

CCMA –Quality Management- Roundtable

Tuesday 11 August 2020

Exploring Empathy



Discussion points

Exploring Empathy

- First discussion topic: Empathy. Including a brief presentation:
- What we mean by Empathy
- The benefits of getting it right (for our customers, our people and our business)
- How we develop, and coach for, a truly empathetic response

Remote Feedback

- Second discussion topic: How to support your QA team and team managers to provide remote feedback

Q&A

Opportunities to learn

Member Events



Part 1: Evolution of the Contact Centre

Date: Tue 25 Aug 2020
Where: Online



Virtual Member Visit to The AA

Date: Thu 10 Sep 2020
Where: Online

Training



Virtual Training: Mental Health Awareness for Contact Centre Managers

Date: Thu 3 Sep 2020
Where: Online



Virtual Training: Resource Planning for Team Leaders

Date: Tue 8 Sep 2020 - Thu 10 Sep 2020

Replay

www.ccma.org.uk/insight

- Ask the Experts – How knowledge management supports your changing operation
- Podcast – The impact of COVID-19 on recruitment
- Virtual Member Visit – Atom Bank

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European Contact Centre
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Awards 2020

Categories

INNOVATION & TECHNOLOGY AWARDS	Most Effective Application of Technology	
	Best Innovation in Customer Service	
	Best Use of AI and Associated Technologies	
	Most Effective Business Transformation Programme in Customer Service	
	Most Effective Digital Customer Experience	
	Responding in a Crisis - Best Partnership Solution	NEW
OPERATIONAL EFFECTIVENESS AWARDS	Most Effective Improvement Programme	
	Most Effective Management of Peak Demand	
	Best Outsourcing Partnership	
	Most Effective Homeworking Programme	NEW
	Responding in a Crisis - Providing Leadership	NEW
TEAM AWARDS	Best Customer Service Team	
	Best Complaints Management Team	
	Best Quality Management Team	
	Best Contact Centre Support Team	
	Responding in a Crisis - Supporting Colleagues	NEW

CUSTOMER EXPERIENCE AWARDS	Best Use of Customer Insight	
	Most Effective Customer Experience in Social Channels	
	Best Customer Engagement Initiative	
	Best Cross-Functional Customer Experience Initiative	
	Responding in a Crisis - Supporting Customers	NEW
EMPLOYEE EXPERIENCE AWARDS	Most Effective Learning and Development Initiative	
	Giving Something Back	
	Best Voice of the Employee Programme	
	Responding in a Crisis - Supporting the Community	NEW
	Best Employer - Great Place to Work	
CONTACT CENTRE AWARDS	Best New Contact Centre	
	Best Multi-Lingual Contact Centre	
	Outsourced Contact Centre of the Year	
	Contact Centre of the Year (Small, Medium & Large)	
	Best Pan-European Contact Centre	

Thank you for joining us today

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Exploring Empathy

CCMA Quality Management
Special Interest Group
11th August 2020



“I’ve learned that people will forget what you said, people will forget what you did, but **people will never forget how you made them feel.**”

Maya Angelou

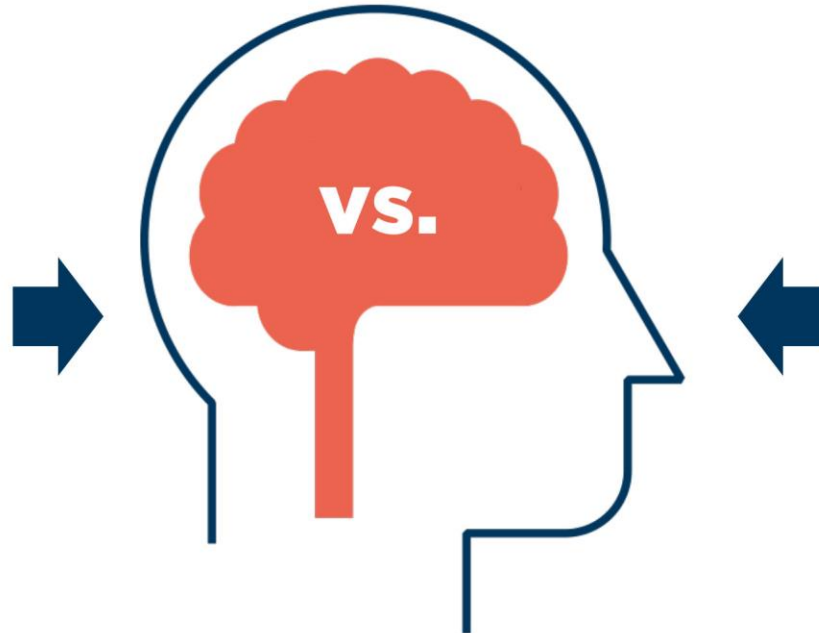


Defining Empathy

Empathy

“capacity to understand or feel what another person is experiencing from within their frame of reference; the capacity to place oneself in another’s position”

