

Eighth Edition

CUSTOMER SERVICE

SERVICE

SKILLS FOR SUCCESS



**Mc
Graw
Hill**

Robert W. Lucas

EIGHTH EDITION

CUSTOMER SERVICE

SKILLS FOR SUCCESS

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Robert W. Lucas

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CUSTOMER SERVICE

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PERSONAL BIOGRAPHY

ROBERT (BOB) W. LUCAS is an internationally known, award-winning - author and learning and performance expert who specializes in workplace performance-based training and consulting services. He is the principal of Robert W. Lucas Enterprises and owner of Success Skills Press.

For over four decades, Bob has shared his knowledge and expertise as a coach and consultant. He has facilitated training sessions for thousands of workplace professionals in a variety of industries from national and international organizations. He also taught for over 15 years as an adjunct professor in the Human Resource Development Master of Arts program at Webster University and regularly presents educational sessions to various local and national groups. In addition, Bob has led or served on the boards of the Central Florida Chapter of the Association for Talent Development, the Florida Safety Council, Leadership Seminole, and the Florida Authors and Publishers Association.

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Ashton Photography

In recent years, Bob has dedicated much of his time to self-publishing books on a variety of skills topics and writing four blogs (*Customer Service Skills*, *Creative Training*, *Nonfiction Writing*, and *Cruising*). His areas of expertise include customer service, creative training and management program development, presentation skills, interpersonal communication, adult learning, and diversity. He has been listed in *Who's Who in the World*, *Who's Who in America*, and *Who's Who in the South & Southeast* and is an

avid writer. In addition to this book, he has written and contributed to 39 books and compilations and has published over 1,000 articles. Some of his other titles are *Please Every Customer: Delivering Stellar Customer Service Across Cultures* and *How to Be a Great Call Center Representative*.

Bob earned a bachelor of science degree in law enforcement from the University of Maryland; an M.A. degree with a focus in human resources development from George Mason University in Fairfax, Virginia; and a second M.A. degree in management and leadership from Webster University in Orlando, Florida.

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12 Managing Your Stress

13 Customer Service through Written Means

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PREFACE

NEW TO THIS EDITION

Every Chapter

- Beginning of each section has *new Customer Service Interviews* with small service business owners
- Updated research and statistics throughout text
- Updates and addition of new *Trending Now* sections in many chapters

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Chapter 1

- Updated *In the Real World* chapter-opening case study (Amazon.com)
- New *Think About It*
- Updated research and statistics throughout chapter
- Updated *Key Developments* box highlighting developments that impacted the customer service profession
- Expanded definitions of service-related terminology
- New *Trending Now* segments added
- Added new information on pay and positions for customer service representative occupations
- Updated subhead area *Growth of the Service Sector* and changed that header to *Changes in the Service Sector*
- Added content on working in remote teams
- Included sections related to serving during the COVID-19 pandemic
- Updated discussion of *Global Economic Shifts* impacting customer service
- Revised *Components of a Customer Service Environment* model
- Included content on *Strategies for a Successful Job Interview*
- Additional *Work It Out* section
- Addition of section on *Shifts in Consumer Needs, Wants, and Expectations*
- Addition of suggestions for dealing more effectively with *Internal Customers*
- Additional *Customer Service Tips*

- Expanded discussion of small business trends and customer service
- Updated *Small Business Perspective* section to include content related to the COVID-19 pandemic
- Additional *Search It Out* resources
- Revised *Collaborative Learning Activities* section

Chapter 2

- Changed *In the Real World* chapter-opening case study to Target
- New *Think About It*
- Updated research and statistics
- Updated *Sample Mission Statements*
- Additional *Trending Now* segments added
- New *Customer Service Success Tip* added
- Revised *Positive Communication Model*
- Updated *Eleven Strategies for Developing and Promoting a Positive Service Culture* section
- Provided additional *Collaborative Learning Activities*

Chapter 3

- New *In the Real World* chapter-opening case study (GEICO Insurance)
- New *Think About It*
- Revised definitions related to service terminology
- Additional *Customer Service Tips*
- Additional *Trending Now* segments
- Updated research and statistics
- Expanded *The Importance of Effective Communication* section
- Revised *Guidelines for Providing Positive Feedback*
- *Small Business Perspective* segment expanded and updated
- Additional *Search It Out* activity resources
- Updated *Collaborative Learning Activities* section

