

STOP YELLING AT ME!!

September 24, 2015



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Live Tweet!
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#EPMSOnline

**I'm a good resident!
I always pay my rent on time...
No one ever complains about me...
BUT...**



The Big Picture



You already know what works and doesn't work!

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Your resident



You

Step One:
Engage
Empathetically



So, the catnip was bad, huh?

Step One:
Engage
Empathetically



“Karen-I am so sorry to hear about this. Please have a seat. Can I get you something to drink?”

Step One:
Engage
Empathetically



#Don'tDoThis

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Take out a pen and paper...
It will make it more likely that
you will take notes, and
it's great "showmanship" too!

"I want to make sure that I understand your situation completely...Do you mind if I take notes?"

Step Two: **LISTEN!**

“Tell me what happened...”





Never miss an opportunity to
keep your mouth closed!

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- Until your resident has had his/her say, s/he will NOT listen to you!
- When you defend, explain, and comment BEFORE the time is right, it sends the message that you are (and know that you are) “guilty”!

Step Three: Explore



YES

- Put on your “Hawaii Five-0” or “NCIS” hat-you’re on a *fact-finding mission!*
- Your goal in this stage is simply to know and understand what your customer is trying to communicate to you.
- Know the “W’s”
 - Who, What, When, Where, Why, What do you WANT?
 - *Your feelings, thoughts, perspectives on the situation are NOT relevant. (Sorry!)*

Step Three: Explore



YES

- Impartially ask clarifying questions
 - *“Can you repeat what our technician said to you when you called and asked about the oven?”*
 - *“Have you had issues with maintenance requests before?”*
 - *“What do you think is a fair resolution to this?”*
 - *“Is there something that you’re hoping we can do, or are you simply letting me know...?”*



NO

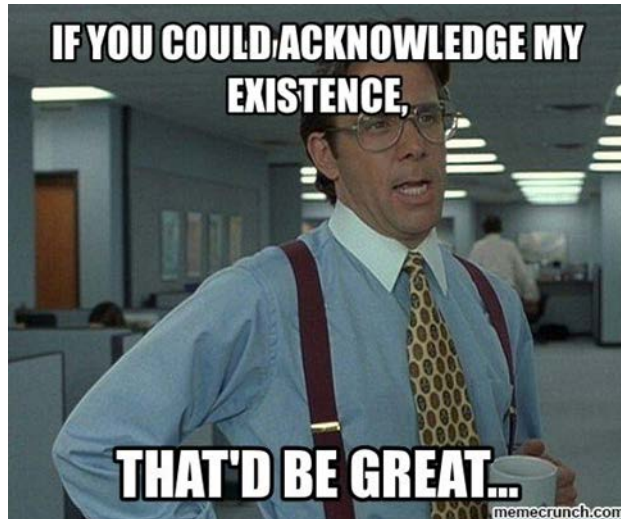
- You are not an attorney cross-examining a witness!
- You are not trying to prove the resident is lying or wrong!
 - *“Isn’t it true that on Sunday you came into the office & said your oven worked and your party was awesome?”*
- This is still not the stage to defend, explain, and/or debate. (It will just make things worse.)

Tell the Customer's Story as You Understand it:

"Wow...thank you for sharing with me, Karen. Let me recap what I know...you called in a service request for your oven on Saturday morning. You told Taylor that you had a party that night and really needed your oven fixed and she said we should be able to get to it by the end of the day.

By 6:15pm no one came to your home, so you called the office and no one answered. You called the on-call line and Kenny said "This isn't an emergency" and wouldn't come out....You're asking for one month's rent credit, is that correct?"

LET'S RECAP...



Step Four: Acknowledge

- This is the “I heard you. I understand you. I am validating your experience. I am sorry!” portion of the complaint process
 - *“Javier, I just want to say that I am so sorry that this happened to you...”*
 - *“I can definitely see why you’re very frustrated with us, and I would be too, if I were you...”*
- You do not have to agree, believe, or even like the person complaining to **acknowledge** their experience (and existence)!

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BTW-Do not say,

“I’m sorry **YOU feel that way!”**

- If you can resolve the issue now-do it now!
- If the person is just “venting”
 - *“Karen, I am very sorry again for all of this. I’ll make sure to speak to Julie and Kenny (or pass on your comments to our team) about your experience with him...”*
 - *“I’m so surprised, because I normally hear great things about both Julie and Chris!...”*
 - *“I wanted to let you know that we really do strive to provide great customer service and I am sorry that in your case we have fallen short.”*



This is how you can “defend” without sounding defensive!

Step Five: Respond

- If the person wants something that you cannot resolve immediately...
 - *“Karen, what I need to do is review your situation in greater detail. That could take me a little time; although my goal is to get back to you with an answer or update by the end of the day. How does that sound?”*
 - *“While you’re here (or while I have you on the phone) is there anything else that you’d like to share with me?”*

Step Five: Respond

- If the person wants something that you KNOW you cannot do... **(Do the same thing)**
 - *“Karen, what I need to do is review your situation in greater detail. That could take me a little time; although my goal is to get back to you with an answer or update by the end of the day. How does that sound?”*
 - *I will say, in my experience, that this may not be something we’re going to be able to do, but I’ll do my best to see what is possible, okay? If I can’t do this, what is the ‘minimum’ you’d be okay with?”*
 - *While you’re here (or while I have you on the phone) is there anything else that you’d like to share with me?”*

Step Five: Respond

- Were we wrong?
- This is NOT a battle between you and the complaining person!
- What would an 'average' person think is fair?
- What can we do to make it right?
(Even if you don't think you need to, or should, or want to?)
- Be creative in finding solutions.



