, 2020

# Heroes Among Us

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Consider:

Do you have a hero among you  
That is exceeding expectations  
during this pandemic?



# Exceed Expectations: Key Points

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- Define the Positive & Negative
- Accentuate the Positive
- Turn Around the Negative
- Exceed Expectations
- Be the Hero

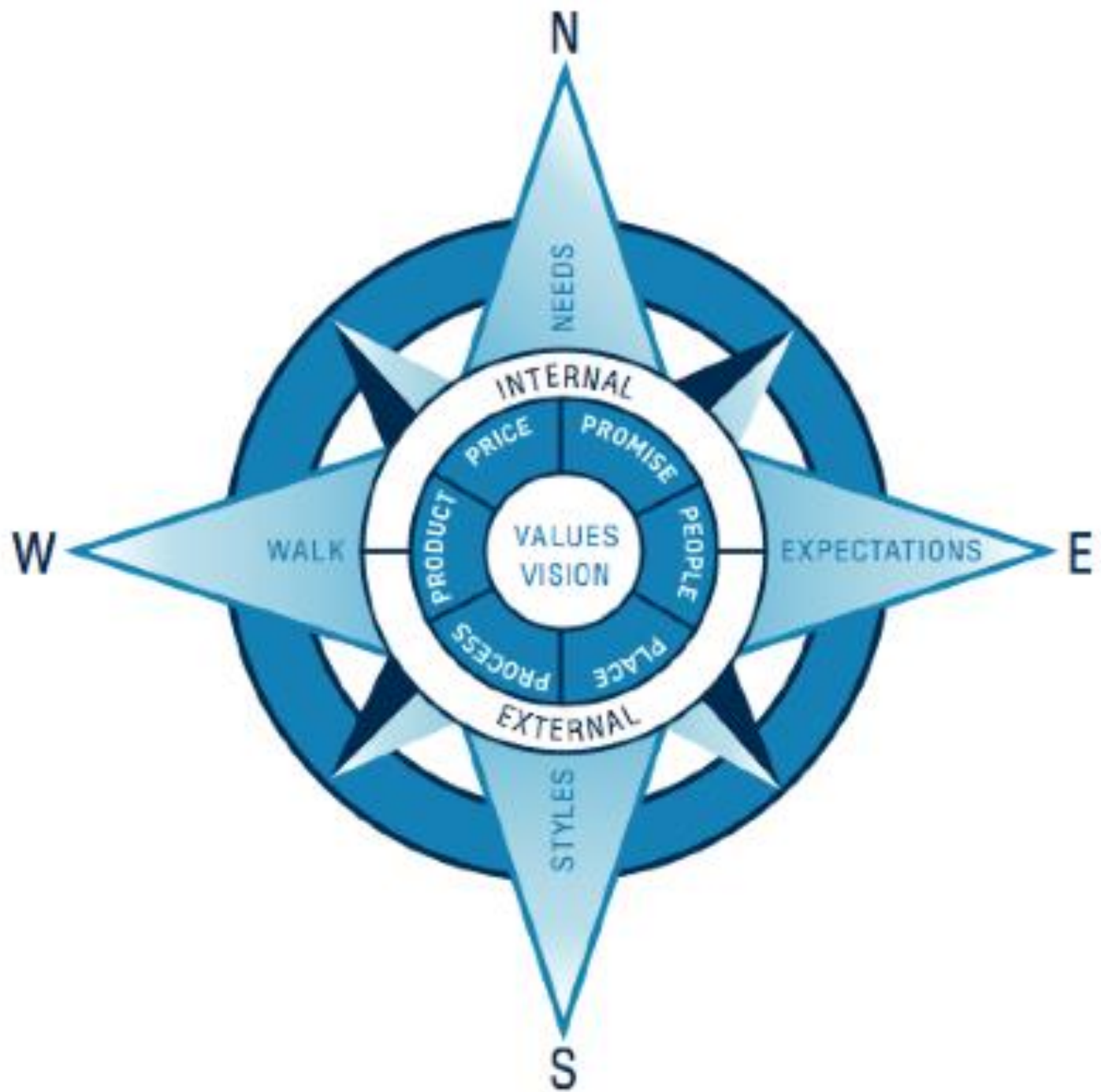
# Struggling Customers

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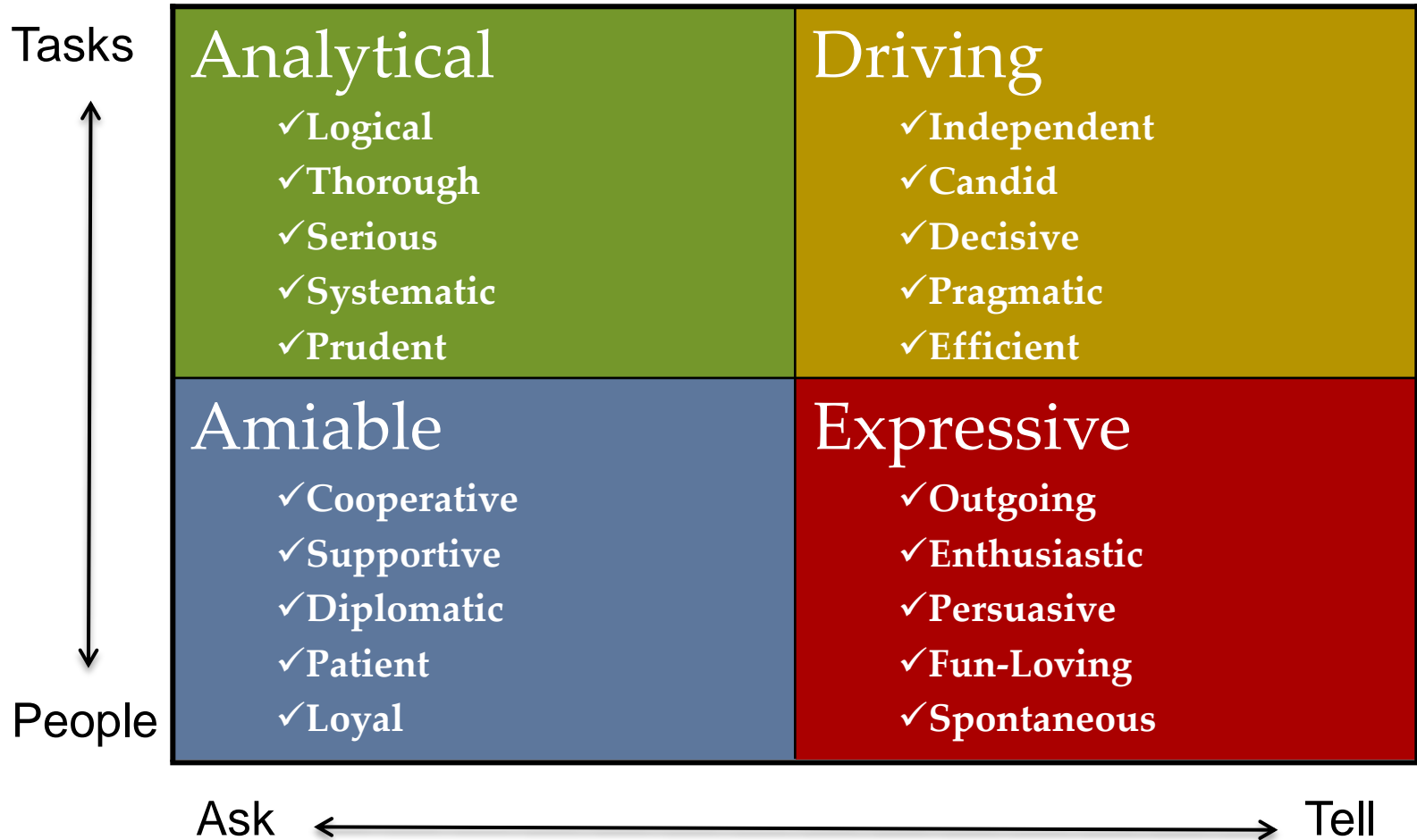
Think of a difficult customer or employee who is really struggling during this pandemic. Describe that person in your mind.

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# Style



*by David W. Merrill & Roger H. Reid*

# Poll: Which Style Do You Tend to Most?

- **Analytical:** Left Brained, Thoughtful
- **Driver:** Gets it Done, Hustles
- **Expressive:** Cheerleader & Critic
- **Amiable:** Builds Relationships



# Poll: Style of Your Struggling Customer

- **Analytical:** Stuck Trying to Figure It Out
- **Driver:** In Your Face, More Demanding Than Ever
- **Expressive:** Drama Queen or Worst Critic
- **Amiable:** Alone in the Universe

What is a frequently asked question at the Magic Kingdom?