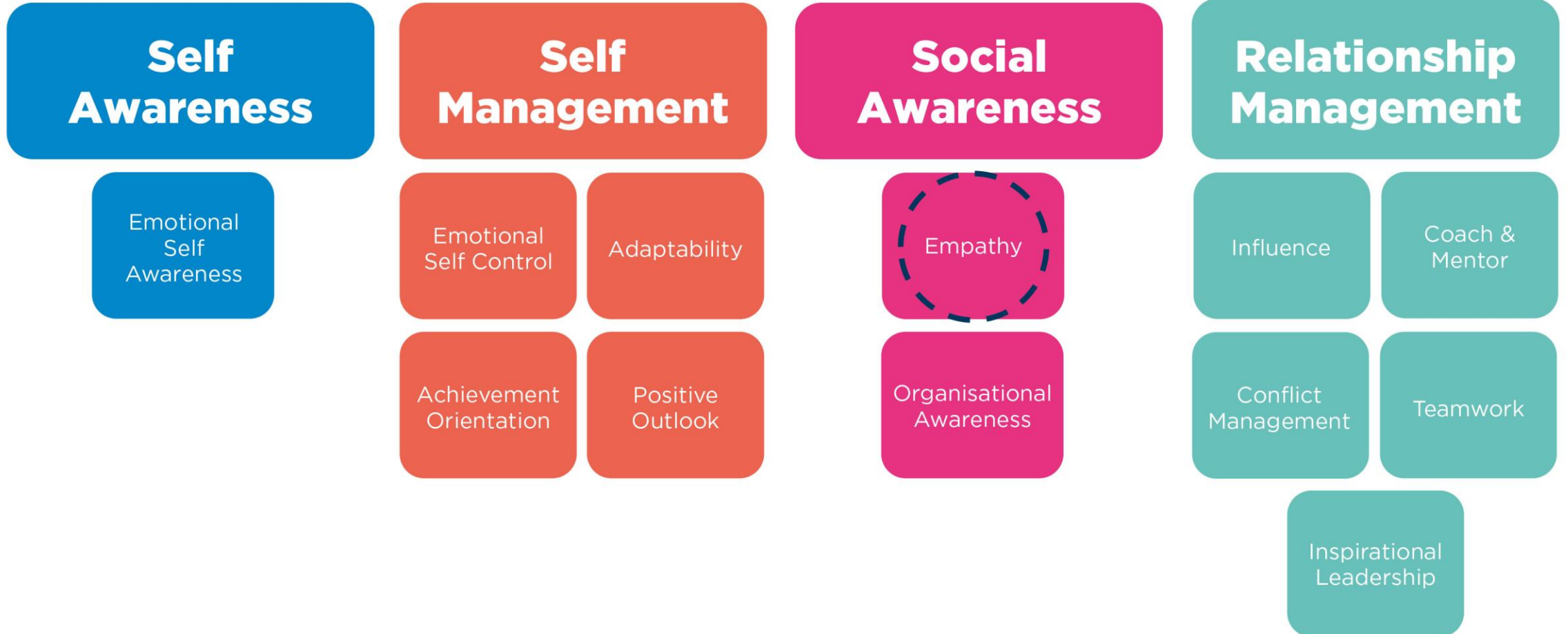
“the ability to understand and share the feelings of another”



Sympathy

means “feelings of pity and sorrow for someone else’s misfortune”

Emotional & Social Intelligence Competencies



Evaluating Empathy

When engaging with new clients and reviewing initial QA results, one of the most common challenges observed is a delta in the approach taken to Empathy – often at customers' expense.



Frequent Manager Feedback

Missed opportunities to express Empathy

At BPA, we view Empathy as part of the wider range of attributes in Emotional Intelligence.

