

STEP 01

LISTEN

Let the customer finish. Don't defend, don't explain yet.

“Tell me what happened, from the start.”

STEP 02

ACKNOWLEDGE

Name what they felt, out loud — the step people skip.

“That would frustrate me too. I'm sorry this happened.”

STEP 03

RESOLVE

Offer something concrete within your authority.

“Here's what I can do right now.”

STEP 04

FOLLOW UP

Close the loop after the fix — confirm it worked.

“Checking in — did that solve it?”