# What time is the 3:00 parade?



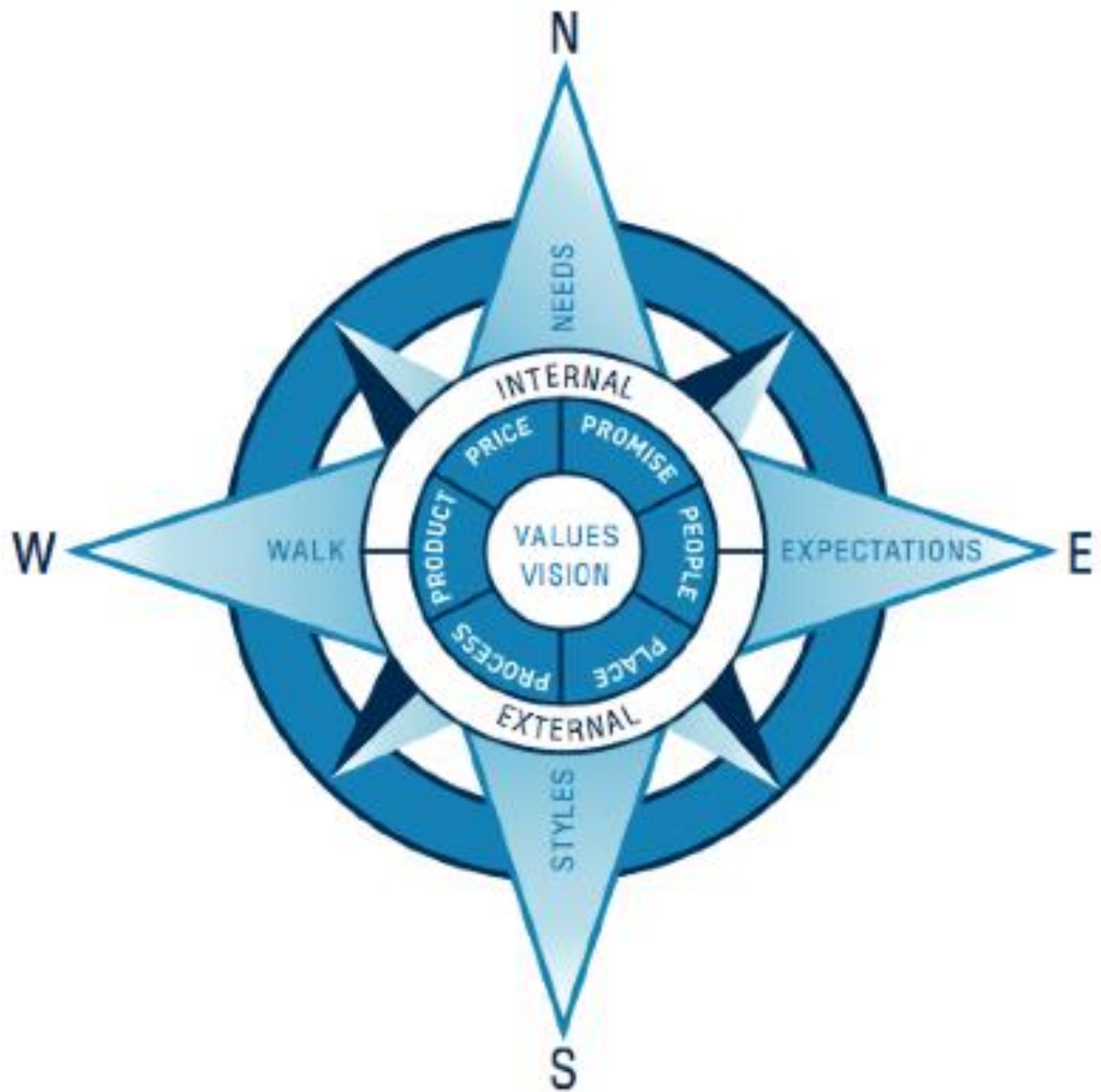
# Deliver to Their Style: Key Points

- Individualize the Experience:
  - **Analytical**—Get Them the Data
  - **Driver**—Hustle
  - **Expressive**—Be Passionate
  - **Amiable**—Empathize as a Friend

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# Walk

**Bureaucracy =**



**TO RULE OR  
GOVERN**  

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GREEK: "KRATEIN"