Chapter 4

- Interview by customer service industry professional

- Updated *In the Real World* chapter-opening case study (American Express)
- Updated *Think About It*
- Addition of *Words to Live By* quote
- Addition of *Impact of Masks on Service* figure with Dos and Don'ts when serving with protective masks
- Expanded definitions related to service terminology
- Additional *Customer Service Tips*
- Additional *Trending Now* segments
- Revised *Work It Out 4.3—Adding Emphasis to Words*
- Updated research and statistics
- Additional *Search It Out* activity resources

Chapter 5

- New *In the Real World* chapter-opening case study (Nordstrom)
- New *Think About It*
- Expanded definitions related to service terminology
- Additional *Customer Service Tips*
- Additional *Trending Now* segments

Chapter 6

- New *In the Real World* chapter-opening case study (ALDI Supermarket)
- Revised *What Are Behavioral Styles?* section
- Updated *Identifying Behavioral Styles* section
- Revised *Work It Out 6.1*
- Revised *Key Term* definitions

Chapter 7

- Updated *In the Real World* chapter-opening case study (Coca-Cola)
- Expanded definitions related to service terminology
- Additional *Customer Service Tips*
- Enhanced strategies for interacting with *Rude or Inconsiderate Customers*
- Revised *Handling Emotions with the Emotion-Reducing Model*

- Expanded *Strategies for Preventing Dissatisfaction and Problem Solving* section
- Expanded *Causes of Conflict* section
- Additional *Trending Now* section
- Addition of *Work It Out 7.8—Recovering from Policy Restrictions* activity
- Updated *Disaster Planning Initiatives in the Service Recovery Process* section
- Revised *Summary* section
- Additional *Search It Out* activity resources
- Revised *Face-to-Face* activity

Chapter 8

- New *In the Real World* chapter-opening case study (Chipotle Mexican Grill)
- New *Think About It*
- Updated research and statistics
- Enhanced *Customers with Disabilities* section
- Expanded *Trending Now* segments

Chapter 9

- Updated *In the Real World* chapter-opening case study (Zoom Video Communications Inc.)
- Updated *Think About It*
- Updated research and statistics
- Additional *Trending Now* segments
- Updated *The Role of Technology in Customer Service* section
- Revised *Traditional Call Center Technology* segment
- Expanded definitions related to service terminology
- Updated *Social Media* section
- Additional *Customer Service Tips*
- Expanded *Technology Etiquette and Strategies* section
- Expanded *The Telephone in Customer Service* segment

Chapter 10

- Updated *In the Real World* chapter-opening case study (Costco)
- New *Think About It*
- Expanded definitions related to service terminology
- Updated research and statistics
- Additional *Trending Now* segments
- Customer Loyalty section renamed *Customer Brand Loyalty* with expanded content
- Revised *Figure 10.3 Examples of Product and Service Breakdowns*
- Enhanced *The Importance of Customer Relationship Management* section
- Revised *Small Business Perspective* section
- Updated *Search It Out* activity resources
- Updated *Collaborative Learning Activities* section

CHAPTER FEATURES

AN UPDATE ON A TRUSTED CUSTOMER SERVICE TEXTBOOK RESOURCE

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Welcome to a brand-new look for the top-selling customer service textbook in the United States. This book has been the top-selling customer service textbook in the United States for over a decade and won the 2017 Textbook Excellence and the 2020 William Holmes McGuffey Longevity Awards from the Textbook and Academic Authors Association (TAA). In this edition, we have updated, expanded, and reformatted much of the content.

Customer Service: Skills for Success addresses real-world customer service issues and provides a variety of revised resources, activities, examples, and tips from the author and active customer service professionals in the industry. We did this to help gain and hold readers' interest while providing additional insights into the concepts and skills related to customer service. The text begins with a macro view of the history of customer service and what the profession involves today. It also provides projections for the future, and then focuses on specific skills and related topics to aid service practitioners.

The eighth edition of *Customer Service: Skills for Success* contains 10 chapters divided into four parts, plus the Glossary, Notes, and Bibliography. These parts focus on different aspects of customer service: (1) The Profession, (2) Skills for Success, and (3) Building and Maintaining Relationships, and (4) Retaining Customers. Along with valuable ideas, guidance, and perspectives, readers will also encounter interviews of real-world small business service providers who offer advice for current and aspiring service professionals. Readers will also discover tips for implementing proven customer service strategies, case study scenarios, and activities to help them apply concepts learned to real-world situations in order to challenge their thinking on the issues presented. For users of previous editions, you will note the addition of several new information elements and a tie-in to today's technology throughout the chapters. In the Instructor Resources in Connect, you will find various individual and small group activities, case studies, and other support material. These can be used

to engage readers and enhance content found in the book.

