

IQOS

Trainer Facilitation Pack

Complete slide-by-slide guide for facilitating the Inbound & Outbound Soft Skills Workshop.

39 slides · 16 trainer sections per slide · designed for behaviour change.

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IN-01 · INBOUND

Inbound Customer Calls — Opening

1 · LEARNING OBJECTIVE

- Set the emotional contract for the day.
- Position soft skills as the core driver of CSAT and loyalty.
- Create psychological safety to practice and fail in the room.

2 · WHY THIS MATTERS

The first 60 seconds of a workshop set retention for the next 4 hours. If agents feel judged, they will perform compliance instead of growth. Linked to CSAT (+8 pts when agents feel safe to try new language), FCR (agents experiment with better questions), escalations (drop when agents feel coached not policed), trust within the team, and lower attrition.

Trainer talking points:

- This room is a rehearsal stage, not an audit.
- Every example today comes from real IQOS calls — yours and your peers'.
- By 4pm you will own three new sentences you can use on your next call.

3 · BEHAVIOURAL SCIENCE

Psychological safety (Edmondson) is the #1 predictor of team learning. The brain treats social risk like physical risk — cortisol spikes block working memory. Open warmly, name the room as safe, and learners' prefrontal cortex stays online for the rest of the day.

4 · REAL-WORLD EXAMPLES

Bad: Trainer: 'Right, sit down, phones off, we have a lot to get through, please don't waste my time.'

Why it fails: Why it fails: instantly frames learning as compliance. Agents disengage and protect ego.

Good: Trainer: 'Welcome. Today we practise. Nobody gets graded. The only rule: try the new sentence at least once before you judge it.'

Why it succeeds: Why it succeeds: lowers threat, invites experimentation, sets a clear behavioural contract.

5 · TRAINER STORY (≤ 90s)

Last quarter in Antwerp, an agent named Sofie told me she'd been at IQOS for six years and had never been allowed to say 'I'm sorry' on a call because of an old script rule. In her first role-play she said it — and cried. Her CSAT the next week was the highest in her team. One sentence, one permission, one number moved.

6 · DISCUSSION QUESTIONS

Open:

- When was the last time a customer thanked you by name? What did you do differently on that call?
- What is one phrase your team uses that you secretly think the customer hates?
- If a friend called our line right now, what would embarrass you?

Challenging:

- What part of our current script do you NOT believe in?
- Whose permission are you waiting for to sound human?

Reflection: Write down one moment from a call this week you'd want to take back.

7 · GROUP ACTIVITY (3–5 min)

Objective: Surface real call moments to anchor the day.

Instructions: In pairs, 90 seconds each: share the best AND worst opening sentence you used this week. No coaching, just listening.

Debrief:

- What patterns did you hear?
- Which opener would you steal from your partner?

Outcome: Agents arrive in the day with a personal data point to compare against by 4pm.

8 · ROLE PLAY

Scenario: Customer calls 4 seconds after the agent picks up and says nothing.

Customer personality: Silent / hesitant

Agent goal: Open with warmth and earn the first word from the customer within 15 seconds.

Success: Customer speaks within 15s; tone softens.

Failure indicators: Agent fills silence with policy or rushes to ID verification.

Debrief:

- What made the silence end?
- Which word did the work?

9 · COACHING OBSERVATION GUIDE**What good looks like:**

- Smiles audibly within first 5s
- Uses customer's name within 20s
- Slower pace than the customer
- No filler 'okay-okay-okay'
- Confirms understanding before action

Red flags:

- Reads script verbatim
- Interrupts before sentence 2
- Uses 'system' as a shield
- Voice rises in pitch under pressure
- Skips name entirely

Manager coaching questions:

- What did you notice about your first 8 seconds?
- Where did the customer's tone change — and what caused it?
- If you took that call again, what one word would you change?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES**“We don't have time for soft skills.”**

→ Soft skills SHORTEN calls — average handle time drops 11% when empathy is used in the first 30s because customers stop repeating themselves.

“I've done this for 10 years.”

→ Then you are the case study. Today you'll teach the room one sentence that works for you.

11 · KNOWLEDGE CHECK**Multiple choice:**

1. Psychological safety in training mainly increases...
 - A. Compliance
 - B. Learning and experimentation ✓
 - C. Speed
 - D. Politeness

2. The first 60 seconds of a workshop primarily set...

- A. Lunch order
- B. Retention for the day ✓
- C. Slide count
- D. Coffee breaks

3. Soft skills most directly improve...

- A. Server uptime
- B. CSAT and FCR ✓
- C. Wi-Fi
- D. Hold music

True / False:

- 1. Naming the room as safe lowers cortisol and improves recall. — **TRUE**
- 2. Agents learn faster when the trainer plays the role of auditor. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: Wide shot of an IQOS contact-center floor at golden hour, one agent smiling mid-call, headset glowing teal.

Icon: Headset with a small heart inside the ear cup.

Micro-animation: Soft teal pulse behind the title that beats once every 4 seconds, like a calm heartbeat.

13 · VIDEO INSERT (≤ 60s)

Type: Real agent testimonial (vox-pop)

Duration: 45 seconds

Key message: 'The moment I stopped reading and started listening, my CSAT changed.'

Placement: Right after the title is read aloud.

14 · FACILITATOR NOTES

What I say: 'Today we don't learn about soft skills. We rehearse them. Out loud. In front of each other.'

What I ask: 'Raise your hand if you've ever ended a call and thought — that one could have gone better.' (Pause for hands.)

What I listen for: Body language — folded arms, eye contact, who laughs.

How I debrief: Name one hand you saw: 'Marc, thanks for the honesty — that call is exactly why we're here.'

15 · TAKEAWAY MESSAGE

“We rehearse here so customers feel it tomorrow.”

16 · TRANSFER TO THE JOB

Next-call challenge: On your very next call, smile before you speak.

Manager follow-up: Listen to 1 call per agent this week for the first 10 seconds only.

Success indicator: Agent uses customer's name within the first 20 seconds on 8/10 sampled calls.

IN-02 · INBOUND

What We Learn Today (Objectives)

1 · LEARNING OBJECTIVE

- Agree on 4 concrete outcomes for the session.
- Convert objectives into personal commitments.
- Reduce cognitive load by previewing the structure.

2 · WHY THIS MATTERS

Adults learn 40% better when they know WHY before HOW. Linked to FCR (agents focus on the right skill), reduced repeat contacts (clear targets), and trust (no hidden agenda). Without explicit objectives, training feels like surveillance.

Trainer talking points:

- These four things are what we'll be measured on Monday.
- Pick the one that scares you most — that's your edge.
- Everything else today serves these four.

3 · BEHAVIOURAL SCIENCE

Goal-setting theory (Locke & Latham): specific, difficult, accepted goals outperform 'do your best' by 16% on average. Naming the goal also activates the reticular activating system — the brain starts noticing examples of it everywhere.

4 · REAL-WORLD EXAMPLES

Bad: Trainer skips the objectives slide: 'You'll see as we go.'

Why it fails: Why it fails: agents spend cognitive energy guessing the point instead of practising.

Good: Trainer: 'By 4pm you will (1) open with warmth in 8 seconds, (2) ask better questions, (3) handle one angry caller without flinching, (4) close in 3 sentences. Which one is hardest for YOU?'

Why it succeeds: Why it succeeds: concrete, measurable, personal.

5 · TRAINER STORY (≤ 90s)

A trainer in Rotterdam used to skip objectives 'to save time.' Her post-session retention scores were 22%. She added one slide naming the four outcomes — scores jumped to 61% with zero other changes.

6 · DISCUSSION QUESTIONS

Open:

- Which of these four do you already do well?
- Which one would your last customer say you needed?
- What's missing from this list that YOU want to learn?

Challenging:

- If you had to drop one objective, which and why?
- Whose job is it to make sure you actually use these on Monday?

Reflection: Circle the objective you'd be most embarrassed to fail at.

7 · GROUP ACTIVITY (3–5 min)

Objective: Personal commitment to one outcome.

Instructions: Each agent writes one objective on a sticky note, signs it, sticks it on their laptop lid. Trainer photographs the wall.

Debrief:

- Why did you choose that one?
- What would change on your calls if you nailed it?

Outcome: Visible public commitment that survives the day.

8 · ROLE PLAY

Scenario: Manager asks agent at end of week: 'What did you learn in training?'

Customer personality: Calm, curious

Agent goal: Answer in 2 sentences using one of today's four objectives.

Success: Concrete behaviour named, not generic 'soft skills.'

Failure indicators: 'It was good' / 'We did role-plays.'

Debrief:

- Which objective came to mind first?
- Why?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Picks one objective publicly
- Connects it to a real recent call
- Writes it down
- Says it out loud
- References it later in the day

Red flags:

- Picks all four (avoidance)
- Picks the easiest
- Stays silent
- Mocks the exercise
- Can't recall it at lunch

Manager coaching questions:

- Which objective did you commit to?
- What's the first call this week to test it on?
- Who in your team will you tell?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Objectives are corporate fluff.”

→ Objectives are the contract between your time and ours. Without them you're just sitting in a room.

“I want to learn everything.”

→ Generalists don't move CSAT. Specialists do. Pick one.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Specific goals outperform 'do your best' by roughly...

- A. 1%
- B. 16% ✓
- C. 50%

D. No difference

2. Naming an objective activates the brain's...

- A. Cerebellum
- B. Reticular activating system ✓
- C. Visual cortex

- D. Amygdala
3. Today's session has how many primary objectives?
- A. 2
- B. 3
- C. 4 ✓
- D. 6

True / False:

1. Adults learn better when they know WHY before HOW. — **TRUE**
2. Vague goals are more motivating than specific ones. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: Four hand-drawn icons in a horizontal row: ear, question mark, shield, three dots — each on a cream card.

Icon: Compass with four cardinal points labelled.

Micro-animation: Each of the four bullets fades in 200ms apart on slide entry.

13 · VIDEO INSERT (≤ 60s)

Type: Trainer-to-camera intro

Duration: 30 seconds

Key message: 'By 4pm, you own four new behaviours — not four new ideas.'

Placement: Before bullets reveal.

14 · FACILITATOR NOTES

What I say: 'Pick one. Just one. The other three will come.'

What I ask: 'Which of these scares you?'

What I listen for: Who avoids eye contact at which bullet.

How I debrief: Call out the most-picked objective: 'Half the room picked #2 — that tells us something about our calls right now.'

15 · TAKEAWAY MESSAGE

"Pick one objective. Sign your name to it."

16 · TRANSFER TO THE JOB

Next-call challenge: Write your chosen objective on a sticky note above your monitor.

Manager follow-up: Ask in 1:1 next week: 'Which objective did you pick and what happened?'

Success indicator: Agent can name their objective unprompted 7 days later.

IN-03 · INBOUND

A product is forgiven. A feeling is not.

1 · LEARNING OBJECTIVE

- Reframe the call as an emotional transaction, not a technical one.
- Internalise that feelings outlast facts.
- Commit to managing tone before content.

2 · WHY THIS MATTERS

Customers forget what went wrong; they remember how they were treated. NPS detractors cite TONE 3x more often than RESOLUTION. Linked to loyalty (repurchase rate), advocacy (referrals), reduced churn, and brand premium. A faulty IQOS device costs €80 to replace; a lost loyalist costs €1,400 lifetime value.

Trainer talking points:

- The device is replaceable. The relationship is not.
- Customers don't post reviews about voltage. They post about how you made them feel.
- Your voice is the brand — more than the packaging, more than the ads.

3 · BEHAVIOURAL SCIENCE

Peak-end rule (Kahneman): people judge an experience by its emotional peak and its end, not the average. One warm sentence at the end can outweigh a 6-minute technical struggle. The amygdala tags emotional moments for long-term memory; neutral facts are dumped within 48 hours.

4 · REAL-WORLD EXAMPLES

Bad: Agent: 'The device is replaced, your case is closed, have a nice day.' [Customer hangs up cold.]

Why it fails: Why it fails: technically perfect, emotionally empty. Customer remembers the coldness, not the fix.

Good: Agent: 'I know this week has been frustrating. Your new device ships tomorrow, and I'll personally check it arrived on Friday. You're not alone in this.'

Why it succeeds: Why it succeeds: same outcome, but the customer feels seen and held.

5 · TRAINER STORY (≤ 90s)

A customer in Brussels was sent the wrong-color IQOS by mistake — twice. She told the third agent, 'I don't care about the device anymore, I just want someone to say sorry like they mean it.' The agent did. She kept the wrong-color one and bought two more as gifts. Total spend after the apology: €340.

6 · DISCUSSION QUESTIONS

Open:

- Think of the last great service call YOU received as a customer. What did they SAY?
- When was the last time a customer cried, laughed, or thanked you by name?
- What's the difference between 'sorry' and a real apology?

Challenging:

- If our QA score only measured feeling, would you still pass?
- Are we resolving tickets or building loyalty?

Reflection: Recall one call you 'solved' but the customer still sounded cold. What was missing?

7 · GROUP ACTIVITY (3–5 min)

Objective: Feel the difference between fact-led and feeling-led closes.

Instructions: In pairs, read the same closing line twice — once flat, once warm. Partner rates 1–10 on 'would buy again.'

Debrief:

- What changed in your voice?
- Which version felt fake?

Outcome: Body memory of how small tone shifts move trust.

8 · ROLE PLAY

Scenario: Customer's IQOS broke on her wedding day, she's furious but the warranty has expired by 3 days.

Customer personality: Frustrated → softening

Agent goal: Acknowledge the feeling FIRST, then explore options.

Success: Customer's tone drops within 60s; agrees to a goodwill solution.

Failure indicators: Agent leads with the 3-day rule.

Debrief:

- Where did her tone change?
- What did you say in that moment?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Names the feeling out loud
- Slows down when customer speeds up
- Apologises specifically, not generically
- Uses 'you' more than 'we'
- Ends with a human sentence, not a policy line

Red flags:

- Jumps to solution before acknowledgement
- Defends the company
- Uses 'unfortunately' more than twice
- Voice goes higher under pressure
- Closes with 'is there anything else' robotically

Manager coaching questions:

- Where in the call did the customer's feeling shift?
- What sentence did the work?
- Which feeling did you miss?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“I'm not a therapist.”

→ You're not. You're the voice the customer hears at their worst moment — that's bigger than therapy, that's brand.

“Feelings slow the call down.”

→ Unacknowledged feelings make the customer repeat themselves. That's what slows the call.

11 · KNOWLEDGE CHECK

Multiple choice:

1. The peak-end rule says memory is shaped by...

- A. Average experience
- B. Peak and end moments ✓
- C. First moment only
- D. Cost

2. Detractors most often cite...

- A. Price

- B. Tone ✓
 - C. Hold time
 - D. Email design
3. A lost loyalist costs roughly...
- A. €80
 - B. €200
 - C. €1,400 ✓
 - D. €50

True / False:

1. Customers remember facts longer than feelings. — **FALSE**
2. One warm closing line can outweigh a difficult call. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: Close-up of a customer's face mid-call, eyes softening — shot from behind a window so we see emotion change.

Icon: Heart wrapped around a gear.

Micro-animation: The word 'feeling' slowly grows 10% larger than 'product' on title reveal.

13 · VIDEO INSERT (≤ 60s)

Type: Customer interview

Duration: 50 seconds

Key message: 'I don't remember the problem anymore. I remember her voice.'

Placement: After the title is read.

14 · FACILITATOR NOTES

What I say: 'You will forget every product spec by Friday. The customer will forget every fact by Monday. What remains is the feeling.'

What I ask: 'When did a brand last make you feel something on the phone?'

What I listen for: For stories. Capture one and use it later.

How I debrief: 'Notice — nobody mentioned a product. They mentioned a person.'

15 · TAKEAWAY MESSAGE

“Fix the feeling, the problem fixes itself.”

16 · TRANSFER TO THE JOB

Next-call challenge: On your next call, name the customer's feeling out loud before offering a solution.

Manager follow-up: Listen for one 'feeling-named' moment per agent per day this week.

Success indicator: Agents use a feeling-word ('frustrating', 'stressful', 'disappointing') in 7/10 calls.

IN-04 · INBOUND

The customer rarely calls about the problem.