**DESK**  

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*French: Bureau*

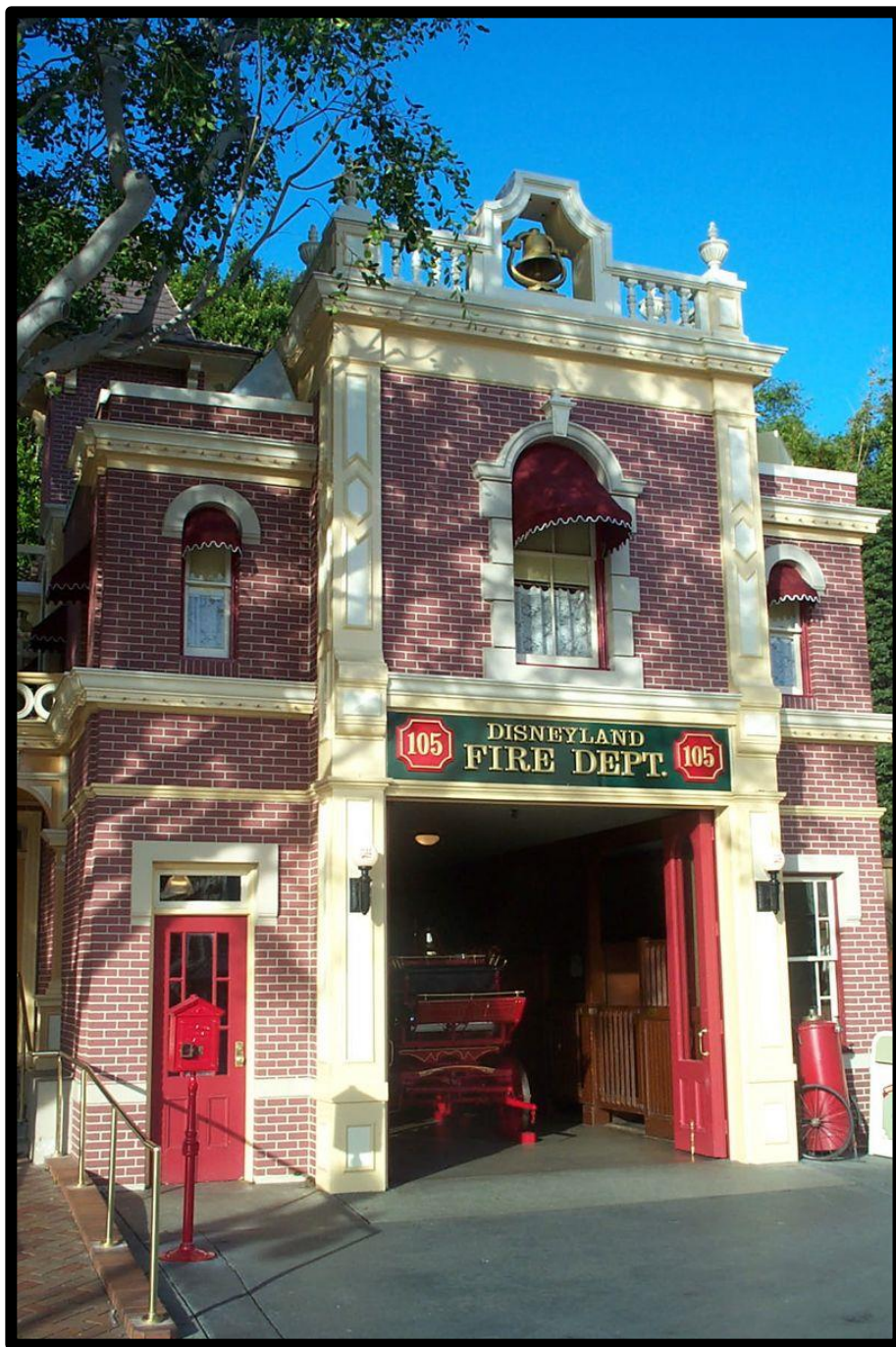
NORDSTROM











# During the Pandemic, What do These Companies Have in Common?





# Walk In Their Shoes: Key Points

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- Stop the Bureaucracy--Get Out From Behind the Desk
- Be a Customer
- Learn & Share Your Employee's Stories
- Pick up The Trash
- Sacrifice Something of Yourself



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# Questions



# Be the Napa Rose





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