The good news is, EQ can be coached and developed. We'll explore what empathy really is, how it needs to be understood in a wider context, and the behaviours and mindset needed to successfully apply it.

Why Empathy Matters for Customers

Empathy is rooted in the German term *Einfühlung*, meaning **'to feel at one with'**. It has a big impact on our relationship with our customers – it **facilitates human connection**.

Developing and demonstrating empathy for customers is linked to:

- ✓Customers feeling validated and understood
- ✓Great rapport and more 'feel-good' factor
- ✓Greater trust and affiliation
- ✓Increased customer satisfaction
- ✓Reduced customer effort and stress levels: when each call is handled positively with effective provision of support



Why Empathy Matters for Business

- ✓ **Bringing the Human Element to our contacts through genuine connection**
- ✓ **Empathising with our colleagues' and clients' priorities:** we can adapt ourselves & negotiate more successfully
- ✓ **Customer Advocacy:** empathetic interactions leave customers feeling closer to the brand
- ✓ **Better sales relationships**
- ✓ **Helps to diffuse difficult situations**
- ✓ **Consumer trust:** contacts can become easier & more productive when customers feel heard, validated and understood
- ✓ **May be linked in reduction in escalations and customer redress/revisits**
- ✓ **Inspires discretionary effort & may increase job satisfaction**
- ✓ **Transferrable life skill for our people**
- ✓ **A more empathetic workplace culture:** increases our ability to deliver great conversations with our colleagues & our clients



Start Empathy as a Coachable Skill



Coachable Behaviours



Empathy as a Coachable Skill: Start with Lived Experience

Think of the last time (or the most memorable time) you were talking to somebody who made you feel:



Empathy Starts with Listening

Coaching on the 5 levels of listening:



Higher-Level Listening Skills

Attentive Listening

Attentive Listening occurs when we carefully listen to the other person to really understand what they have to say. Whilst the person is speaking, we may also evaluate what has been said and start to formulate our response to what he or she is saying.



Empathic Listening

Really listening to understand the individual and respond from other person's perspective. Empathic listening is about tuning into what another is thinking, wanting, feeling, as well as saying. Empathic listening requires presence and attendance to the whole of the other person without judgement.



Barriers to Listening

Prejudice,
preconceived ideas
or bias

Trying to listen to
more than one
conversation at a time

Finding the
communicator
distracting

Not Focusing

Feeling unwell
or tired

Identifying rather
than empathising

Sympathising rather
than empathising

Making judgements

Previous Experiences

Preoccupation

Having a closed mind

Empathic Listening when Communicating

- ✓ Talk less and listen more
- ✓ Ask more questions
- ✓ Slow down
- ✓ Be patient
- ✓ **Repeat back what was said:** ensure you don't overlook anything
- ✓ **Acknowledge ALL customer statements with empathic response**
- ✓ **Recap what you have discussed:** what approach you are suggesting & any follow up on your part
- ✓ **Be specific about how you will follow up:** what you will do, what they can expect & when it will happen



Questions to Demonstrate Attentive & Empathic Listening

Paraphrasing:

"If I'm understanding you correctly..."
"So what you're saying is..."
"Let me know if I'm getting what you have said right..."

Identification Qs:

"At what point did you notice...?"
"Describe what happened when..."
"Tell me more about what you were thinking in that moment..."

Comparison Qs:

"Think of something you did well."
"What do you think did not go well?"
"What was the difference in these situations?"