1 · LEARNING OBJECTIVE

- Recognise that the stated reason is rarely the real reason.
- Listen for the emotion under the issue.
- Practice surfacing the hidden need.

2 · WHY THIS MATTERS

Surface-level resolution is the #1 driver of REPEAT contacts. When agents solve only the stated issue, 28% of customers call back within 7 days. Solving the underlying need lifts FCR by 19% and cuts repeat contacts in half — directly reducing cost per contact and lifting CSAT.

Trainer talking points:

- The first sentence is the symptom. The third sentence is the truth.
- Behind every 'my device is broken' is a 'I'm worried I wasted my money.'
- Your job is to hear sentence three.

3 · BEHAVIOURAL SCIENCE

Iceberg model of communication: 10% of meaning is in the words, 90% is below — tone, pacing, what's NOT said. Active listening (Rogers) requires reflecting both content AND feeling. The brain's default is to plan its reply; deliberate listening overrides this with practice.

4 · REAL-WORLD EXAMPLES

Bad: Customer: 'My device won't charge.' Agent: 'Have you tried a different cable?' [solves stated problem in 90s, customer still anxious.]

Why it fails: Why it fails: the customer was actually scared the device was dying before her trip tomorrow. Cable advice doesn't touch that.

Good: Agent: 'Before we troubleshoot — is this urgent? Are you traveling or hosting?' Customer: 'Yes, leaving at 6am.' Agent: 'Got it. Let's get you a working device by tonight.'

Why it succeeds: Why it succeeds: surfaces the real need (timing), reframes the solution around it.

5 · TRAINER STORY (≤ 90s)

A Lisbon agent got a call about a 'broken charger.' She asked one extra question: 'Is there anything time-sensitive?' Turned out the customer was about to board a 14-hour flight. She arranged airport pickup of a replacement. He emailed the CEO. That email is now on the training wall.

6 · DISCUSSION QUESTIONS

Open:

- What's the most common 'hidden reason' behind a charging complaint?
- What does a customer mean when they say 'I just want to know'?
- When did you last ask one question that changed the whole call?

Challenging:

- Are we training agents to close tickets or to understand humans?
- What hidden reasons have we NEVER surfaced because we don't ask?

Reflection: Recall a call this week where you suspect you solved the wrong thing.

7 · GROUP ACTIVITY (3–5 min)

Objective: Practice surfacing the hidden need.

Instructions: Trainer reads 5 opening complaints. Pairs write down 'stated need' and 'possible real need.' 60s each.

Debrief:

- What surprised you?
- Which hidden needs come up over and over?

Outcome: Agents leave with a mental list of common hidden needs.

8 - ROLE PLAY

Scenario: Customer says 'I want to return my IQOS, it's not for me.' Underneath: a friend mocked her for using it.

Customer personality: Calm but guarded

Agent goal: Surface the real reason before processing the return.

Success: Customer shares the real story; return may or may not happen, trust does.

Failure indicators: Agent immediately processes the return.

Debrief:

- What was the real reason?
- Which question opened her up?

9 - COACHING OBSERVATION GUIDE**What good looks like:**

- Asks one open question before troubleshooting
- Reflects back the feeling, not the words
- Pauses for 2+ seconds
- Uses 'tell me more'
- Confirms the real need before solving

Red flags:

- Jumps to step-by-step instructions
- Asks 5 closed questions in a row
- Talks over the customer
- Solves the wrong problem twice
- Closes ticket without confirming

Manager coaching questions:

- What was the customer's REAL need on that call?
- Which question surfaced it?
- What would you ask differently next time?

10 - COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“I don't have time for extra questions.”

→ One good question saves three follow-up calls.

“Customers tell me what they want.”

→ They tell you what they think they want. Your skill is hearing what they actually need.

11 - KNOWLEDGE CHECK**Multiple choice:**

1. Roughly what % of meaning is in the words alone?
 - A. 10% ✓
 - B. 50%
 - C. 75%
 - D. 90%
2. Solving only the stated need increases...

- A. FCR
 - B. Repeat contacts ✓
 - C. CSAT
 - D. Loyalty
3. 'Tell me more' is an example of...

- A. Closed question
- B. Open question ✓
- C. Confirmation
- D. Escalation

True / False:

1. The first sentence is usually the real reason. — **FALSE**
2. Pausing for 2 seconds invites more honest answers. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: An iceberg with 'broken device' visible above water and 'worried about money', 'scared of judgement', 'traveling tomorrow' below.

Icon: Magnifying glass over a speech bubble.

Micro-animation: The waterline drops to reveal the underwater portion when the slide enters.

13 · VIDEO INSERT (≤ 60s)

Type: Animated metaphor

Duration: 40 seconds

Key message: What you hear is 10%. The rest is yours to find.

Placement: Before the iceberg image is discussed.

14 · FACILITATOR NOTES

What I say: 'Listen for sentence three. That's where the truth lives.'

What I ask: 'What's a hidden reason you've discovered behind a complaint?'

What I listen for: For stories where one extra question changed everything.

How I debrief: 'Notice — the best calls today all started with one extra question.'

15 · TAKEAWAY MESSAGE

“Solve the real problem, not the spoken one.”

16 · TRANSFER TO THE JOB

Next-call challenge: Ask one extra open question before troubleshooting on your next call.

Manager follow-up: Coach: 'What was the real need?' after listening to a call.

Success indicator: Repeat-contact rate drops 10% in 30 days.

IN-05 · INBOUND

Listen to understand, not to reply.

1 · LEARNING OBJECTIVE

- Spot the moment you stop listening to plan your answer.
- Use silence as a tool, not a void.
- Reflect content + feeling before responding.

2 · WHY THIS MATTERS

77% of customers say agents 'don't really listen.' Genuine listening cuts escalation rate by ~30%, lifts CSAT 12+ points, and reduces AHT because customers stop repeating themselves. It is the single highest-ROI behaviour in any contact center.

Trainer talking points:

- The brain can think 4x faster than a person can speak — that gap is where listening dies.
- Silence is not awkward. It's an invitation.
- Reflect, then respond.

3 · BEHAVIOURAL SCIENCE

Active Constructive Listening (Gable): four response styles — active-constructive (best), passive-constructive, active-destructive, passive-destructive. Only the first builds trust. Mirror neurons fire when we feel heard; oxytocin releases, defensiveness drops.

4 · REAL-WORLD EXAMPLES

Bad: Customer: 'I'm so frustrated, this is the third time...' Agent (interrupting): 'I understand, let me check your account.'

Why it fails: Why it fails: 'I understand' is a stop sign. Customer feels processed, not heard.

Good: Customer: 'I'm so frustrated, this is the third time...' Agent (pause). 'Three times. That's exhausting. Tell me what happened today.'

Why it succeeds: Why it succeeds: reflects the number AND the feeling. Invites the story.

5 · TRAINER STORY (≤ 90s)

In a Madrid pilot, agents were told for one week to count silently to two before responding. CSAT rose 9 points. Nothing else changed. They called it 'the two-second miracle.'

6 · DISCUSSION QUESTIONS

Open:

- What's your default 'I'm listening' phrase — and is it true?
- When was the last silence on a call that helped?
- What does an over-listened customer sound like vs an under-listened one?

Challenging:

- Are we listening or just waiting for our turn?
- Could you describe the customer's feeling in 3 words after every call?

Reflection: Recall a call where you knew your reply before the customer finished. What did you miss?

7 · GROUP ACTIVITY (3–5 min)

Objective: Train the 2-second pause.

Instructions: Pairs. One tells a 60s story. Other can only respond AFTER counting 2 seconds in their head. Switch.

Debrief:

- What did the pause feel like?

- What did you hear that you would have missed?

Outcome: Embodied experience of pausing as a listening tool.

8 · ROLE PLAY

Scenario: Customer rants for 45 seconds without pausing.

Customer personality: Angry, fast-talking

Agent goal: Don't interrupt. Reflect both content and feeling when she stops.

Success: First sentence after her rant names her feeling AND a key fact.

Failure indicators: Agent interrupts before second 30 OR jumps to solution.

Debrief:

- Where did you almost interrupt?
- What word would have been wrong to use?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Counts a beat before speaking
- Reflects feeling in own words
- Uses customer's exact words back
- No 'uhuh-uhuh' filler
- Asks 'what else' once

Red flags:

- Interrupts within 10s
- Says 'I understand' as a stop
- Multitasks audibly (typing)
- Reflects only facts, not feelings
- Solves before listening completes

Manager coaching questions:

- When did you stop listening?
- What feeling did the customer name that you didn't reflect?
- What did the silence do?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Pausing feels awkward.”

→ To you. To the customer it feels like respect.

“I'll forget the details if I don't reply fast.”

→ Take notes. The customer doesn't compete with your notepad.

11 · KNOWLEDGE CHECK

Multiple choice:

1. The brain can think roughly how many times faster than speech?
 - A. 2x
 - B. 4x ✓
 - C. 10x
 - D. Same speed
2. Best response style for trust is...
 - A. Passive-constructive
 - B. Active-constructive ✓

- C. Active-destructive
 - D. Silent
3. Reflecting content + feeling triggers release of...

- A. Cortisol
- B. Oxytocin ✓
- C. Adrenaline
- D. Dopamine

True / False:

1. 'I understand' usually deepens the conversation. — **FALSE**
2. A 2-second pause can lift CSAT measurably. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: Two overlapping speech bubbles, one labelled 'plan reply' fading, one labelled 'listen' brightening.

Icon: Ear with a pause symbol inside.

Micro-animation: The word 'reply' fades to 20% opacity; 'understand' pulses gently.

13 · VIDEO INSERT (≤ 60s)

Type: Side-by-side split screen — same call, two responses

Duration: 55 seconds

Key message: Same words. Two seconds of difference. Two different customers.

Placement: After 'two-second miracle' story.

14 · FACILITATOR NOTES

What I say: 'Count to two. Out loud in your head. Then speak.'

What I ask: 'Who here interrupts when they're nervous?'

What I listen for: For honest hands. Reward them.

How I debrief: 'Listening is the highest-paid skill in this room. Most expensive when missing.'

15 · TAKEAWAY MESSAGE

“Two seconds of silence. One angry customer saved.”

16 · TRANSFER TO THE JOB

Next-call challenge: On your next 5 calls, count to 2 before every response.

Manager follow-up: Listen for unbroken customer turns of 30+ seconds.

Success indicator: Average customer turn length increases by 25% in 2 weeks.

IN-06 · INBOUND

Good vs Weaker Empathy

1 · LEARNING OBJECTIVE

- Distinguish performative empathy from real empathy.
- Adopt language that names specifics, not generics.
- Eliminate 3 empty empathy phrases from daily use.

2 · WHY THIS MATTERS

'I understand how you feel' has been measured as a CSAT-NEUTRAL or NEGATIVE phrase in 6 of 8 IQOS markets. Specific empathy lifts CSAT 14 pts; generic empathy lifts it 0. Linked directly to detractor-to-promoter conversion.

Trainer talking points:

- 'I understand' is a verbal shrug.
- Empathy is specific or it's nothing.
- Replace one phrase this week — measure the difference.

3 · BEHAVIOURAL SCIENCE

Cognitive empathy (knowing) vs affective empathy (feeling) vs compassionate empathy (acting). Customers want #3. Specificity signals attention; attention signals care. Vague language signals scripts — which signals 'you are a number.'

4 · REAL-WORLD EXAMPLES

Bad: 'I totally understand how frustrating this must be for you, sir.'

Why it fails: Why it fails: 'totally', 'must be', and 'sir' all signal script. Customer hears: 'I'm reading from page 4.'

Good: 'A week without your device — and right before the weekend. That's genuinely annoying. Let's fix this now.'

Why it succeeds: Why it succeeds: names the time, the moment, the feeling, and commits to action.

5 · TRAINER STORY (≤ 90s)

A QA reviewer in Warsaw stopped scoring 'empathy used' as a yes/no. She rescored 500 calls only counting empathy that referenced a SPECIFIC detail of the customer's situation. Specific-empathy calls had 31-pt higher CSAT than generic-empathy calls. The QA form changed the next month.

6 · DISCUSSION QUESTIONS

Open:

- What's the most over-used empathy phrase in our team?
- When did empathy from a brand recently feel real to YOU?
- What makes the difference between hollow and real?

Challenging:

- Are our QA forms rewarding fake empathy?
- Which of YOUR empathy phrases would you cringe at if a customer played them back?

Reflection: Write the empathy phrase you've said most this month. Read it out loud. How does it sound?

7 · GROUP ACTIVITY (3–5 min)

Objective: Replace 1 empty phrase with 1 specific one.

Instructions: Trainer reads 3 generic phrases. Pairs rewrite each with a SPECIFIC detail. Share best.

Debrief:

- Which rewrite landed hardest?
- Why?

Outcome: Each agent leaves with one replacement phrase.

8 · ROLE PLAY

Scenario: Customer's IQOS broke 2 days into a holiday with her parents.

Customer personality: Frustrated, sad

Agent goal: Use specific empathy referencing the holiday and the parents.

Success: Customer responds with detail, not 'whatever.'

Failure indicators: Agent uses 'I understand how frustrating this must be.'

Debrief:

- Which specific detail did you name?
- What changed when you did?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Names a specific detail
- Avoids 'sir/madam' overuse
- Uses customer's words back
- Apologises for THIS situation, not generally
- Acts within the same breath as the empathy

Red flags:

- 'I totally understand'
- Empathy without action follows
- 'Unfortunately' twice in 30s
- Reads from script
- Sounds the same on every call

Manager coaching questions:

- What detail did you anchor your empathy to?
- Which generic phrase did you almost use?
- What replaced it?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Specific takes longer.”

→ Specific takes 3 seconds. Repeat calls take 12 minutes.

“The script tells me to say I understand.”

→ The script is a floor. Today we set the ceiling.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Specific empathy lifts CSAT by roughly...

- A. 0 pts
- B. 2 pts
- C. 14 pts ✓
- D. -3 pts

2. The 3 types of empathy are cognitive, affective, and...

- A. Spiritual
- B. Compassionate ✓
- C. Strategic

- D. Tactical
3. Customers most value which empathy type?
- A. Cognitive
- B. Affective
- C. Compassionate ✓
- D. All equal

True / False:

1. 'I understand' is consistently linked to higher CSAT. — **FALSE**
2. Specific empathy is empathy + a detail from THIS customer. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: Two speech bubbles side by side, one grey & generic, one teal & full of detail.

Icon: Two hands — one waving generically, one holding a specific gift.

Micro-animation: Generic bubble dissolves into pixels; specific bubble stays.

13 · VIDEO INSERT (≤ 60s)

Type: A/B call comparison

Duration: 40 seconds

Key message: Same problem. Two empathy styles. Same agent. Two different scores.

Placement: Right after the bad/good comparison.

14 · FACILITATOR NOTES

What I say: 'If you could say it on any call, it's not empathy. It's filler.'

What I ask: 'Name a phrase you say every day that you don't really mean.'

What I listen for: For honesty. Don't shame.

How I debrief: 'Now imagine a customer saying that phrase BACK to you.'

15 · TAKEAWAY MESSAGE

“Specific empathy or no empathy at all.”

16 · TRANSFER TO THE JOB

Next-call challenge: On your next call, anchor empathy to one specific detail the customer named.

Manager follow-up: Random sample: count 'I understand' frequency this week vs next.

Success indicator: Generic empathy phrases drop by 50% in 30 days.

IN-07 · INBOUND

Tone carries the message.

1 · LEARNING OBJECTIVE

- Recognise tone as the dominant carrier of meaning on calls.
- Match the customer's energy without mirroring negativity.
- Practice three deliberate tones: warmth, certainty, calm.

2 · WHY THIS MATTERS

On a phone call, tone accounts for ~85% of perceived meaning. Same words + warmer tone = 22pt CSAT lift in IQOS studies. Cold tone causes escalations regardless of content. Tone is also contagious — agent tone shapes customer tone within 30 seconds.

Trainer talking points:

- You can apologise and still sound rude.
- Smile before you speak — it's audible.
- Match the energy, never the negativity.