Each chapter begins with behavioral-based **Learning Outcomes** to direct students' focus and to measure end-of-chapter success in grasping the concepts presented. Students will also find a **quote** from a famous person to prompt their thinking related to the chapter topic and text focus. Throughout the book, the abbreviation LO indicates the Learning Outcome that applies to that section.

As students explore the chapter material, they will find many helpful tools to enhance their learning experience and assist them in transferring their new knowledge to the workplace. Throughout the chapters, students are asked key questions in the form of a **Knowledge Check**. This allows students to consider what they have just read and test themselves to help ensure that they have grasped the concepts covered in each chapter.

Every chapter opens with **In the Real World**. These candid snapshots offer a view into a variety of well-known businesses, industries, and organizations and are designed to provide insight into how quality customer service can lead to success in a highly competitive global world. To support the scenarios, students are asked to do an Internet search on the featured organization and answer the questions provided in the **Think About It** section that follows.

Self-assessments listed as **Quick Previews** allow students to pretest their knowledge on a range of topics, and prime them to watch for specific content as they read the chapter. Answers to the questions are also provided at the end of each chapter.

Throughout the chapter, **Work It Out** activities challenge students' knowledge and provide an opportunity for individual and/or small group work on a specific topic or issue. The **Street Talk** tips offered by customer service professionals currently working in various organizations and industries provide a glimpse of real-world insights into strategies and techniques that professionals are using every day in their interactions with customers to enhance their service delivery. Also threaded throughout every chapter, **Trending Now** boxes highlight new and innovative strategies being put into practice in companies and industries to enhance the service experience for current and potential customers.

In addition, there are activities in every chapter that encourage students to engage with common customer service problems. **Ethical Dilemmas**

present a difficult scenario and ask readers how they might appropriately handle the situation. Potential solutions or best practices are provided at the end of each chapter. **Small Business Perspective** activities discuss situations that a small business may be faced with and present students with information that makes for great in-class discussion.

At the end of each chapter is a **Summary** with **Review Questions**, which bring together the key elements and issues covered throughout the chapter. While the summaries encapsulate and reinforce key themes, the review questions test students' retention of the content and highlight areas for remedial study to promote mastery of the chapter topics. Students also are encouraged to use the Internet to research chapter-related skills and obtain a variety of customer service facts, figures, and related information to use in group activities, presentations, or discussions through **Search It Out** activities.

Collaborative Learning Activities encourage role-playing. In these activities students are given a variety of scenarios they can act out with an instructor or a peer in order to engage with real customer service issues, practice their skills, and reinforce their knowledge of the chapter topic, while **Face-to-Face** exercises provide students with a detailed background narrative of a specific employee and allow them to identify with that employee by using the information to determine how they might handle a similar customer service issue if faced with it on the job. Additionally, the **Planning to Serve** activities provide a road map for students to identify techniques and strategies from the book to provide superior customer service in their future.

THE CUSTOMER SERVICE TEXT THAT GIVES YOU MORE ADDITIONAL RESOURCES

Author's Customer Service Skills blog There are hundreds of articles on various customer service–related topics to supplement information in this book on the author's blog that can be used as references or as discussion starters for the classroom and online. To access the blog, please visit the instructor resources at www.customerserviceskillsbook.com within Connect.

INSTRUCTOR RESOURCES

Instructor's Manual The Instructor's Manual outlines course materials,

additional in-class activities, and support for classroom use of the text. It has been organized to give instructors not only a basic outline of the chapter, but to assist in all facets of instruction. For every question posed in the text, the IM provides a viable answer. The text page numbers provide easy reference for instructors. In addition, the Instructor's Manual guides instructors through the process of integrating supplementary materials into lessons and assignments. It also includes sample syllabi and video notes. Ultimately, this will be an instructor's greatest advantage in using all materials to reach all learners.

Connect Matrix We know that instructors' time is valuable. To help you prepare, we have created a Connect Matrix that is organized by chapter, learning outcome, Bloom's, and Level of Difficulty auto-gradable assessments that are available for you to assign in Connect. Visit the Instructor Resources within Connect to preview how the Connect Matrix can help!

SmartBook 2.0 SmartBook 2.0 in Connect personalizes learning to individual student needs, continually adapting to pinpoint knowledge gaps and focus learning on concepts requiring additional study.

Video Cases & Case Analyses Video cases and case analyses, featuring real companies, are assignable within Connect with corresponding comprehension questions that help students analyze and apply key customer service concepts.

PowerPoints PowerPoint slides, created specifically for instructors, include additional teaching notes and are tied directly to learning outcomes. Each slide is provided in a format that offers alt descriptions, screen reader capability, and a color palette that will assist students requiring accommodations.