Step Six: Find Solutions



QUESTIONS to ASK:

- *Is this issue really worth it?*
- *Is this the hill I want to get taken out on?*

- When “Yes”

- *“Thank you for letting me know...and I’m sorry!”*
- *“We are able to offer you the rent credit because of your experience with us...”*
- Say what else you’re going to do as a result of the conversation (if needed)
 - *“I will speak to our team about...”*
 - *“We’ll be sure to put extra ice melt by D building...”*



- When Someone Complains to You About Someone Else
 - When possible, let the person who “caused” the problem be the “hero” that “solves” the problem
 - Defer credit so that you don’t become the person everyone comes to with their complaints!



Step Seven: Offer Resolution

- When “No”



- *“Thank you for letting me know...and I’m sorry!”*
- Be gracious...especially if you didn’t want them to “win”.
- *“I know you really wanted one month’s rent credit and I’m sorry that we’re not able to do that,*
- *...but I can offer you two days of credit for the days your oven didn’t work.*
- *Thank you for letting me know about this and for your patience and understanding!”*

ELEARFO?



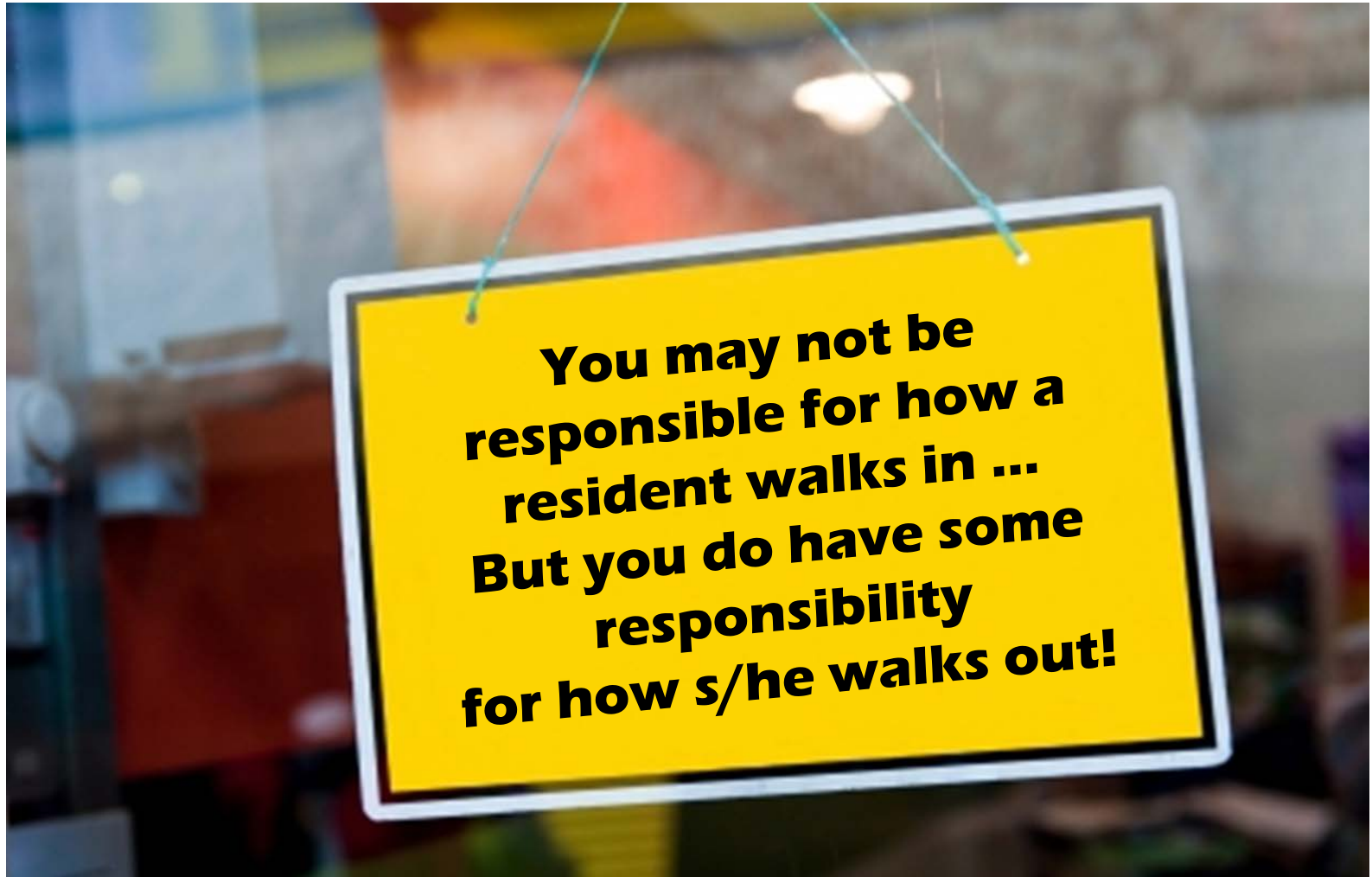
- *Engage Empathetically*
- *Listen*
- *Explore (Recap)*
- *Acknowledge*
- *Respond*
- *Find Solutions*
- *Offer Resolution*

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Helpful Tip: Remember the Big Picture



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SERVICES OFFERED BY ELLIS PARTNERS & RENTER'S VOICE

- Ratings & Reviews
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Thank you! Want to learn more?

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