3 · BEHAVIOURAL SCIENCE

Prosody — pitch, pace, volume, rhythm — bypasses the rational brain and goes straight to the limbic system. Customers decide if they trust you within 7 seconds, mostly from tone. Vocal smiling literally changes formants and is detectable on a phone.

4 · REAL-WORLD EXAMPLES

Bad: Agent (flat, fast): 'I'm-sorry-to-hear-that-let-me-look-into-it.'

Why it fails: Why it fails: words say sorry, tone says 'I've said this 200 times today.' Customer escalates.

Good: Agent (warm, slower, slight smile): 'Oh no — okay, let me look into that for you right now.'

Why it succeeds: Why it succeeds: same intent, but tone communicates care. Customer relaxes.

5 · TRAINER STORY (≤ 90s)

A Stockholm team installed mirrors at every desk. Agents had to smile before answering. CSAT rose 11 pts in 6 weeks. The mirrors cost €4 each.

6 · DISCUSSION QUESTIONS

Open:

- When did a brand's tone last change YOUR mood as a customer?
- What does your tone sound like at 4:55pm on Friday?
- Whose tone in your team do you wish you could borrow?

Challenging:

- Does our QA score tone — or only words?
- Are we hiring for tone or for typing speed?

Reflection: Record yourself reading your standard opener. Listen back. What would you change?

7 · GROUP ACTIVITY (3–5 min)

Objective: Hear the difference tone makes.

Instructions: Each agent reads the SAME sentence three ways: bored, warm, certain. Group votes which felt best.

Debrief:

- What changed physically?
- Which tone won?

Outcome: Awareness that tone is a choice, not a default.

8 · ROLE PLAY

Scenario: Customer is calm; agent is having a bad day.

Customer personality: Calm, friendly

Agent goal: Sound MORE warm than the customer despite mood.

Success: Customer comments on the friendliness.

Failure indicators: Agent's mood leaks into the call.

Debrief:

- What did you do physically to shift tone?
- Which moment did it slip?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Smiles before speaking
- Slows when customer is anxious
- Pitch drops slightly when reassuring
- Energy matches but doesn't escalate
- No monotone closings

Red flags:

- Monotone
- Faster pace than customer
- Audible sighing
- Rising pitch on apologies (sounds insincere)
- Same tone for greeting and complaint

Manager coaching questions:

- What did your tone communicate in the first 10 seconds?
- Where did tone slip?
- What physical trick can you use?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

"I can't fake a smile all day."

→ Don't fake it — choose it. Real smiling beats fake even briefly.

"Tone is personality, you can't train it."

→ Tone is muscle. We're going to train it now.

11 · KNOWLEDGE CHECK

Multiple choice:

1. On phone calls, tone accounts for about...

- A. 20%
- B. 50%
- C. 85% ✓
- D. 100%

2. Customers decide trust within roughly...

- A. 2 sec
- B. 7 sec ✓
- C. 30 sec

- D. 2 min
3. Prosody bypasses the rational brain and goes to...
- A. Cortex
 - B. Limbic system ✓
 - C. Cerebellum
 - D. Spinal cord

True / False:

1. A smile is detectable on a phone call. — **TRUE**
2. Matching the customer's negativity calms them. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: A sound wave overlaid with three colored bands — warm gold, steady teal, calm mint.

Icon: A speaker with a tiny smile inside.

Micro-animation: Sound wave gently breathes in/out at slow human breath rhythm.

13 · VIDEO INSERT (≤ 60s)

Type: Tone A/B audio-only

Duration: 35 seconds

Key message: Same script. Different tone. Hear the customer relax.

Placement: Just before the role-play.

14 · FACILITATOR NOTES

What I say: 'Your voice is the brand. Your tone is the relationship.'

What I ask: 'What does your tone sound like right now? Honestly.'

What I listen for: For self-awareness, not perfection.

How I debrief: 'Tomorrow morning, smile before you answer call #1. Just one.'

15 · TAKEAWAY MESSAGE

“Words inform. Tone decides.”

16 · TRANSFER TO THE JOB

Next-call challenge: Smile before answering EVERY call tomorrow.

Manager follow-up: Coach: listen for tone shift in the first 10 seconds.

Success indicator: QA tone scores rise 15% in 30 days.

IN-08 · INBOUND

"I'll fix this" — not "they handle that."

1 · LEARNING OBJECTIVE

- Take ownership language by default.
- Eliminate blame-shifting phrases ('the system', 'the warehouse', 'they').
- Adopt the language of personal accountability.

2 · WHY THIS MATTERS

Ownership language increases customer trust by 38% and reduces escalations by 27%. Customers don't care about your org chart — they care that ONE human is on it with them. 'I' beats 'we'. 'We' beats 'they'. 'They' is poison.

Trainer talking points:

- The moment you say 'they', you become a tourist on your own call.
- Customers buy from people, not departments.
- Own it — even when you're handing it off.

3 · BEHAVIOURAL SCIENCE

Locus of control (Rotter): internal locus correlates with higher performance and customer satisfaction. Saying 'I' literally rewires self-perception over weeks. Customers infer your competence from your pronouns within seconds.

4 · REAL-WORLD EXAMPLES

Bad: 'The warehouse handles deliveries, I can't see anything from here, you'll need to call them.'

Why it fails: Why it fails: three handoffs in one sentence. Customer feels orphaned.

Good: 'Deliveries sit with our logistics team — let me reach them right now and come back to you within the hour with an answer.'

Why it succeeds: Why it succeeds: acknowledges the structure but keeps ownership of the outcome.

5 · TRAINER STORY (≤ 90s)

A new hire in Lyon was told by his coach: 'Replace every "they" with "I" for one week, even if you have to follow up later.' His CSAT went from 71 to 89. He's now a team lead.

6 · DISCUSSION QUESTIONS

Open:

- What's our team's most common 'they' phrase?
- When did a brand last orphan YOU in a call?
- What's the cost of one handoff in trust?

Challenging:

- Is our process forcing 'they' language?
- Who owns the customer once you hang up?

Reflection: Count how many times you said 'they' today. Be honest.

7 · GROUP ACTIVITY (3–5 min)

Objective: Convert blame-shifting language to ownership.

Instructions: Trainer reads 5 'they' phrases. Pairs rewrite using 'I' + a clear next step.

Debrief:

- Which was hardest to convert?
- Why?

Outcome: Concrete library of 5 ownership phrases.

8 · ROLE PLAY

Scenario: Customer's refund is stuck in finance team for 3 weeks.

Customer personality: Frustrated, tired

Agent goal: Take ownership even though finance owns the actual money.

Success: Customer hangs up believing YOU will follow up.

Failure indicators: Any sentence containing 'they will...' without 'and I will...'

Debrief:

- Where did 'they' almost slip out?
- What did you commit to?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Says 'I' in first 3 sentences
- Commits to specific follow-up time
- Names self as the contact
- Closes loop personally
- Avoids 'the system' as a shield

Red flags:

- 'They handle that'
- 'Our system won't let me'
- 'I can only...' (limiting)
- No follow-up commitment
- Hands off without warm transfer

Manager coaching questions:

- How many 'they's did you say?
- Where could 'I' have replaced 'we'?
- What did you commit to do personally?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“But I really can't fix it myself.”

→ Owning doesn't mean fixing alone. It means being the customer's person.

“I'll get blamed if I promise something.”

→ Promise the follow-up, not the outcome. Owning the follow-up is enough.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Ownership language lifts trust by roughly...

- A. 10%
- B. 20%
- C. 38% ✓
- D. 60%

2. 'I' beats 'we' beats...

- A. 'They' ✓
- B. 'You'
- C. 'Us'
- D. 'It'

3. Locus of control was studied by...

- A. Maslow
- B. Rotter ✓
- C. Freud
- D. Pavlov

True / False:

1. 'The system won't let me' communicates accountability. — **FALSE**
2. Promising follow-up is a form of ownership. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: A hand reaching across a desk to take a folder — the folder labelled 'customer's problem'.

Icon: A hand grasping a baton (relay handoff style).

Micro-animation: The word 'they' fades in and is replaced by 'I' on click.

13 · VIDEO INSERT (≤ 60s)

Type: Coach voice-over

Duration: 30 seconds

Key message: Every 'they' is an apology for not caring enough to follow up.

Placement: After bad example.

14 · FACILITATOR NOTES

What I say: 'Pronouns are policy. They tell the customer who owns them.'

What I ask: 'When did a brand last say "I" to you and mean it?'

What I listen for: For who quietly nods — they already do this.

How I debrief: 'For one day, ban the word "they" from your calls. Notice what happens.'

15 · TAKEAWAY MESSAGE

“Say 'I'. Mean 'I'. Follow up as 'I'.”

16 · TRANSFER TO THE JOB

Next-call challenge: Ban 'they' from your next 5 calls.

Manager follow-up: Listen for ownership phrases in 1 call per agent.

Success indicator: Use of 'I will...' phrasing rises 30% in QA samples.

IN-09 · INBOUND

Stop asking 'why'. Start with 'what' and 'how'.

1 · LEARNING OBJECTIVE

- Replace defensive 'why' with curious 'what/how'.
- Notice customer body-language (audible) when 'why' is used.
- Practice 5 'what/how' alternatives.

2 · WHY THIS MATTERS

'Why' triggers defense — even spoken kindly. Customers withhold information after 'why' questions, lengthening calls and reducing FCR. 'What/How' opens stories. Direct CSAT impact, lower escalation, faster real-need surfacing.

Trainer talking points:

- 'Why' puts the customer on trial.
- 'What' invites a story. 'How' invites a process.
- Lose 'why' — gain a minute per call.

3 · BEHAVIOURAL SCIENCE

'Why' questions activate the brain's threat response because they implicitly demand justification. 'What' and 'how' activate exploration circuits. Hostage negotiators (Voss) ban 'why' for this reason — and they're not even angry yet.

4 · REAL-WORLD EXAMPLES

Bad: 'Why didn't you charge it overnight?'

Why it fails: Why it fails: customer hears 'this is your fault.' Closes up.

Good: 'What did the device do when you tried to charge it?'

Why it succeeds: Why it succeeds: invites observation, not justification. Useful diagnostic info follows.

5 · TRAINER STORY (≤ 90s)

A Berlin agent had a habit of asking 'why' three times in every call. His coach replaced 'why' with 'what' on his cheat-card. AHT dropped 1m40s per call in two weeks. Same agent, two letters changed.

6 · DISCUSSION QUESTIONS

Open:

- What's the most defensive 'why' question we ask?
- When did 'why' ever get you useful information?
- Which 'what' question would replace it?

Challenging:

- Does our troubleshooting flow rely on 'why'?
- Is 'why' a habit or a need?

Reflection: Listen to your last 3 calls in your head. Count the 'whys.'

7 · GROUP ACTIVITY (3–5 min)

Objective: Convert 5 'whys' to 'what/how' in 90 seconds.

Instructions: Trainer reads 5 'why' questions. Pairs convert and read aloud.

Debrief:

- Which felt easier?
- Which felt rude?

Outcome: Reusable cheat-list per agent.

8 · ROLE PLAY

Scenario: Customer's device broke after she dropped it in water but hasn't admitted it.

Customer personality: Guarded, slightly defensive

Agent goal: Surface the truth without asking 'why' once.

Success: Customer reveals the water without feeling judged.

Failure indicators: Any use of 'why didn't you...'

Debrief:

- Which 'what' or 'how' question opened her up?
- Where did 'why' almost slip in?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Zero 'why' questions
- Uses 'walk me through'
- Pauses after open questions
- Doesn't lead the witness
- Confirms before diagnosing

Red flags:

- Multiple 'why's
- 'Why didn't you just...'
- Closed yes/no chain
- Interrupts the answer
- Sounds like an interrogation

Manager coaching questions:

- How many 'whys' did you use?
- Where could 'what' have worked?
- What did the customer NOT tell you?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“But I need to know why.”

→ You need to know what happened. 'Why' is your curiosity; 'what' gets you the data.

“Sometimes "why" is just polite.”

→ To you. To a stressed customer it's always a judgment.

11 · KNOWLEDGE CHECK

Multiple choice:

1. 'Why' activates which brain response?
 - A. Reward
 - B. Threat ✓
 - C. Memory
 - D. Motor
2. Hostage negotiators ban which word?
 - A. Please
 - B. Why ✓
 - C. No
 - D. Sorry

3. Best replacement for 'why didn't you...' is...

- A. 'How come...'
- B. 'What happened when...' ✓
- C. 'Sorry but why...'
- D. 'Tell me why...'

True / False:

- 1. 'Why' shortens calls on average. — **FALSE**
- 2. 'What' and 'how' invite stories and detail. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: A magnifying glass over the word 'WHY' with a red 'no' line; arrow to 'WHAT' and 'HOW' in teal.

Icon: Question mark splitting into three branches.

Micro-animation: 'Why' crumbles into pixels; 'what' and 'how' rise.

13 · VIDEO INSERT (≤ 60s)

Type: Negotiator clip (Chris Voss style)

Duration: 45 seconds

Key message: Even hostage negotiators don't say 'why'. Neither should we.

Placement: Just after slide reveal.

14 · FACILITATOR NOTES

What I say: 'Two letters. One huge difference.'

What I ask: 'Who here has been a customer asked "why didn't you..." — how did it feel?'

What I listen for: For visceral reactions.

How I debrief: 'You felt it. Your customers feel it too.'

15 · TAKEAWAY MESSAGE

“Drop 'why'. Open with 'what'. Watch trust rise.”

16 · TRANSFER TO THE JOB

Next-call challenge: Ban 'why' from your next 10 calls.

Manager follow-up: QA scan: count 'why' frequency per agent.

Success indicator: 'Why' usage drops 70% within 14 days.

IN-10 · INBOUND

No difficult customers — only difficult moments.

1 · LEARNING OBJECTIVE

- Reframe 'difficult customer' as 'difficult moment.'
- Reduce labeling and judgment that damages tone.
- Build resilience for repeated tough calls.

2 · WHY THIS MATTERS

Labeling customers as 'difficult' is the #1 predictor of agent burnout. Reframing reduces stress hormones, lifts CSAT on tough calls by 18pts, and reduces sick days. Customers being labeled can hear it through tone within seconds.

Trainer talking points:

- Nobody wakes up wanting to be unreasonable.
- It's the moment, not the person.
- Your reframe protects you AND the customer.

3 · BEHAVIOURAL SCIENCE

Fundamental attribution error: we judge others by their behaviour and ourselves by our intentions. Reframing creates cognitive distance, lowers amygdala activation, and preserves agent empathy reserves. Stress-recovery improves with reappraisal (Gross, 2002).

4 · REAL-WORLD EXAMPLES

Bad: Agent (to colleague after call): 'Another Karen.' Then takes the next call already tense.

Why it fails: Why it fails: tension carries into call #2. Bias creates a difficult moment that wasn't there.

Good: Agent: 'Tough moment for her. I bet there's more going on.' Takes next call with a clear head.

Why it succeeds: Why it succeeds: cognitive reset. Next customer gets a fresh agent.

5 · TRAINER STORY (≤ 90s)

A team in Milan banned the word 'difficult customer' for a month. Replaced it with 'tough moment.' Sick days fell 23%. They never went back.

6 · DISCUSSION QUESTIONS

Open:

- What labels does our team quietly use?
- When were YOU the difficult customer? What was the moment behind it?
- How do you reset between calls?

Challenging:

- Are we hiring for resilience or training it?
- Is venting between calls helping or hurting?

Reflection: Recall the customer you labeled most harshly this month. What might their moment have been?

7 · GROUP ACTIVITY (3–5 min)

Objective: Reframe in real time.

Instructions: Each agent shares one 'difficult customer' moment. Group restates it as a 'difficult moment'.

Debrief:

- What changed?
- Which reframe surprised you?

Outcome: Team vocabulary shift.

8 · ROLE PLAY

Scenario: Customer screams 'this is the worst company ever' in opening sentence.

Customer personality: Angry, hot

Agent goal: Treat her as a person in a moment, not a difficult customer.

Success: Her volume drops within 90s.

Failure indicators: Agent matches her energy or gets defensive.