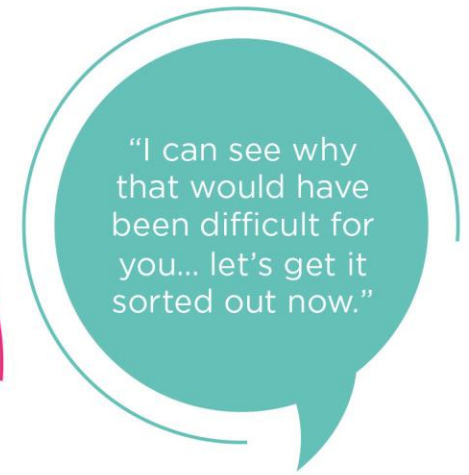
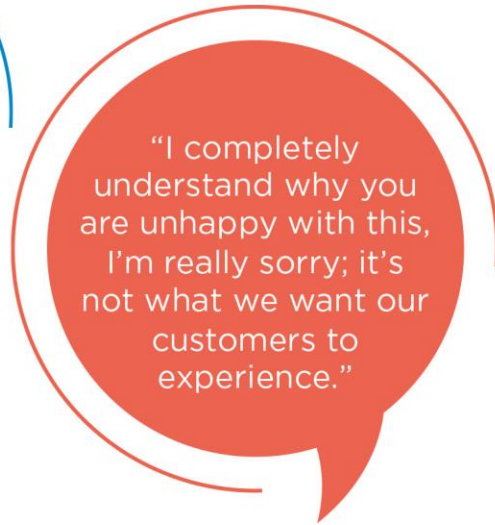
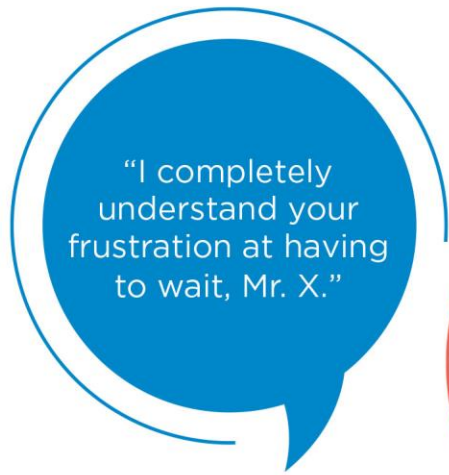
Reflective Qs:

"So what I think we've agreed today is..."
"Does that seem the same to you?"
"So let me just check that I've understood everything you've told me?"

Summarising:

"What are some of your most challenging moments?"
"Define some of your most powerful learning moments."
"What would you say is the most important thing you have learned personal? As a team?"
"What would you do differently if you were to approach the same problem again?"

Examples: Empathising with your Customer



Sometimes a simple apology can calm a customer down and give them the confidence that you understand the situation and are going to help them.

If your apology is genuinely empathetic, there is no need to say sorry more than once.

To adopt an assertive adult state, we need to take control and use powerful statements to empathise with the customer and manage their emotion.

There is no magic list of reasons why a customer may become angry or distressed. It's a fact that different things annoy different people.

Dos and Don'ts

✗ “As I already said/
as I’ve already
explained”

✓ “Ok, no problem Mrs X, let me
explain differently”

✓ “I’m very sorry if I didn’t explain
this very clearly. Let me rephrase.”

✗ “There’s
nothing we can
do about it”

✓ “Mr X, I’m not able to waive this fee, but I
will be happy to transfer you to (..) to
check if anything can be done in this
exceptional situation”

✓ “We are unable to cover (...) but I will be
happy to provide you with a list/link to
(...) who may be able to offer some
suitable options”

✗ “I don’t know
what’s causing
this issue”

✓ “Thank you for providing all the
information. I need to consult (xxx) to
check what may be the root cause of
the issue”

✓ “Mr X, would you mind if I put you on hold
for a couple of minutes – I would like to
verify what may be causing this issue”

✗ “Well, we have a
record that this was
sent to you on...”

✓ “We have a record that this was sent to
you on (...); I’m very sorry you have not
received it. Let me check with (...)”

✓ “I can see that this was sent to you on (...)
and I understand it must be frustrating that
you have not received it. What we can do is
either (...) or if you would prefer, we can (...)”

Empathy in Action

- Cultivating curiosity towards others
- Noticing our held prejudices or biases (we all have them!)
- Practising self awareness
- Overcoming our instinctive reactions
- Challenging our own notions and suspending our beliefs
- Avoiding assumptions by imaging ourselves in others peoples' shoes
- Being fully present with others
- Mastering the art of listening deeply and connecting
- Tuning into non-verbal communication
- Asking effective, non-judgemental questions
- Pausing before responding
- Avoiding giving unsolicited opinions or advice



Summary: best practice & coachable opportunities in Empathy



Capacity to **understand or feel** what another person is experiencing, from their perspective



Sympathy (suitable only in certain scenarios)



Capacity to **place oneself in another's position**



An empty apology, especially when there is nothing to apologise for



Ability to **understand and share the feelings** of another



A **robotic or insincere "I'm sorry"** can be **worse than no apology at all**



Thank You

Your Questions are Welcome

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