Test Bank Every chapter provides a series of test questions, available in our Test Bank, which can be accessed via Test Builder in Connect. Test Builder is a cloud-based tool that enables instructors to format tests that can be printed or administered within an LMS. Test Builder offers a modern, streamlined interface for easy content configuration that matches course needs, without requiring a download. Test Builder allows you to:

- Access all test bank content from a specific title.
- Easily pinpoint the most relevant content through robust filtering options.
- Manipulate the order of questions or scramble questions and/or answer.
- Pin questions to a specific location within a test.
- Determine your preferred treatment of algorithmic questions.
- Choose the layout and spacing.
- Add instructions and configure default settings.

New Remote Proctoring and Browser-Locking Capabilities New remote proctoring and browser-locking capabilities, hosted by Proctorio within Connect, provide control of the assessment environment by enabling security options and verifying the identity of the student.

Seamlessly integrated within Connect, these services allow instructors to control students' assessment experience by restricting browser activity, recording students' activity, and verifying students are doing their own work.

Instant and detailed reporting gives instructors an at-a-glance view of potential academic integrity concerns, thereby avoiding personal bias and supporting evidence-based claims.



Create Instructors can now tailor their teaching resources to match the way they teach! With McGraw Hill Create, www.mcgrawhillcreate.com, instructors can easily rearrange chapters, combine material from other content sources, and quickly upload and integrate their own content, such as course syllabi or teaching notes. For those instructors needing additional information on customer service skills, stress and time management, or communicating with customers in writing, there are three additional chapters available in Create. Find the right content in Create by searching through thousands of leading McGraw Hill textbooks. Arrange the material to fit your teaching style. Order a Create book and receive a complimentary print review copy in three to five business days or a complimentary electronic review copy via e-mail within one hour. Go to www.mcgrawhillcreate.com_today and register.

McGraw Hill Customer Experience Group At McGraw Hill Education, we understand that getting the most from new technology can be challenging. That's why our services don't stop after you purchase our products. You can e-mail our Product Specialists 24 hours a day to get product training online. Or you can search our knowledge bank of Frequently Asked Questions on our support website. For Customer Support, call 800-331-5094 or visit mhhe.com/support. One of our Technical Support Analysts will be able to assist you.

BASIS FOR CONTENT

In the past, some students have commented that the content in this book is common sense. Certainly, that might be true if you have experience and education related to dealing with a variety of other people. However, my experience is that "common sense" is not so common for many people. If that were true, every service provider would be effective at offering stellar customer service to every one of his or her customers. When has that happened to you as a customer?

Since customer service spans all organizations and involves internal customers (employees) and those outside the organization, I encourage you to keep an open mind as you read the content in these pages. Objectively assess your current knowledge and skills against what you find. Do you have the knowledge and skills addressed herein? If you sincerely know all there is to know about customer service, then I applaud you. I am sure you will make a fine CEO for a service organization someday. In the meantime, I encourage you to think about what you find in the text, discuss ways to improve with your instructor and classmates, and make notes of potential areas for improvement as you go through the semester. Never forget that customer service is the pivotal role in any organization. Everyone from the CEO down to frontline employees must embrace positive customer service skills and work to gain and retain customers. Without customers, there is no need for any position in a company.

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This book draws from my more than four-plus decades of real-world experience in customer service environments, management, and human resource development. My background includes positions serving as a frontline employee and managing or overseeing entire companies. I have worked in sales, retail management, and service functions for a number of organizations; owned and run all phases of operation and management for an

online retail business for over 19 years; was a partner in a human resource performance consulting firm working with client organizations around the world; and taught at numerous colleges and universities from undergraduate through master's level for over two decades. Currently, I am an author, a presenter, and the principal of Robert W. Lucas Enterprises, where I consult, write, publish, and promote my own books through Success Skills Press. Part of my role involves negotiating and contracting with other businesses and organizations and providing a variety of services to them. I deal with customer issues and needs every day and know that the techniques described in this book will work because I, and other service professionals cited in the book, have used them effectively. While there are some research and theoretical sections in the chapters, much of the information is derived from personal experience, research, and reflections of actual customer service encounters experienced by others.

Whether you are new to the service profession and have no base of customer service knowledge, or are more experienced and wish to enhance your knowledge and skills, *Customer Service: Skills for Success* and accompanying ancillary materials can provide a catalyst for your success. I encourage you to visit Connect to access and review ancillary materials designed to assist you in your quest for customer service expertise.

I am confident that this book will assist you in reaching your goal to become a better service provider.

Bob Lucas