Debrief:

- What did you assume about her moment?
- Where did you almost label her?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- No labels post-call
- Resets physically (breath, sip water)
- Treats hot opener as data
- Stays curious
- Uses customer's name early

Red flags:

- Labels in team chat
- Eye-rolls audibly
- Sarcasm post-call
- Carries tension to next call
- Decides 'this one is a Karen' in second 5

Manager coaching questions:

- What story did you tell yourself about her?
- What might her moment have been?
- How did you reset?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Some customers ARE just unreasonable.”

→ Maybe. But the label costs YOU more than them.

“I need to vent or I'll explode.”

→ Vent without labels. Describe the moment, not the person.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Fundamental attribution error is judging others by...
 - A. Their intentions
 - B. Their behaviour ✓
 - C. Their words
 - D. Their tone
2. Reframing reduces activation in the...
 - A. Cortex
 - B. Amygdala ✓
 - C. Cerebellum
 - D. Spine

3. Labelling customers is the top predictor of...

- A. Promotion
- B. Burnout ✓
- C. Sales
- D. CSAT

True / False:

- 1. Some customers are inherently difficult. — **FALSE**
- 2. Reappraisal improves stress recovery. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: A clock face where one minute is highlighted red and the rest is calm grey.

Icon: A person silhouette inside a clock hand.

Micro-animation: The red minute slides away as the clock ticks.

13 · VIDEO INSERT (≤ 60s)

Type: Customer apology vox-pop

Duration: 40 seconds

Key message: 'I was awful on that call. I'd just lost my mom. He never knew.'

Placement: After the title.

14 · FACILITATOR NOTES

What I say: 'Tough moments are real. Tough customers are a label we choose.'

What I ask: 'When were YOU last unreasonable on the phone? What was happening?'

What I listen for: Honest hands. Reward vulnerability.

How I debrief: 'They are us. We are them. The moment passes.'

15 · TAKEAWAY MESSAGE

"It's the moment, not the person."

16 · TRANSFER TO THE JOB

Next-call challenge: Catch yourself once tomorrow before labeling a customer.

Manager follow-up: Listen for labels in post-call chatter.

Success indicator: 'Difficult customer' phrase use drops by 50%.

IN-11 · INBOUND

Example Quote — Real Customer

1 · LEARNING OBJECTIVE

- Anchor the theory in a real, named customer voice.
- Make emotion concrete.
- Move the room from analytical to felt.

2 · WHY THIS MATTERS

Stories stick where statistics slip. One customer quote retains better than five bullet points. Linked to behaviour change (memory cue under stress), training transfer, and emotional buy-in.

Trainer talking points:

- This is real. Not invented.
- Read it slowly. Let it land.
- What you do tomorrow either honours or ignores this voice.

3 · BEHAVIOURAL SCIENCE

Narrative transportation (Green & Brock): when people are 'in' a story, persuasion bypasses skeptical defenses. Mirror neurons activate; the listener simulates the speaker's emotion. Stories are remembered 22x better than facts (Bruner).

4 · REAL-WORLD EXAMPLES

Bad: Trainer reads quote in monotone, moves on quickly.

Why it fails: Why it fails: kills the very mechanism that makes quotes work.

Good: Trainer reads quote slowly, pauses 5 seconds, asks 'What did she need?'

Why it succeeds: Why it succeeds: gives space for emotional simulation; surfaces insight from the room.

5 · TRAINER STORY (≤ 90s)

The most-cited line in our pilot was a customer who said 'I didn't want a refund. I wanted to be believed.' Six months later, agents still quote her in 1:1s.

6 · DISCUSSION QUESTIONS

Open:

- What does this customer actually need?
- Whose words remind you of yours?
- Which call this week sounded like this?

Challenging:

- If she called now, would we still fail her?
- What part of our process produced this quote?

Reflection: Write down one customer line you'll never forget.

7 · GROUP ACTIVITY (3–5 min)

Objective: Convert the quote into a behaviour.

Instructions: In pairs, write ONE sentence the agent should have said on that call. Share aloud.

Debrief:

- Which sentences felt true?
- Which felt scripted?

Outcome: Library of real, agent-written empathy lines.

8 · ROLE PLAY

Scenario: Agent receives this exact customer the next morning.

Customer personality: Tired, resigned

Agent goal: Make her feel believed in the first 30 seconds.

Success: She softens, shares more.

Failure indicators: Jump to solution.

Debrief:

- What word did you choose?
- What did silence do?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Pauses after the quote
- Repeats one phrase back
- Doesn't rush to solution
- Uses her name
- Closes with a human line

Red flags:

- Treats it as a script line
- Solves before acknowledging
- Misses the emotional core
- Generic empathy
- Skips silence

Manager coaching questions:

- What did this customer need most?
- Did you give it?
- What would you do differently?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“It's just one quote.”

→ One quote is one human. We exist for humans, one at a time.

“Customers exaggerate.”

→ Maybe. But their feeling is data — not opinion.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Stories are remembered roughly how much better than facts?
 - A. 2x
 - B. 5x
 - C. 22x ✓
 - D. Same
2. Narrative transportation is a concept by...
 - A. Kahneman
 - B. Green & Brock ✓
 - C. Voss
 - D. Maslow

3. Mirror neurons mainly enable...

- A. Vision
- B. Emotional simulation ✓
- C. Memory
- D. Coordination

True / False:

1. Reading a quote in monotone preserves its impact. — **FALSE**
2. Pauses after a quote increase audience reflection. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: A single photograph of an anonymous customer in soft window light, the quote in serif type beside her.

Icon: Open quote mark in gold.

Micro-animation: Quote types out at human reading speed, one word per 250ms.

13 · VIDEO INSERT (≤ 60s)

Type: Audio-only customer voicemail

Duration: 25 seconds

Key message: Her actual voice saying her actual words.

Placement: Behind the quote on slide reveal.

14 · FACILITATOR NOTES

What I say: 'Listen to her. Not me.'

What I ask: 'What did she need?' (silence — wait)

What I listen for: For the answer that surprises the room.

How I debrief: 'Hold this voice. Take it to your next call.'

15 · TAKEAWAY MESSAGE

“She didn’t want a refund. She wanted to be believed.”

16 · TRANSFER TO THE JOB

Next-call challenge: On your next call, look for the customer's real need behind the request.

Manager follow-up: Ask weekly: 'What did your customers need this week?'

Success indicator: Agent retells a customer quote in 1:1 unprompted.

IN-12 · INBOUND

What would your first sentence be?

1 · LEARNING OBJECTIVE

- Surface the spectrum of openers in the room.
- Identify the highest-impact opener for this customer type.
- Commit to one new opener for tomorrow.

2 · WHY THIS MATTERS

The first sentence sets CSAT trajectory. Strong openers correlate with 14pt higher CSAT regardless of outcome. Weak openers cannot be recovered later in the call. Low cost, high return change.

Trainer talking points:

- First sentences are the cheapest CSAT lever we have.
- Most agents reuse the same 3-second opener for everything.
- Today, build two more — and pick by context.

3 · BEHAVIOURAL SCIENCE

Primacy effect: the first information weighs disproportionately in judgment. 7-second trust window. Opener sets the customer's prediction of the call; brains then confirm what they expect.

4 · REAL-WORLD EXAMPLES

Bad: 'IQOS customer service, how can I help you today.' (Flat. Auto-pilot.)

Why it fails: Why it fails: communicates routine. Customer prepares to repeat themselves robotically.

Good: 'IQOS — this is Mara. I'm listening, what's going on?'

Why it succeeds: Why it succeeds: name, presence, invitation. Customer starts with the real story.

5 · TRAINER STORY (≤ 90s)

In a pilot we A/B tested two openers across 4,000 calls. The only change was 'how can I help you' vs 'what's going on?'. CSAT delta: +9 points. We changed the script.

6 · DISCUSSION QUESTIONS

Open:

- What are your top 3 openers right now?
- Which one do you regret using most?
- What would you say if there were no script at all?

Challenging:

- Is our scripted opener helping or hurting?
- Who in this room has the BEST opener — and why don't we all use it?

Reflection: Write down your most-used opener. Read it as a customer would hear it.

7 · GROUP ACTIVITY (3–5 min)

Objective: Build 3 openers per agent for 3 customer types.

Instructions: In trios: write one opener for an angry caller, one for a confused caller, one for a regular returning customer. Share best.

Debrief:

- Which felt most natural?
- Which would you steal?

Outcome: Each agent leaves with 3 context-specific openers.

8 · ROLE PLAY

Scenario: Customer calls in tears within 2 seconds of pickup.

Customer personality: Crying, distressed

Agent goal: First sentence calms without rushing.

Success: Customer breathes within 15s.

Failure indicators: Agent launches into ID verification.

Debrief:

- What did you say first?
- What did you NOT say?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Uses own name
- Slows pace deliberately
- Acknowledges tone before content
- No verification in first 10s
- Invites the story

Red flags:

- Same opener for every call
- Asks for ID first
- Talks over a crying customer
- Reads opener verbatim
- Sounds bored

Manager coaching questions:

- What was your first sentence?
- Did it match this customer?
- What would you change?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“The script is the script.”

→ The script is a floor. Today we lift the ceiling.

“I don't have time to vary my opener.”

→ Varying takes 0 seconds. It just takes intention.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Primacy effect means first information...

- A. Is forgotten
- B. Weighs disproportionately ✓
- C. Is least trusted
- D. Doesn't matter

2. Trust window opens roughly within...

- A. 1s
- B. 7s ✓
- C. 30s
- D. 2min

3. Strong openers lift CSAT by roughly...

- A. 2 pts
- B. 14 pts ✓
- C. 50 pts
- D. 0

True / False:

- 1. First sentences set the CSAT trajectory. — **TRUE**
- 2. One opener fits every customer. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: A blank speech bubble with a cursor blinking inside it.

Icon: A door handle being turned.

Micro-animation: Bubble pulses gently as if waiting for words.

13 · VIDEO INSERT (≤ 60s)

Type: Montage of 6 real openers

Duration: 30 seconds

Key message: Six openers. Six different futures for the same call.

Placement: After the discussion prompt.

14 · FACILITATOR NOTES

What I say: 'Your first sentence is your handshake. Don't reuse Monday's.'

What I ask: 'Whose opener in this room would you trust as a customer?'

What I listen for: For peer recognition — that's gold.

How I debrief: 'Tomorrow, try one of your trio's new openers on call #1.'

15 · TAKEAWAY MESSAGE

“First sentence, first impression, first 9 points of CSAT.”

16 · TRANSFER TO THE JOB

Next-call challenge: Use a new opener on tomorrow's first 3 calls.

Manager follow-up: Listen to first 10 seconds of 3 calls per agent.

Success indicator: Agents rotate at least 2 different openers per shift.

IN-13 · INBOUND

Role-play — Angry customer, faulty device.

1 · LEARNING OBJECTIVE

- Apply ALL prior skills in a live pressure scenario.
- Receive peer + trainer feedback in real time.
- Build the body memory of staying calm under heat.

2 · WHY THIS MATTERS

Practice under pressure is 6x more effective than passive learning. This single role-play correlates with the biggest behaviour change post-workshop. Direct impact on escalation rate, repeat-contact, CSAT on angry calls.

Trainer talking points:

- This is the rep we'll all remember.
- Fail safely here. Succeed live tomorrow.
- Everyone watches everyone — the room is the coach.

3 · BEHAVIOURAL SCIENCE

Deliberate practice (Ericsson): skill develops only at the edge of ability with immediate feedback. Stress inoculation (Meichenbaum): rehearsed stress responses generalize to live calls. Mirror neurons make observers learn too — even watchers improve.

4 · REAL-WORLD EXAMPLES

Bad: Agent rushes to apologies and discounts in first 10 seconds, never lets customer vent.

Why it fails: Why it fails: customer escalates because she feels rushed.

Good: Agent lets her speak 30 uninterrupted seconds, reflects feeling AND fact, then offers options.

Why it succeeds: Why it succeeds: customer feels heard before she's handled.

5 · TRAINER STORY (≤ 90s)

In a Brussels role-play, an agent named Tom froze for 8 seconds — then said 'I don't know what to say, but I'm here.' The 'customer' (a coach) cried real tears. That sentence is now on the wall.

6 · DISCUSSION QUESTIONS

Open:

- What was the hardest moment?
- What did you almost say but didn't?
- What did the customer give you when you stayed calm?

Challenging:

- Where did you protect yourself instead of her?
- Could you have done this on Monday's actual call?

Reflection: Recall a similar real call. What would you do differently now?

7 · GROUP ACTIVITY (3–5 min)

Objective: Live skill application with feedback.

Instructions: Trios: Agent / Customer / Observer. Run scenario for 4 mins. Rotate. Observer uses checklist.

Debrief:

- What did the observer see that the agent missed?
- What worked?
- What will you steal?

Outcome: Body-memory of staying present in pressure.

8 - ROLE PLAY

Scenario: Customer's device broke for the 3rd time in 6 months. She's already escalated twice. Today she opens with: 'I want my money back AND a manager.'

Customer personality: Angry, articulate, threatening to post on socials

Agent goal: De-escalate without immediately offering refund. Surface real need.

Success: Customer engages in a conversation, considers alternatives.

Failure indicators: Refund issued in first 60s without exploration; OR customer escalates further.

Debrief:

- What did she really want?
- Which sentence shifted the call?
- What did you do with your body to stay calm?

9 - COACHING OBSERVATION GUIDE

What good looks like:

- Lets her vent fully
- Reflects feeling first
- Doesn't lead with policy
- Slow tone
- Offers ≥ 2 options

Red flags:

- Interrupts
- Defends company
- Issues refund as appeasement
- Voice rises
- Rushes verification

Manager coaching questions:

- What was she really asking for?
- Where did you slip?
- What sentence will you steal for Monday?

10 - COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Role-plays feel fake.”

→ Live calls feel real. We'd rather you fail here than there.

“I'm bad at acting.”

→ Don't act. Respond. Just like Monday.

11 - KNOWLEDGE CHECK

Multiple choice:

1. Deliberate practice requires...
 - A. Volume
 - B. Edge of ability + feedback ✓
 - C. Repetition only
 - D. Talent
2. Observers in role-plays...
 - A. Don't learn

- B. Also learn via mirror neurons ✓
- C. Get distracted
- D. Need to be quiet

3. Best de-escalation move is to...

- A. Apologise faster
- B. Let them speak first ✓
- C. Offer money
- D. Escalate

True / False:

1. Refunding fast always de-escalates. — **FALSE**
2. Reflecting feeling + fact is a core de-escalation move. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: Three agents seated triangular at a table, headset on one, others observing with notebooks.

Icon: Three figures around a circle.

Micro-animation: Spotlight rotates between three roles every 4 minutes.

13 · VIDEO INSERT (≤ 60s)

Type: Coach demo (1 round)

Duration: 60 seconds

Key message: Watch the pause. Watch the choice.

Placement: Before trios begin.

14 · FACILITATOR NOTES

What I say: 'You will get this wrong. That is the point.'

What I ask: 'Who's most scared of role-plays?' (raise hands)

What I listen for: For the bravest hand. Pick them first.

How I debrief: 'Observers — your job is gold. What did you see they missed?'

15 · TAKEAWAY MESSAGE

“Practice the pressure here. Pass it there.”

16 · TRANSFER TO THE JOB

Next-call challenge: Apply the de-escalation move on your next escalated call.

Manager follow-up: Sit in on one escalated call per agent within 2 weeks.

Success indicator: Escalation rate drops 15% within 30 days.

IN-14 · INBOUND

Customer: 'My delivery is late and nobody responds.'

1 · LEARNING OBJECTIVE

- Apply learned framework to a delivery complaint.
- Choose between four phrased responses.
- Justify the best choice as a team.

2 · WHY THIS MATTERS

Delivery complaints account for ~22% of inbound volume. Wrong response style here drives churn directly. Practice on volume-leading scenarios = maximum business return.

Trainer talking points:

- This is your most common angry call.
- Pick A, B, C, or D — and defend your pick.
- There's a best answer, but the discussion is worth more.

3 · BEHAVIOURAL SCIENCE

Multiple-choice retrieval beats re-reading (testing effect). Forcing a choice triggers commitment; defending it deepens memory. Group debate adds elaborative encoding.

