

+44 (0)845 838 2031



# Complaint Handling

## a Case Study from T10



## **Introduction**

We were approached by a leading global bank to create a bespoke program that aimed to help the bank become 'a centre of excellence in complaint handling' whilst at the same time help to demonstrate their ongoing commitment to 'Treating Customers Fairly'. The development of this programme was also seen as an important part of the bank's overall 'Best Place to Bank' strategy, particularly enabling them to ensure that their existing customers remained satisfied with the services that the bank provided and would go onto to hopefully purchase further services.

## **The Programme**

After a period of research across a number of departments and branches involving customers and staff the programme was developed. It was created in two parts, first an E-Learning pre-course module which helped to position the issue of Complaints. This was followed by a series of one day interactive workshops which provided learners with the skills and techniques needed to handle customer complaints and then an opportunity to use the new skills and techniques via a series of 'case studies'.

The overall aim of the programme was;

'In addition to the e-learning module, the interactive workshop will help learners to handle customer complaints in a compliant and customer focused way, which in turn will ensure they treat all of their customers fairly.'

The course objective was to;

'Resolve customer complaints consistently and effectively to agreed standards. This will be demonstrated using a number of case studies in both group role play and discussion.'

The workshop initially focused on a 'Fairness Formula' and what being 'Fair to Customers' actually meant. The facilitators used group discussions to uncover how this could be achieved whilst at the same time looking at how colleagues could deliver service standards that customers would appreciate. Having discussed these important points colleagues started to develop a set of staff 'behaviours' that were seen as crucial to the success in dealing with Customer Complaints.

The programme then focused on 'Telephone and Enhanced Communication Skills', looking at personal communication preferences and how they can be identified. Here colleagues looked at the importance of identifying which communication preference customers were using. This additional skill would prove helpful to a member of staff when dealing with a customer who had registered a complaint. A large part of the day was given to 'skill practice' where colleagues were provided with a number of 'case studies'. Colleagues worked individually and in smaller groups to discuss the various complaints and how best using the new skills and techniques they would set about resolving the complaint or issue.

To embed the learning the colleague were asked to create Action Plans to ensure that the learning from the programme was transferred from the classroom and back into the 'real world' and onto the job.



### **Reviews and Feedback**

Having completed a large number of programmes we have been able to collect a wealth of feedback from colleagues regarding the quality of the content and method of delivery, the following are just a small sample of these comments.

- Enjoyed the course very much and taken away valuable techniques to help with my job role. Would like more of everything, very interested in all Kelvin had to say.
- I have enjoyed this course and Kelvin made it fun and interesting. I was not bored at any stage which I thought I would be.
- Kelvin was an enthusiastic and encouraging facilitator. He made the course enjoyable, entertaining and not overwhelming.
- Enjoyable course with lots of information all of which is relevant to my role. Enjoyed the discussions and did not feel uncomfortable in group role role-plays.
- Good pace throughout giving extra information to take into role.
- Great course, great trainer.
- Lots of information to take in, all very relevant.
- Very enjoyable and practical course.
- Very engaging course and instructor.

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London: Suite 34, 67-68 Hatton Garden, London EC1N 8JY

Midlands: 21 Smisby Road, Ashby de la Zouch, Leicestershire LE65 2JN

South: 83 North Lane, East Preston, West Sussex, BN16 1HD

T: 0845 838 2031

E: [mail@t10partnership.com](mailto:mail@t10partnership.com)