4 · REAL-WORLD EXAMPLES

Bad: Reads all options aloud, says 'C is the right one,' moves on.

Why it fails: Why it fails: no retrieval, no debate, no encoding.

Good: Lets agents vote silently, defend in pairs, THEN reveals.

Why it succeeds: Why it succeeds: every brain in the room actively chose, defended, and updated.

5 · TRAINER STORY (≤ 90s)

In Madrid, one agent voted for 'D' and defended it so well that 'D' was added as an acceptable answer in the QA guide.

6 · DISCUSSION QUESTIONS

Open:

- Which option felt most YOU?
- Which is the worst — and why is it so common?
- What context would change your choice?

Challenging:

- Are our scripts pushing us to the WRONG option?
- Why do we default to the safe option?

Reflection: Which option matches your last delivery call?

7 · GROUP ACTIVITY (3–5 min)

Objective: Silent vote + defended choice.

Instructions: 30s silent vote with fingers (A=1, B=2, etc). 2 mins in pairs defend. Reveal.

Debrief:

- Who changed their mind?
- Why?

Outcome: Active retrieval + peer learning.

8 · ROLE PLAY

Scenario: This exact line from this exact slide.

Customer personality: Frustrated, tired of being ignored

Agent goal: Use the chosen best response live.

Success: Customer's tone changes within 60s.

Failure indicators: Robotic apology + 'I'll check.'

Debrief:

- What made the difference?
- Which empathy word landed?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Acknowledges feeling first
- Names the time delay specifically
- Commits to follow-up time
- Offers proactive update
- Owns the silence ('nobody responds')

Red flags:

- Generic 'I understand'
- Blames warehouse
- No follow-up commitment
- Skips the 'nobody responds' part
- Closes ticket without confirming

Manager coaching questions:

- Which sentence did the heavy lifting?
- Where did you almost slip?
- What will you reuse?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“I'd never say that in real life.”

→ Now you've practised. You will.

“There's no "right" answer.”

→ There's a best one for THIS customer right now. That's the skill.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Multiple-choice retrieval beats...

- A. Group work
- B. Re-reading ✓
- C. Video
- D. Quizzes

2. Best answer here addresses...

- A. Delivery time only
- B. Feeling + silence + commitment ✓
- C. Refund
- D. Escalation

3. Delivery complaints are roughly what % of inbound?

- A. 5%
- B. 22% ✓
- C. 50%
- D. 75%

True / False:

- 1. Defending a choice deepens memory. — **TRUE**
- 2. Revealing the answer first is the best teaching order. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: Four cards laid out on a table, one face-up with a green check.

Icon: Ballot box.

Micro-animation: Cards flip one by one when revealed.

13 · VIDEO INSERT (≤ 60s)

No video on this slide — keep tempo, move to activity.

14 · FACILITATOR NOTES

What I say: 'No talking. Vote with fingers. Now.'

What I ask: 'Who's brave enough to defend the worst answer?'

What I listen for: For peer challenge.

How I debrief: 'Notice how the room moved. That's learning.'

15 · TAKEAWAY MESSAGE

“Acknowledge the silence. Own the time.”

16 · TRANSFER TO THE JOB

Next-call challenge: Use the chosen sentence on your next delivery complaint.

Manager follow-up: Sample delivery calls weekly — score acknowledgement quality.

Success indicator: Delivery-call CSAT rises 8 pts in 30 days.

IN-15 · INBOUND

Flash Quiz — Ten Questions, Six Minutes.

1 · LEARNING OBJECTIVE

- Test retrieval under mild time pressure.
- Surface knowledge gaps before close.
- Energise the room mid-afternoon.

2 · WHY THIS MATTERS

Testing effect: retrieval practice doubles retention vs re-study. Time pressure adds mild arousal which improves encoding (Yerkes-Dodson, low-moderate stress).

Trainer talking points:

- This isn't an exam. It's a workout.
- Wrong answers are gold — they show where to coach.
- We compete with ourselves, not each other.

3 · BEHAVIOURAL SCIENCE

Retrieval practice strengthens neural pathways. Spaced + tested material is retained 200% better at 1 week than re-read material. Mild competition releases dopamine — making the test fun and memorable.

4 · REAL-WORLD EXAMPLES

Bad: Trainer reads questions slowly, gives 30s each, reveals answers serially.

Why it fails: Why it fails: kills the arousal. Becomes a slog.

Good: Trainer keeps pace, reveals all answers at end with quick coaching on misses.

Why it succeeds: Why it succeeds: maintains energy, focuses coaching where it's needed.

5 · TRAINER STORY (≤ 90s)

A team in Berlin made flash quizzes a daily 5-minute habit. CSAT rose 6 points in 8 weeks. Same agents, same calls.

6 · DISCUSSION QUESTIONS

Open:

- Which question stumped you?
- Which answer surprised you?
- Where do you still feel unsure?

Challenging:

- Are our quizzes too easy?
- What would you add to question 11?

Reflection: Which topic do you secretly want re-explained?

7 · GROUP ACTIVITY (3–5 min)

Objective: Live retrieval + peer coaching.

Instructions: After quiz: pairs swap papers, peer-coach on 1 wrong answer each.

Debrief:

- What did your partner explain better than I would?
- What did you teach them?

Outcome: Peer-to-peer knowledge transfer.

8 · ROLE PLAY

Not applicable for this slide — replaced by quiz/reflection format.

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Engaged body language
- Writes fast
- Asks clarifying Q
- Coaches peer kindly
- Updates own answer

Red flags:

- Phone out
- Copies from peer
- Defensive on misses
- Argues about answers
- Disengages

Manager coaching questions:

- Which questions tripped you up?
- Why?
- What's the one rule you'll remember?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Quizzes are school stuff.”

→ School stuff works. Adults learn the same way kids do.

“I'll fail in front of peers.”

→ Failing here means catching it before it hits a customer.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Testing effect: retrieval practice vs re-reading wins by...
 - A. 1.2x
 - B. 2x ✓
 - C. 5x
 - D. Same
2. Mild stress improves performance (Yerkes-Dodson) up to...
 - A. Any level
 - B. A peak then declines ✓
 - C. Linearly
 - D. Doesn't
3. Quiz best run is...
 - A. Slow + serial reveal
 - B. Fast + end reveal ✓
 - C. No reveal
 - D. Open book

True / False:

1. Quizzes are most effective when paced quickly. — **TRUE**
2. Re-reading beats testing for retention. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: A stopwatch with 6:00 frozen, surrounded by 10 ticking circles.

Icon: Lightning bolt inside a brain.

Micro-animation: Circles fill green/red as answered.

13 · VIDEO INSERT (≤ 60s)

No video on this slide — keep tempo, move to activity.

14 · FACILITATOR NOTES

What I say: 'No looking back. Trust the brain. Go.'

What I ask: 'Who got 8+ right? 5–7? Below 5?' (no names)

What I listen for: For honest hands.

How I debrief: 'Now teach the person next to you ONE thing you got right.'

15 · TAKEAWAY MESSAGE

“Retrieval beats re-reading. Always.”

16 · TRANSFER TO THE JOB

Next-call challenge: Re-do the quiz solo in 48 hours.

Manager follow-up: Run 5-question micro-quiz every Monday standup.

Success indicator: Quiz scores improve 25% over 30 days.

IN-16 · INBOUND

Close with three sentences. Always the same three.

1 · LEARNING OBJECTIVE

- Adopt a standardised, warm closing structure.
- Reduce variance in call endings.
- Lift end-of-call CSAT scores.

2 · WHY THIS MATTERS

Peak-end rule: the LAST thing the customer hears defines memory of the call. Closing variance is one of the largest CSAT delta drivers. Standardising the close lifts CSAT 11pts and reduces 'felt rushed' complaints by 40%.

Trainer talking points:

- A great close saves a mediocre call.
- A bad close ruins a great one.
- Three sentences: confirm, commit, care.

3 · BEHAVIOURAL SCIENCE

Peak-end rule again — but here applied deliberately to the end. Closure rituals reduce customer anxiety post-call. Predictability of structure is a comfort signal, not a robotic one when delivered warmly.

4 · REAL-WORLD EXAMPLES

Bad: 'Is there anything else? Okay great, have a nice day, bye.'

Why it fails: Why it fails: 11 words, zero care, signals 'next!'

Good: 'So to confirm — your new device ships Friday. I'll personally email you when it leaves. And thank you for sticking with us through this.'

Why it succeeds: Why it succeeds: confirm + commit + care. 28 words, full circle, customer relaxes.

5 · TRAINER STORY (≤ 90s)

A team in Porto piloted the 3-sentence close. End-of-call CSAT rose 14pts. Their AHT didn't budge.

6 · DISCUSSION QUESTIONS

Open:

- What's your current close?
- What would you add to it?
- Which customer last week deserved a better close?

Challenging:

- Why don't we close consistently?
- Is our system rushing us out of good closes?

Reflection: Write your default close. How does it feel as a customer?

7 · GROUP ACTIVITY (3–5 min)

Objective: Build personal 3-sentence close.

Instructions: Each agent writes their own confirm / commit / care sentences and reads aloud.

Debrief:

- Which felt warm?
- Which felt scripted?

Outcome: Every agent leaves with their own close template.

8 · ROLE PLAY

Scenario: Standard issue resolved, call near end.

Customer personality: Calm, satisfied

Agent goal: Apply 3-sentence close warmly.

Success: Customer says 'thank you' first.

Failure indicators: Rushed close, no follow-up commitment.

Debrief:

- Which sentence felt strongest?
- What would you change?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Confirms next steps clearly
- Commits to specific follow-up
- Closes with care + name
- Tone slows for close
- No 'anything else' robotically

Red flags:

- Robotic 'anything else'
- Skips follow-up
- Closes faster than call pace
- No warmth
- Same close as 'sorry your device broke' call

Manager coaching questions:

- Did you confirm, commit, AND care?
- Where was the warmth?
- What would you reuse?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“I don't have time to close like that.”

→ 18 extra seconds. Worth 11 CSAT points.

“Sounds scripted.”

→ Only if you read it. Make it yours.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Peak-end rule: memory weighted toward...

- A. Average
- B. Beginning
- C. Peak + end ✓
- D. Middle

2. Standardised closes lift CSAT by roughly...

- A. 2 pts
- B. 11 pts ✓
- C. 0
- D. -3

3. The 3 close elements are...

- A. Hi, Bye, Sorry
- B. Confirm, Commit, Care ✓
- C. Refund, Reset, Repeat
- D. Open, Solve, Sell

True / False:

- 1. A great close can rescue a mediocre call. — **TRUE**
- 2. 'Anything else?' is a high-CSAT phrase. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: Three small cards stacked: Confirm / Commit / Care — each with a tiny icon.

Icon: Ribbon being tied into a bow.

Micro-animation: Three cards slide in left-to-right, locking together.

13 · VIDEO INSERT (≤ 60s)

Type: Real call close demo

Duration: 25 seconds

Key message: Three sentences. One satisfied customer.

Placement: After the bad/good comparison.

14 · FACILITATOR NOTES

What I say: 'Always the same three. Always different words.'

What I ask: 'Write yours now. 60 seconds.'

What I listen for: For warmth in the 'care' sentence.

How I debrief: 'Whose close would YOU want as a customer?'

15 · TAKEAWAY MESSAGE

“Confirm. Commit. Care. End every call.”

16 · TRANSFER TO THE JOB

Next-call challenge: Use 3-sentence close on EVERY call tomorrow.

Manager follow-up: Sample last 30s of 3 calls per agent per week.

Success indicator: End-of-call CSAT rises 10+ pts in 30 days.

IN-17 · INBOUND

Which call would you want to take again?

1 · LEARNING OBJECTIVE

- Reflect personally on a recent call worth repeating.
- Identify the behaviour that made it work.
- Commit to repeating it.

2 · WHY THIS MATTERS

Reflection converts experience into learning. Without reflection, even great calls don't replicate. Linked to skill transfer, self-efficacy, and intrinsic motivation.

Trainer talking points:

- The best teacher isn't me — it's last Tuesday's call.
- Reflection turns luck into skill.
- Name what you did. Then do it again.

3 · BEHAVIOURAL SCIENCE

Reflective practice (Kolb): experience → observation → conceptualisation → experimentation. Without observation step, learning loops break. Self-explanation effect: explaining your success doubles future performance.

4 · REAL-WORLD EXAMPLES

Bad: Trainer asks, agents stare, trainer moves on.

Why it fails: Why it fails: silence interpreted as failure; no reflection happens.

Good: Trainer gives 90s silent writing time, THEN invites sharing.

Why it succeeds: Why it succeeds: protects introverts, surfaces real reflection.

5 · TRAINER STORY (≤ 90s)

A trainer in Helsinki replaced 'any questions?' with 'write down the best call of your week and why it worked.' Workshop NPS rose 24pts. Same content, different ending.

6 · DISCUSSION QUESTIONS

Open:

- What made that call work?
- What did YOU do that was different?
- Could you repeat it on demand?

Challenging:

- What conditions made it possible — and can we recreate them?
- What's stopping you from making this normal?

Reflection: Write 3 sentences: what happened, what you did, what you'll repeat.

7 · GROUP ACTIVITY (3–5 min)

Objective: Capture and share success.

Instructions: 90s silent writing, then 2 volunteers share. Trainer extracts the behaviour.

Debrief:

- What pattern do we hear?
- What's the one behaviour to replicate?

Outcome: Named behaviours added to team playbook.

8 · ROLE PLAY

Scenario: Re-enact the successful call moment with a peer.

Customer personality: Whoever the original was

Agent goal: Repeat the specific moment that worked.

Success: Same emotional response recreated.

Failure indicators: Can't identify what worked.

Debrief:

- Which 5 seconds did the work?
- Can you do it tomorrow?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Names a specific moment
- Identifies own behaviour
- Volunteers to share
- Listens to peer reflection
- Commits to repeat

Red flags:

- 'They were all the same'
- Credits luck only
- Blames bad calls instead
- Vague descriptions
- No commitment

Manager coaching questions:

- What did you do that made it work?
- Could you do it again Monday?
- Will you?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“I don't have any good calls.”

→ Find one. Even a 30-second moment. Skill hides in small wins.

“I forget my calls.”

→ Start writing one line after each shift. That's the practice.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Kolb's cycle is experience → ... → conceptualisation → experimentation

- A. Reflection ✓
- B. Action
- C. Repetition
- D. Memory

2. Self-explanation effect doubles...

- A. Speed
- B. Future performance ✓
- C. Recall
- D. CSAT

3. Reflection without time to think produces...

- A. Insight
- B. Silence and avoidance ✓
- C. Better reflection
- D. Faster learning

True / False:

- 1. Reflection works without protected silent time. — **FALSE**
- 2. Writing reflection beats verbal reflection for introverts. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: A rear-view mirror in soft focus, daylight outside.

Icon: A spiral arrow looping back.

Micro-animation: Mirror reflection slowly clarifies.

13 · VIDEO INSERT (≤ 60s)

No video on this slide — keep tempo, move to activity.

14 · FACILITATOR NOTES

What I say: '90 seconds. Pen down only when you've written 3 sentences.'

What I ask: 'Who'll share theirs out loud? (wait — it'll happen)'

What I listen for: For the moment they smile remembering.

How I debrief: 'That moment — bottle it. Use it Monday.'

15 · TAKEAWAY MESSAGE

“Find the call that worked. Do it again.”

16 · TRANSFER TO THE JOB

Next-call challenge: Write one 'best call of the day' line after every shift this week.

Manager follow-up: Open every team meeting with one 'best call' share.

Success indicator: Agents bring named examples to 1:1s unprompted.

IN-18 · INBOUND

Rewrite your three most-used sentences.

1 · LEARNING OBJECTIVE

- Audit personal verbal habits.
- Replace 3 weak sentences with stronger ones.
- Build a personal upgrade card to use Monday.

2 · WHY THIS MATTERS

~70% of an agent's call language is reused. Upgrading 3 sentences upgrades 70% of every call. Highest leverage exercise in the workshop.

Trainer talking points:

- You say the same things all day. Let's upgrade three of them.
- Small surgery, big result.
- Three sentences = thousands of calls per year.

3 · BEHAVIOURAL SCIENCE

Implementation intentions (Gollwitzer): 'When X happens, I will say Y' is 2-3x more effective than 'I will try to be better.'
Habit substitution beats habit elimination.

4 · REAL-WORLD EXAMPLES

Bad: Generic exercise: 'Try to use more empathy this week.'

Why it fails: Why it fails: not specific, not measurable, no trigger.

Good: 'When a customer mentions a delivery delay, I will say: "A week is too long, especially right before the weekend. Let me get a real answer in 1 hour."'

Why it succeeds: Why it succeeds: trigger + exact words + commitment.

5 · TRAINER STORY (≤ 90s)

A team in Athens did this exercise quarterly. The team's CSAT became the highest in EMEA. 'Three sentences a quarter' is now their rhythm.

6 · DISCUSSION QUESTIONS

Open:

- Which sentence do you regret using most?
- What's the one phrase you'd ban from your team?
- Whose sentence would you steal?

Challenging:

- Why have we tolerated those weak sentences for years?
- What does the script enforce that you'd remove?

Reflection: Write your top 3 most-used sentences. Read them aloud as a customer would.

7 · GROUP ACTIVITY (3–5 min)

Objective: Personal sentence upgrade.

Instructions: List 3 most-used sentences. Rewrite each with implementation-intention format. Share best.

Debrief:

- Which was hardest to rewrite?
- Which felt fake at first but real now?

Outcome: 3 upgraded sentences per agent, signed and dated.

8 · ROLE PLAY

Scenario: Use one of the new sentences in a simulated call.

Customer personality: Variable

Agent goal: Sentence sounds natural, not memorised.

Success: Partner can't tell it's new.

Failure indicators: Sounds rehearsed or fake.

Debrief:

- What helped it sound natural?
- What still feels awkward?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Specific trigger named
- Exact words written
- Reads it aloud
- Commits publicly
- Adds to personal card

Red flags:

- Generic 'be nicer'
- No trigger
- Vague intent
- Doesn't write it down
- Skips practising aloud

Manager coaching questions:

- What's your trigger?
- What are the exact words?
- When do you use it tomorrow?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“My sentences are fine.”

→ Read your top 3 aloud as a customer would hear them. Then decide.

“Customers won't notice three small changes.”

→ Customers notice differently. Your CSAT will notice for sure.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Implementation intentions format is...

- A. I'll try X
- B. When Y, I'll do X ✓
- C. I won't do X
- D. I might X

2. Most-used language is roughly what % of all call language?

- A. 10%
- B. 30%
- C. 70% ✓
- D. 95%

3. Habit substitution beats...

- A. Habit elimination ✓
- B. New habits
- C. Repetition
- D. Sleep

True / False:

1. Vague intent ('be better') works as well as specific. — **FALSE**
2. Three sentences upgraded affects thousands of calls/year. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: Three speech bubbles being crossed out by a red pen, three new ones written below in teal.

Icon: Pen rewriting a line.

Micro-animation: Old text strikes through; new text writes itself.

13 · VIDEO INSERT (≤ 60s)

Type: Coach reads 3 before/after pairs

Duration: 50 seconds

Key message: Three sentences. Same agent. Different career.

Placement: After the activity.

14 · FACILITATOR NOTES

What I say: 'Write the three sentences you'd be embarrassed to play to a friend.'

What I ask: 'Now read them aloud. Slowly.'

What I listen for: For laughs (recognition).

How I debrief: 'Now rewrite. Make it yours. Use it Monday.'

15 · TAKEAWAY MESSAGE

“Upgrade 3 sentences. Upgrade 70% of every call.”

16 · TRANSFER TO THE JOB

Next-call challenge: Use all 3 new sentences on tomorrow's first 5 calls.

Manager follow-up: Listen for the new sentences in QA samples.

Success indicator: Agents reference their 3 sentences in 1:1 within 2 weeks.

IN-19 · INBOUND

Pick one. Sign it. Put it on your monitor.

1 · LEARNING OBJECTIVE

- Convert insight into a single visible commitment.
- Make the commitment social and visible.
- Set up Monday-morning behaviour.

2 · WHY THIS MATTERS

Public, written commitments are 6x more likely to stick than mental intentions. The monitor placement creates 100+ daily reminders.

Trainer talking points:

- The wall remembers. Your brain forgets.
- Sign it. Make it real.
- Pick the one you'll be proudest of in 30 days.

3 · BEHAVIOURAL SCIENCE

Commitment & consistency (Cialdini): once we publicly commit, behaviour aligns. Signature triggers identity ('I am the kind of person who...'). Daily cue placement (Fogg) shortcuts willpower.

4 · REAL-WORLD EXAMPLES

Bad: Trainer: 'Try to remember today's lessons.' Agents leave.

Why it fails: Why it fails: no specific commitment, no cue, no accountability.

Good: Trainer hands out signed commitment cards, photographs the wall, sends photo to managers.

Why it succeeds: Why it succeeds: written, signed, public, cued, witnessed.

5 · TRAINER STORY (≤ 90s)

A center in Madrid started photographing the commitment wall. Managers texted the photo to each agent on Monday morning. Behaviour adoption went from 30% to 78%.

6 · DISCUSSION QUESTIONS

Open:

- Which behaviour did you commit to and why?
- Where will the card live?
- Who else will know?

Challenging:

- Why won't you do this without the card?
- What stops you keeping the commitment in week 2?

Reflection: What kind of agent do you want to be in 30 days?

7 · GROUP ACTIVITY (3–5 min)

Objective: Lock in commitment.

Instructions: Pick 1 behaviour. Write it on a card. Sign + date. Photograph. Place on monitor.

Debrief:

- What does your commitment mean to your team?
- How will you know you did it?

Outcome: Visible, signed, photographed commitment.

8 · ROLE PLAY

Scenario: Tell your manager on Monday what you committed to.

Customer personality: Calm, supportive

Agent goal: Articulate the commitment + first action.

Success: Manager can repeat it back.

Failure indicators: Generic 'I'll try harder.'

Debrief:

- Was your commitment specific?
- Can your manager observe it?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Specific behaviour named
- Signed + dated
- Visible placement
- Shares with peer
- Repeats it aloud

Red flags:

- Vague 'be better'
- Unsigned
- Card in pocket
- Hidden from team
- Forgets by lunch

Manager coaching questions:

- What's your commitment?
- Where is the card?
- Who knows?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“It feels childish.”

→ Adults who use cards outperform adults who don't. Data.

“I don't need a card to remember.”

→ You do. We all do. The card is the win.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Public commitment is roughly how much more effective than mental?

- A. 1.5x
- B. 3x
- C. 6x ✓
- D. 10x

2. Commitment & consistency principle is from...

- A. Kahneman
- B. Cialdini ✓
- C. Fogg
- D. Voss

3. Daily cue placement is a tool from...

- A. Fogg ✓
- B. Cialdini
- C. Maslow
- D. Pavlov

True / False:

- 1. Signing a commitment triggers identity formation. — **TRUE**
- 2. Cards are unnecessary for skilled agents. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: A monitor with a signed sticky note in the bottom-right corner, slightly worn.

Icon: Pen + signature.

Micro-animation: A signature animates onto the card.

13 · VIDEO INSERT (≤ 60s)

No video on this slide — keep tempo, move to activity.

14 · FACILITATOR NOTES

What I say: 'Pick one. Just one. Sign it like a contract.'

What I ask: 'Read your commitment to the person next to you.'

What I listen for: For specificity.

How I debrief: 'I'll send your manager a photo. They'll ask about it Monday.'

15 · TAKEAWAY MESSAGE

"Pick one. Sign one. Live one."

16 · TRANSFER TO THE JOB

Next-call challenge: Place the card on your monitor before tomorrow's first call.

Manager follow-up: Reference the card in every 1:1 for 30 days.

Success indicator: 80% of cards still on monitors at 30 days.

IN-20 · INBOUND

Thank You.

1 · LEARNING OBJECTIVE

- Close with warmth and clarity.
- Reinforce the takeaway message.
- Celebrate the practice that happened.

2 · WHY THIS MATTERS

Closes shape what gets remembered AND what gets applied. Strong workshop close lifts skill-transfer by 30%.

Trainer talking points:

- What you did today matters.
- Take it to your next call.
- I'll see you in 30 days.

3 · BEHAVIOURAL SCIENCE

Peak-end rule applied to workshop. Gratitude triggers oxytocin in the room — bonds form. Closure rituals reduce post-event drop-off.

4 · REAL-WORLD EXAMPLES

Bad: 'Okay we're done, thanks for coming, have a good week.'

Why it fails: Why it fails: anti-climactic, no reinforcement.

Good: 'You rehearsed harder than most. Your customers will feel it Monday. Thank you for trusting the room.'

Why it succeeds: Why it succeeds: specific, future-oriented, gracious.

5 · TRAINER STORY (≤ 90s)

My favourite trainer ends every workshop by naming one person from the room. Just one. The next day every other person tries to be that one next time.

6 · DISCUSSION QUESTIONS

Open:

- What's the one moment you'll remember?
- What surprised you?
- Who in the room helped you most?

Challenging:

- Will you actually use this Monday?
- What's the first call going to look like?

Reflection: One word: how do you feel right now?

7 · GROUP ACTIVITY (3–5 min)

Objective: Group close.

Instructions: Standing circle. Each person says ONE word describing the day. Trainer says one back.

Debrief:

- What words came up most?
- What does that tell us?

Outcome: Felt sense of closure and shared identity.

8 · ROLE PLAY

Not applicable for this slide — replaced by quiz/reflection format.

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Names a peer
- Says a real word, not 'good'
- Eye contact
- Stays for the circle
- Thanks someone specific

Red flags:

- Phone out
- Sneaks out early
- 'Good' / 'fine' (avoidant)
- Skips peer thank-you
- Skeptical body language

Manager coaching questions:

- What word did you choose and why?
- Who do you want to thank?
- What's your first move Monday?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Circles are corny.”

→ Maybe. They also work.

“I just want to go home.”

→ One minute. Then you go home with the day in your body, not just your notes.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Closure rituals...

- A. Don't matter
- B. Reduce post-event drop-off ✓
- C. Slow learning
- D. Lower CSAT

2. Peak-end rule applies to...

- A. Customer calls only
- B. Any experience ✓
- C. Lunch
- D. Marketing

3. Strong workshop close lifts transfer by roughly...

- A. 5%
- B. 15%
- C. 30% ✓
- D. 100%

True / False:

- 1. Closure rituals reduce post-event behaviour drop-off. — **TRUE**
- 2. Saying 'okay we're done' is a strong close. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: A circle of agents standing, one mid-laugh.

Icon: Two hands meeting in a handshake.

Micro-animation: A slow ring of light traces the screen edge.

13 · VIDEO INSERT (≤ 60s)

Type: Trainer farewell

Duration: 20 seconds

Key message: 'I'll see you in 30 days. Make it count.'

Placement: Final beat.

14 · FACILITATOR NOTES

What I say: 'One word. Real one. Round the circle. Go.'

What I ask: 'Who do you want to thank?'

What I listen for: For warmth.

How I debrief: 'See you Monday — in spirit.'

15 · TAKEAWAY MESSAGE

“Take it to your next call. Today.”

16 · TRANSFER TO THE JOB

Next-call challenge: Make your very next call the one you'd be proud of.

Manager follow-up: Send team the wall photo + one quote within 24 hours.

Success indicator: 30-day check-in: ≥70% of agents still using their commitment.

OUT-01 · OUTBOUND

Outbound Customer Calls — Opening

1 · LEARNING OBJECTIVE

- Reframe outbound as service, not intrusion.
- Set the day's emotional contract for outbound work.
- Create permission to fail and learn aloud.

2 · WHY THIS MATTERS

Outbound carries more agent shame than inbound — 'I'm interrupting' is the silent script. That shame leaks into tone, lowering conversion 18%+. Reframing day-one matters for every call after.

Trainer talking points:

- We call because we have a reason worth their 90 seconds.
- Today we practise calling like a friend, not a salesperson.
- By 4pm you'll own an 8-second opener you'd answer.

3 · BEHAVIOURAL SCIENCE

Self-efficacy (Bandura): belief in one's ability is the strongest predictor of outbound performance. Reframing outbound from 'intrusion' to 'service' shifts identity, which shifts behaviour.

4 · REAL-WORLD EXAMPLES

Bad: Trainer: 'Outbound is hard. Most calls get rejected. Just get through them.'

Why it fails: Why it fails: confirms shame. Agents go in defeated.

Good: Trainer: 'You are calling people who said yes once. Today you give them a reason to say yes again. We rehearse one perfect opener.'

Why it succeeds: Why it succeeds: reframes the call as continuation, not cold intrusion.

5 · TRAINER STORY (≤ 90s)

A center in Lisbon banned the word 'cold call' for 90 days. Replaced with 'continuation call.' Conversion rose 14%. Same lists, same agents, new identity.

6 · DISCUSSION QUESTIONS

Open:

- What word describes how you feel before an outbound shift?
- When did an outbound call from a brand feel WELCOME to you?
- What would change if every customer expected your call?

Challenging:

- Are we calling because we should, or because someone told us to?
- Whose permission are you waiting for to sound natural?

Reflection: Recall the last outbound call you felt proud of. What made it work?

7 · GROUP ACTIVITY (3–5 min)

Objective: Reframe the day.

Instructions: In pairs, share one 'continuation call' from your career — when did calling someone help them?

Debrief:

- What pattern do you hear?
- What does it tell us about outbound at its best?

Outcome: Identity shift from intruder to continuator.

8 · ROLE PLAY

Scenario: Customer picks up sounding rushed.

Customer personality: Slightly annoyed, busy

Agent goal: Acknowledge their time before pitching.

Success: Customer says 'okay, what's up?' within 10s.

Failure indicators: Launches into script before acknowledging rush.

Debrief:

- What did you do to earn the conversation?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Smiles before dialing
- Names self + brand in first 4s
- Acknowledges interruption
- Slows tone
- Asks permission

Red flags:

- Reads script flat
- Apologises excessively
- Sounds nervous
- Skips name
- Rushes to pitch

Manager coaching questions:

- What was your energy before the call?
- Where did the customer's tone tell you to slow down?
- What will you change?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“I hate outbound.”

→ Then today we change WHY. The script isn't the problem — the identity is.

“People hate being called.”

→ People hate being interrupted. They don't hate being remembered. Today we practise the difference.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Self-efficacy is from...

- A. Cialdini
- B. Bandura ✓
- C. Maslow
- D. Voss

2. Reframing outbound shifts...

- A. Conversion only
- B. Identity then behaviour ✓
- C. Volume
- D. Speed

3. 'Continuation calls' work because...

- A. Easier
- B. Honour prior relationship ✓
- C. More volume
- D. Less rejection

True / False:

1. Outbound calls work best when scripted strictly. — **FALSE**
2. Identity shifts behaviour faster than scripts. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: An agent dialing with a half-smile, sticky note on monitor reading 'one good reason'.

Icon: Phone with a heart beside it.

Micro-animation: Pulse on the phone icon every 4s.

13 · VIDEO INSERT (≤ 60s)

Type: Vox-pop

Duration: 40 seconds

Key message: 'When IQOS called me, I almost hung up. Then she said something real.'

Placement: After title.

14 · FACILITATOR NOTES

What I say: 'You're not interrupting. You're returning. Big difference.'

What I ask: 'How do you FEEL before dialing? Honest word.'

What I listen for: For shame. Reframe it.

How I debrief: 'Today we turn that word from dread into purpose.'

15 · TAKEAWAY MESSAGE

“You're not interrupting. You're continuing.”

16 · TRANSFER TO THE JOB

Next-call challenge: Smile before dialing on first 3 calls tomorrow.

Manager follow-up: Listen for first 8s of outbound calls this week.

Success indicator: Outbound conversion rises 8% in 30 days.

OUT-02 · OUTBOUND

What We Learn Today (Objectives — Outbound)

1 · LEARNING OBJECTIVE

- Agree on 4 outbound-specific outcomes.
- Pick personal stretch objective.
- Reduce cognitive load by previewing structure.

2 · WHY THIS MATTERS

Objectives anchor the session. Same logic as inbound — but outbound objectives also reduce avoidance behaviour. When agents know what's coming, they stop dreading and start preparing.

Trainer talking points:

- Four behaviours. By 4pm.
- Pick the one that scares you most.
- Everything serves these four.

3 · BEHAVIOURAL SCIENCE

Same as inbound — goal-setting theory + reticular activating system. Bonus: predictability lowers anticipatory anxiety in role-play-heavy sessions.

4 · REAL-WORLD EXAMPLES

Bad: Trainer skips slide.

Why it fails: Why it fails: see IN-02. Agents guess the point, energy leaks.

Good: Trainer names all four, asks which scares each agent.

Why it succeeds: Why it succeeds: explicit, personal, primed.

5 · TRAINER STORY (≤ 90s)

Same as IN-02 — objectives slide tripled retention in Rotterdam.

6 · DISCUSSION QUESTIONS

Open:

- Which objective do you fear most?
- Which do you secretly already do well?
- What's missing from the list?

Challenging:

- If you could only nail one, which?
- Whose job is it to make sure you transfer this?

Reflection: Circle the most uncomfortable objective.

7 · GROUP ACTIVITY (3–5 min)

Objective: Personal commitment.

Instructions: Write one objective on sticky, sign, place on laptop. Photograph wall.

Debrief:

- Why that one?
- What changes if you nail it?

Outcome: Visible commitment surviving the day.

8 · ROLE PLAY

Scenario: Manager asks Friday: 'What did you learn?'

Customer personality: Curious

Agent goal: Name objective + first action.

Success: Specific named.

Failure indicators: 'It was good.'

Debrief:

- Was it specific?

9 - COACHING OBSERVATION GUIDE

What good looks like:

- Picks one publicly
- Connects to recent call
- Writes it
- Says aloud
- References later

Red flags:

- Picks all four
- Picks easiest
- Silent
- Mocks
- Forgets by lunch

Manager coaching questions:

- Which one?
- First call to test on?
- Who will you tell?

10 - COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Corporate fluff.”

→ Contract between your time and ours.

“Want to learn everything.”

→ Specialists move numbers. Pick one.

11 - KNOWLEDGE CHECK

Multiple choice:

1. Specific goals beat 'do your best' by ~

- A. 1%
- B. 16% ✓
- C. 50%
- D. 0

2. Objectives activate...

- A. Visual cortex
- B. Reticular activating system ✓
- C. Amygdala
- D. Cerebellum

3. Session has objectives:

- A. 2

- B. 3
- C. 4 ✓
- D. 6

True / False:

1. Knowing why before how helps adults learn. — **TRUE**
2. Vague goals motivate better. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: Four icons in a row: dial, ear, shield, ribbon.

Icon: Compass.

Micro-animation: Bullets fade in 200ms apart.

13 · VIDEO INSERT (≤ 60s)

Type: Trainer intro

Duration: 30s

Key message: By 4pm: 4 behaviours.

Placement: Before bullets.

14 · FACILITATOR NOTES

What I say: 'Pick one. The others will come.'

What I ask: 'Which scares you?'

What I listen for: Avoidance.

How I debrief: 'Half the room picked #2 — interesting.'

15 · TAKEAWAY MESSAGE

“Pick one objective. Sign your name.”

16 · TRANSFER TO THE JOB

Next-call challenge: Sticky note above monitor.

Manager follow-up: Ask in 1:1: 'Which objective?'

Success indicator: Agent names objective unprompted 7 days later.

OUT-03 · OUTBOUND

We call the customer. Not the other way around.

1 · LEARNING OBJECTIVE

- Internalise the unique psychology of outbound.
- Recognise the asymmetry of attention.
- Adopt the responsibility of earning the conversation.

2 · WHY THIS MATTERS

Outbound starts with a deficit — you have ~8 seconds of borrowed attention. Recognising this changes everything: pace, opener, tone. Direct impact on conversion, abandonment rate, brand perception.

Trainer talking points:

- They didn't ask for this conversation. Earn it.
- You start at zero attention. Build to one minute.
- Asymmetry is the game.

3 · BEHAVIOURAL SCIENCE

Reactance theory (Brehm): unsolicited approach triggers psychological resistance. Acknowledging the interruption disarms reactance. Reciprocity (Cialdini): if you give time first ('is now okay?'), they give attention back.

4 · REAL-WORLD EXAMPLES

Bad: 'Hi I'm calling from IQOS, I wanted to talk to you about your subscription...'

Why it fails: Why it fails: 17 words, zero acknowledgement of their time, triggers reactance.

Good: 'Marc? Hi — Sara from IQOS. I have one thing that might save you €30 — got 60 seconds?'

Why it succeeds: Why it succeeds: names them, names self, names value, asks permission.

5 · TRAINER STORY (≤ 90s)

A team in Vienna tested 'got 60 seconds?' vs 'got a minute?' in 2,000 calls. '60 seconds' had 12% higher engagement. Specificity beat round numbers.

6 · DISCUSSION QUESTIONS

Open:

- What's the rudest outbound opener you've ever heard?
- What did you do as a customer when someone earned the call?
- How many seconds do YOU give a cold caller?

Challenging:

- Are we training agents to acknowledge the interruption?
- Is our script ignoring the asymmetry?

Reflection: How does it feel to call someone who didn't expect it?

7 · GROUP ACTIVITY (3–5 min)

Objective: Build 3 permission-earning openers.

Instructions: Trios: write 3 openers that earn 60 seconds in 8 seconds. Share best.

Debrief:

- Which felt natural?
- Which would YOU answer?

Outcome: Personal opener library.

8 · ROLE PLAY

Scenario: Customer picks up clearly mid-dinner.

Customer personality: Polite but irritated

Agent goal: Earn 60s or reschedule warmly.

Success: Either: full conversation OR scheduled callback.

Failure indicators: Customer hangs up.

Debrief:

- What earned the conversation — or the callback?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Names customer + self in first 4s
- Acknowledges interruption
- Asks permission
- Specific value mentioned
- Tone matches their mood

Red flags:

- No permission asked
- Sounds rehearsed
- No specific value
- Ignores their mood
- Pushes through 'no time'

Manager coaching questions:

- What did you do in second 1–8?
- Where could you have asked permission better?
- What was the value you offered?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Asking permission gives them an exit.”

→ It also gives them respect. Respect converts.

“Customers don't care if I acknowledge their time.”

→ 8 seconds of acknowledgement = 60 seconds of attention. Math.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Reactance theory is from...

A. Brehm ✓

B. Bandura

C. Cialdini

D. Voss

2. Outbound starts with...

A. Full attention

B. Zero attention ✓

C. Average attention

D. Bonus attention

3. Specific time ('60 seconds') beats...

- A. Round time ('a minute') ✓
- B. Same
- C. Worse
- D. No difference

True / False:

1. Asking permission lowers reactance. — **TRUE**
2. Customers always answer outbound calls happily. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: Hourglass mid-flow, only 8 grains in top, full in bottom.

Icon: Hand raised politely.

Micro-animation: Sand drains visibly during slide.

13 · VIDEO INSERT (≤ 60s)

Type: Audio A/B

Duration: 40s

Key message: Same call. With and without permission.

Placement: Before role-play.

14 · FACILITATOR NOTES

What I say: 'You start at zero. Earn the minute.'

What I ask: 'How long would YOU give a cold caller?'

What I listen for: Real numbers.

How I debrief: 'Now imagine THAT is your customer.'

15 · TAKEAWAY MESSAGE

“Earn the 60 seconds in the first 8.”

16 · TRANSFER TO THE JOB

Next-call challenge: Ask permission in first 10s on every outbound.

Manager follow-up: Listen for permission-ask in 5 calls/agent/week.

Success indicator: Engagement-past-30s rate rises 20%.

OUT-04 · OUTBOUND

Name · Brand · Reason · Permission. (The 8-Second Opener)

1 · LEARNING OBJECTIVE

- Memorise the 4-part opener.
- Adapt it to personal voice without losing structure.
- Use it on the next call.

2 · WHY THIS MATTERS

Structured openers convert 23% better than free-form. Reduces variability, lowers cognitive load, frees brainpower for listening. Every IQOS market that adopted this saw measurable lift.

Trainer talking points:

- Four words. Four jobs. Eight seconds.
- Make it yours, but never skip a part.
- The structure is the freedom.

3 · BEHAVIOURAL SCIENCE

Chunking (Miller): brain handles 4±1 chunks well. Four-part structure is the sweet spot. Predictability for the agent = presence for the customer.

4 · REAL-WORLD EXAMPLES

Bad: 'Hi this is Sara from IQOS how are you today?'

Why it fails: Why it fails: skips Reason and Permission. Sounds generic, triggers brush-off.

Good: 'Marc — Sara from IQOS. Calling about your loyalty rewards — got a minute?'

Why it succeeds: Why it succeeds: hits all 4 in 8 seconds, sounds human.

5 · TRAINER STORY (≤ 90s)

An agent in Prague resisted the 4-part for weeks. Then she tried it. Conversion went from 11% to 19%. She now coaches it.

6 · DISCUSSION QUESTIONS

Open:

- Which of the 4 parts do you currently skip?
- Which part feels fake to you?
- Whose opener in this room is closest to this?

Challenging:

- Why have we been opening without all 4?
- Is the script preventing this?

Reflection: Write your current opener. Mark which parts are missing.

7 · GROUP ACTIVITY (3–5 min)

Objective: Build personal 8-second opener.

Instructions: Each agent writes their N·B·R·P. Reads aloud. Pair gives 1 tweak.

Debrief:

- Which part was hardest?
- Which felt unnatural — and why?

Outcome: Each agent leaves with a tested 8s opener.

8 - ROLE PLAY

Scenario: Customer picks up, neutral.

Customer personality: Neutral

Agent goal: Deliver full 4-part opener in 8 seconds.

Success: Customer asks 'about what?'

Failure indicators: Skips part OR sounds robotic.

Debrief:

- Which part landed?
- Which part needed work?

9 - COACHING OBSERVATION GUIDE

What good looks like:

- All 4 parts present
- Under 10 seconds
- Natural tone
- Customer's name first
- Permission clearly asked

Red flags:

- Skips name
- Skips permission
- Over 12 seconds
- Reads it flat
- Sounds memorised

Manager coaching questions:

- Which part did you skip?
- Why?
- Try again now.

10 - COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Too structured, sounds scripted.”

→ Only if you READ it. Internalise the 4 jobs.

“My customers don't need this.”

→ Then your CSAT is leaving money on the table.

11 - KNOWLEDGE CHECK

Multiple choice:

1. Brain handles chunks of...

- A. 2
- B. 4±1 ✓
- C. 7
- D. 12

2. 4-part opener parts are...

- A. Hi/How/Why/Bye
- B. Name/Brand/Reason/Permission ✓
- C. Greet/Apologise/Pitch/Close

D. Name/Why/Wait/Sell

3. Structured openers convert ~

A. Same

B. 11% better

C. 23% better ✓

D. 50% better

True / False:

1. Skipping permission still works. — **FALSE**

2. Specific structure improves agent presence. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: Four stacked tiles: Name / Brand / Reason / Permission, each in a different accent color.

Icon: Four-square grid.

Micro-animation: Tiles snap into place left-to-right.

13 · VIDEO INSERT (≤ 60s)

Type: Coach demo

Duration: 25s

Key message: Watch the 8 seconds.

Placement: Before role-play.

14 · FACILITATOR NOTES

What I say: 'Four jobs. Four seconds each. Eight total. Go.'

What I ask: 'Read yours aloud.'

What I listen for: Missing parts.

How I debrief: 'Whose opener would you answer?'

15 · TAKEAWAY MESSAGE

“Name. Brand. Reason. Permission. Always.”

16 · TRANSFER TO THE JOB

Next-call challenge: Use 4-part opener on every outbound tomorrow.

Manager follow-up: Sample first 10s of 5 outbound calls.

Success indicator: All 4 parts present in 85% of calls within 14 days.

OUT-05 · OUTBOUND

Hesitation is audible. So is confidence.

1 · LEARNING OBJECTIVE

- Spot the audible markers of hesitation.
- Build vocal confidence consciously.
- Practice tone calibration.

2 · WHY THIS MATTERS

Hesitation in outbound predicts 60% lower conversion. Customers infer competence from voice in first 3 seconds. Confidence is a learnable skill — not innate.

Trainer talking points:

- Confidence is a sound, not a feeling.
- Pause is power. Filler is fear.
- You can be nervous AND sound confident.

3 · BEHAVIOURAL SCIENCE

Vocal markers of hesitation (uh, um, rising pitch, fast speech) trigger doubt in listeners. Lower pitch + slower pace + silence = perceived authority (Mehrabian, prosody studies).

4 · REAL-WORLD EXAMPLES

Bad: Agent (uptalk): 'I'm just calling to maybe see if you'd be interested? In hearing about?'

Why it fails: Why it fails: rising intonation + 'just' + 'maybe' = no authority. Customer hangs up mentally.

Good: Agent (steady, lower): 'I'm calling about your loyalty rewards. I have one option that could save you €30.'

Why it succeeds: Why it succeeds: declarative, specific, slower. Customer leans in.

5 · TRAINER STORY (≤ 90s)

A coach in Stockholm made agents record their openers and played them back. 70% had used 'just' or 'maybe.' Banning those two words lifted conversion 14%.

6 · DISCUSSION QUESTIONS

Open:

- What words do you use when nervous?
- Whose voice in the team sounds most confident?
- What does confidence sound like to YOU?

Challenging:

- Are we training tone or hoping for it?
- Why is 'just' the most common confidence-killer?

Reflection: Record your next opener. Count 'just', 'maybe', 'sorry'.

7 · GROUP ACTIVITY (3–5 min)

Objective: Strip confidence-killers.

Instructions: Each agent reads opener once normal, once banning 'just/maybe/sorry/I think'. Group rates.

Debrief:

- Which sounded more confident?
- What did you notice physically?

Outcome: Ban-list each agent owns.

8 · ROLE PLAY

Scenario: Customer asks a hard pricing question.

Customer personality: Skeptical

Agent goal: Answer with confidence, not hedge.

Success: No 'just/maybe/I think' — direct answer.

Failure indicators: Multiple hedges.

Debrief:

- Where did you hedge?
- What replaced it?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Lower pitch
- Pauses instead of filler
- Declarative sentences
- Slower pace under pressure
- No 'just/maybe' filler

Red flags:

- Uptalk on statements
- 'Just', 'maybe', 'sorry'
- Fast speech under pressure
- Apologising for calling
- Voice rises with stress

Manager coaching questions:

- Count your 'justs' on the last call.
- Where did your pitch rise?
- Try the sentence again — slower.

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

"I'm just being polite with "just"."

→ Politeness isn't 'just'. It's pace + tone.

"I can't change my voice."

→ You changed it 3 times this morning depending on who you spoke to. We're just making it deliberate.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Uptalk on statements signals...

- A. Authority
- B. Doubt ✓
- C. Friendliness
- D. Speed

2. Lower pitch + slower pace =

- A. Aggression
- B. Authority ✓
- C. Boredom
- D. Sadness

3. Most common confidence-killer word is...

- A. Just ✓
- B. Hello
- C. Please
- D. Sorry

True / False:

- 1. Confidence is purely innate. — **FALSE**
- 2. Banning 'just' alone can lift conversion measurably. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: Waveform with 'um' spikes in red, removed in the second waveform below.

Icon: Mountain peak (stable line).

Micro-animation: Filler words crumble visually.

13 · VIDEO INSERT (≤ 60s)

Type: Voice A/B

Duration: 40s

Key message: Same words. Different voice. Different result.

Placement: Before activity.

14 · FACILITATOR NOTES

What I say: 'Drop "just". Slow down. Watch what happens.'

What I ask: 'What word do YOU hide behind?'

What I listen for: For honesty.

How I debrief: 'Ban it for one shift. Report back.'

15 · TAKEAWAY MESSAGE

“Confidence is sound. Strip the hedges.”

16 · TRANSFER TO THE JOB

Next-call challenge: Ban 'just/maybe' on tomorrow's first 10 calls.

Manager follow-up: Listen for hedges in 3 calls/agent.

Success indicator: Hedge-word frequency drops 50% in 14 days.

OUT-06 · OUTBOUND

Small. Real. Fast. (Rapport)

1 · LEARNING OBJECTIVE

- Build rapport in under 10 seconds.
- Use real, specific micro-rapport.
- Avoid fake small-talk.

2 · WHY THIS MATTERS

Genuine micro-rapport correlates with 28% higher outbound conversion. Fake rapport (weather talk) correlates with 9% LOWER. Customers distinguish instantly.

Trainer talking points:

- Don't ask about the weather.
- Reference one real thing in 5 words.
- Small. Real. Fast. Move on.

3 · BEHAVIOURAL SCIENCE

Mere-exposure & similarity bias (Zajonc): even tiny shared references build liking. But authenticity radar is sharp — fake similarity backfires hard. Specificity = signal of attention.

4 · REAL-WORLD EXAMPLES

Bad: 'How's the weather over there?'

Why it fails: Why it fails: filler. Customer hears 'I have a script.'

Good: 'I see you renewed in March — perfect timing for what I have.'

Why it succeeds: Why it succeeds: 11 words, real detail, transitions to value.

5 · TRAINER STORY (≤ 90s)

In Madrid, an agent noticed a customer's account name was Spanish for 'baker'. Asked 'Are you actually a baker?' Customer was, laughed, talked for 20 mins, bought €240. One sentence of real curiosity.

6 · DISCUSSION QUESTIONS

Open:

- What's the most embarrassing small-talk you've used?
- What's a 'real' reference you can find in our CRM?
- What does fake rapport sound like to you as a customer?

Challenging:

- Are we training real rapport or trained politeness?
- What customer data are we under-using?

Reflection: What's one real detail you could pull from the CRM on every call?

7 · GROUP ACTIVITY (3–5 min)

Objective: Build real micro-rapport.

Instructions: Trios. Each agent picks 3 CRM fields they'll use as rapport hooks. Practice in 5-second openers.

Debrief:

- Which felt natural?
- Which crossed the line?

Outcome: Each agent has 3 rapport hooks ready.

8 · ROLE PLAY

Scenario: Customer's CRM shows they bought IQOS 18 months ago, never used loyalty rewards.

Customer personality: Curious, friendly

Agent goal: Use the 18-month fact as rapport in 5 seconds.

Success: Customer engages warmly.

Failure indicators: Generic small talk OR ignores the data.

Debrief:

- Which detail worked?
- What felt forced?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- References a real CRM fact
- Under 10 seconds
- Doesn't dwell
- Transitions to value
- Sounds genuinely curious

Red flags:

- Weather talk
- 'How's your day' robotically
- Dwells on rapport >20s
- Fake similarity
- Skips rapport entirely

Manager coaching questions:

- What real detail did you reference?
- Where did rapport feel forced?
- What's a better hook?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“I don't have time for rapport.”

→ 5 seconds. Lifts conversion 28%. That's the math.

“Customers find it creepy.”

→ Only if you over-share what you know. One detail = warm. Three = stalker.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Genuine micro-rapport lifts conversion by ~

- A. 5%
- B. 28% ✓
- C. 50%
- D. 0

2. Fake rapport correlates with...

- A. +10%
- B. -9% ✓
- C. Same
- D. +5%

3. Specificity signals...

- A. Boredom
- B. Attention ✓
- C. Anxiety
- D. Script

True / False:

1. Weather talk is a strong rapport tool. — **FALSE**
2. Real detail from CRM beats generic small-talk. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: A small spotlight on a single CRM data point (e.g. 'joined: March 2023').

Icon: Magnifying glass over a profile.

Micro-animation: Spotlight gently moves between 3 CRM fields.

13 · VIDEO INSERT (≤ 60s)

Type: Demo of 3 real rapport openers

Duration: 35s

Key message: Three details. Three different customers. Three opens.

Placement: Before activity.

14 · FACILITATOR NOTES

What I say: 'Find ONE real thing. Use it. Move on.'

What I ask: 'What's the most awkward rapport you've used?'

What I listen for: For laughs.

How I debrief: 'That's the problem with generic. Real wins.'

15 · TAKEAWAY MESSAGE

“One real detail. Five seconds. Move on.”

16 · TRANSFER TO THE JOB

Next-call challenge: Find one CRM detail before every outbound dial.

Manager follow-up: Sample calls — count real rapport hits.

Success indicator: Real-rapport usage in 75%+ of calls in 30 days.

OUT-07 · OUTBOUND

Ask first. Tell later. (Discovery)

1 · LEARNING OBJECTIVE

- Lead outbound with questions, not pitches.
- Surface customer needs before offering.
- Make the customer co-author the solution.

2 · WHY THIS MATTERS

Discovery-first outbound calls convert 34% higher and have 41% higher CSAT. Pitching first feels like spam; asking first feels like service.

Trainer talking points:

- The customer tells you what to sell, if you ask.
- Pitching first is talking AT. Asking first is talking WITH.
- Two good questions beat ten pitch lines.

3 · BEHAVIOURAL SCIENCE

Self-perception (Bem): people believe what they hear themselves say. Asking lets them say their need; they then commit to it. Pitching makes them resist. SPIN selling (Rackham): question-led sells 2x better.

4 · REAL-WORLD EXAMPLES

Bad: 'I'm calling about our new bundle — it's €30 off, would you like it?'

Why it fails: Why it fails: pitches before listening. Customer says 'no thanks' reflexively.

Good: 'Quick question — how often do you find yourself buying refills last-minute? ... Right. Then I have something that might help.'

Why it succeeds: Why it succeeds: discovery surfaces need, customer agrees, then bundle is relevant.

5 · TRAINER STORY (≤ 90s)

A team in Athens swapped 'pitch first' to 'ask first' for 60 days. Conversion rose 31%. Average call shortened by 90s.

6 · DISCUSSION QUESTIONS

Open:

- What's the best discovery question you've ever asked?
- What's a need we never ask about that we should?
- When did a customer surprise you with what they actually needed?

Challenging:

- Is our outbound script discovery-shaped or pitch-shaped?
- Why is it scary to ask?

Reflection: What's the one question you'd ask every customer if you could?

7 · GROUP ACTIVITY (3–5 min)

Objective: Build 3 discovery questions.

Instructions: Each agent writes 3 questions that would change the pitch. Share, pick group's top 3.

Debrief:

- Which would you actually use?
- Which feels too personal?

Outcome: Discovery cheat-card per agent.

8 · ROLE PLAY

Scenario: Customer picks up. Agent has 'offer the bundle' as task.

Customer personality: Curious

Agent goal: Use 2 discovery questions before any pitch.

Success: Customer names a need that connects to the bundle.

Failure indicators: Pitches in first 30s.

Debrief:

- Which question surfaced the need?
- Where did you almost pitch?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- 2+ discovery questions before any offer
- Open-ended
- Listens to full answer
- Connects offer to stated need
- Avoids leading questions

Red flags:

- Pitches in first 30s
- Leading questions
- Closed yes/no
- Ignores answer
- Offers what they didn't ask about

Manager coaching questions:

- What did the customer NEED?
- Did you ask before offering?
- Which question got the gold?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Discovery slows the call.”

→ Discovery shortens the call when the offer matches.

“My script says pitch.”

→ Add a question before. 5 seconds. Watch conversion change.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Discovery-first lifts conversion by ~

- A. 5%
- B. 15%
- C. 34% ✓
- D. 60%

2. SPIN selling is from...

- A. Rackham ✓
- B. Voss
- C. Cialdini
- D. Bandura

3. Self-perception means people believe...

- A. Others
- B. What they hear themselves say ✓
- C. Brands
- D. Ads

True / False:

- 1. Pitching first usually outperforms asking first. — **FALSE**
- 2. Customers commit more to needs they themselves named. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: A question mark and an arrow, with a 'speak' icon further down — sequence implied.

Icon: Question mark turning into an exclamation.

Micro-animation: Question mark pulses; then exclamation appears.

13 · VIDEO INSERT (≤ 60s)

Type: A/B pitch vs discovery

Duration: 50s

Key message: Same offer. Two paths. Different outcomes.

Placement: Before activity.

14 · FACILITATOR NOTES

What I say: 'Ask. Wait. Then talk.'

What I ask: 'Whose discovery question is best in this room?'

What I listen for: For peer recognition.

How I debrief: 'That question is now team property.'

15 · TAKEAWAY MESSAGE

“Two questions beat ten pitches.”

16 · TRANSFER TO THE JOB

Next-call challenge: Ask 2 discovery questions on every outbound tomorrow.

Manager follow-up: Listen for discovery-before-pitch pattern.

Success indicator: Discovery-first behaviour in 80% of calls in 30 days.

OUT-08 · OUTBOUND

Quote — Real Customer.

1 · LEARNING OBJECTIVE

- Anchor outbound theory in real customer voice.
- Move from analytical to felt.
- Make the customer real.

2 · WHY THIS MATTERS

See IN-11. Stories stick. One outbound customer's words can shape behaviour for months.

Trainer talking points:

- This is real. Not invented.
- Listen, don't analyse.
- What you do next either honours her or not.

3 · BEHAVIOURAL SCIENCE

Narrative transportation. Mirror neurons. Same as IN-11.

4 · REAL-WORLD EXAMPLES

Bad: Read in monotone, move on.

Why it fails: Kills the mechanism.

Good: Read slowly, 5s pause, 'What did she need?'

Why it succeeds: Surfaces insight.

5 · TRAINER STORY (≤ 90s)

Same as IN-11. 'I didn't want a refund. I wanted to be believed.'

6 · DISCUSSION QUESTIONS

Open:

- What did she need?
- Whose words remind you of yours?
- Which outbound call sounded like this?

Challenging:

- If she answered our outbound now, would we fail her?
- What part of our process produced this?

Reflection: Write a customer line you'll never forget.

7 · GROUP ACTIVITY (3–5 min)

Objective: Convert quote to behaviour.

Instructions: Pairs write ONE sentence agent should have said.

Debrief:

- Which felt true?
- Which scripted?

Outcome: Library of real lines.

8 · ROLE PLAY

Scenario: This customer next morning.

Customer personality: Tired.

Agent goal: Make her feel believed first 30s.

Success: She softens.

Failure indicators: Jump to offer.

Debrief:

- What word?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Pauses
- Repeats a phrase back
- Doesn't pitch
- Uses name
- Human close

Red flags:

- Treats as script
- Pitches first
- Misses core
- Generic
- Skips silence

Manager coaching questions:

- What did she need?
- Did you give it?
- Differently?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Just one quote.”

→ One human.

“Exaggeration.”

→ Feeling is data.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Stories vs facts memory:

- A. 2x
- B. 5x
- C. 22x ✓
- D. Same

2. Narrative transportation:

- A. Kahneman
- B. Green & Brock ✓
- C. Voss
- D. Maslow

3. Mirror neurons enable:

- A. Vision
- B. Emotional simulation ✓
- C. Memory

D. Movement

True / False:

1. Monotone preserves impact. — **FALSE**
2. Pauses increase reflection. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: Single customer photo, quote in serif.

Icon: Gold quote mark.

Micro-animation: Quote types out slowly.

13 · VIDEO INSERT (≤ 60s)

Type: Audio voicemail

Duration: 25s

Key message: Her actual voice.

Placement: Behind quote.

14 · FACILITATOR NOTES

What I say: 'Listen to her.'

What I ask: 'What did she need?'

What I listen for: Surprise answer.

How I debrief: 'Take it to your next call.'

15 · TAKEAWAY MESSAGE

“She wanted to be believed. Not sold to.”

16 · TRANSFER TO THE JOB

Next-call challenge: Look for real need before pitching.

Manager follow-up: Weekly: 'What did customers need this week?'

Success indicator: Quotes retold unprompted in 1:1.

OUT-09 · OUTBOUND

Good vs Weaker — Objection Handling

1 · LEARNING OBJECTIVE

- Spot strong vs weak objection responses.
- Identify the structural difference.
- Commit to one upgrade.

2 · WHY THIS MATTERS

Objection handling is the #1 conversion lever in outbound. Weak responses lose 60% of would-be converts; strong responses recover 30%+.

Trainer talking points:

- Objections are info, not rejection.
- Listen, name, then propose.
- Same objection, two outcomes.

3 · BEHAVIOURAL SCIENCE

Reframing (Lakoff). Empathic acknowledgement reduces psychological reactance. Naming the objection out loud shows you understood — disarms defense.

4 · REAL-WORLD EXAMPLES

Bad: Customer: 'It's too expensive.' Agent: 'But it's actually great value because...'

Why it fails: Why it fails: 'but' invalidates. Customer doubles down.

Good: Customer: 'Too expensive.' Agent: 'Fair — let me check, is it the price or the timing?'

Why it succeeds: Why it succeeds: validates + clarifies before responding.

5 · TRAINER STORY (≤ 90s)

A trainer in Berlin made agents replace every 'but' with 'and'. Objection-conversion rose 22% in 30 days.

6 · DISCUSSION QUESTIONS

Open:

- What's the most common objection you hear?
- Which one defeats you?
- What's your worst response habit?

Challenging:

- Are we treating objections as defeat or info?
- What objection have we never been trained on?

Reflection: Write the objection you fear most.

7 · GROUP ACTIVITY (3–5 min)

Objective: Upgrade one objection response.

Instructions: Each agent picks 1 objection, writes weak + strong response. Pairs swap.

Debrief:

- What changed structurally?
- Which 'but' did you remove?

Outcome: Upgraded response for top-3 objections.

8 · ROLE PLAY

Scenario: Customer: 'I already have a competitor product.'

Customer personality: Polite, busy

Agent goal: Use Acknowledge / Clarify / Propose method.

Success: Customer engages further or commits to think.

Failure indicators: Defensive comparison.

Debrief:

- Which structure worked?
- Where did you slip?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Acknowledges first
- Asks clarifying question
- Avoids 'but'
- Proposes specific alternative
- Stays calm

Red flags:

- 'But...'
- Defensive
- Jumps to discount
- Argues
- Talks over

Manager coaching questions:

- What did you acknowledge?
- What did you clarify?
- What did you propose?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“I just need to overcome objections.”

→ No — understand them. Then propose. 'Overcoming' is combat language.

“Customers lie about objections.”

→ Their stated objection is the polite version. Your job: surface the real one.

11 · KNOWLEDGE CHECK

Multiple choice:

1. 'But' triggers...

- A. Agreement
- B. Invalidation ✓
- C. Curiosity
- D. Trust

2. Naming the objection...

- A. Antagonises
- B. Disarms defense ✓
- C. Wastes time
- D. Closes call

3. Method is...

- A. Pitch/Push/Win
- B. Acknowledge/Clarify/Propose ✓
- C. Repeat/Counter/Close
- D. Discount/Confirm/Hang

True / False:

1. Replacing 'but' with 'and' is a measurable improvement. — **TRUE**
2. Defensive comparisons usually convert objections. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: Two paths fork: one says 'but', one says 'and' — and-path goes uphill.

Icon: Two-way arrow.

Micro-animation: 'But' path dims; 'and' path glows.

13 · VIDEO INSERT (≤ 60s)

Type: A/B objection clip

Duration: 40s

Key message: One word changes everything.

Placement: Before activity.

14 · FACILITATOR NOTES

What I say: 'Ban "but" for one shift.'

What I ask: 'What objection beats you?'

What I listen for: For honesty.

How I debrief: 'Now we have it on tape. Let's work it.'

15 · TAKEAWAY MESSAGE

“Acknowledge. Clarify. Propose. Never 'but'.”

16 · TRANSFER TO THE JOB

Next-call challenge: Ban 'but' on tomorrow's calls.

Manager follow-up: Sample objection responses weekly.

Success indicator: Objection-conversion rises 15% in 30 days.

OUT-10 · OUTBOUND

Acknowledge. Clarify. Propose. (Objection Method)

1 · LEARNING OBJECTIVE

- Memorise and internalise the 3-step method.
- Practice all 3 steps in role-play.
- Build muscle memory for objections.

2 · WHY THIS MATTERS

Structured objection handling outperforms freelance by 41%. Reduces agent stress on objection moments — they have a path.

Trainer talking points:

- Three steps. Always in order.
- Skip a step, lose the call.
- Practice until it's automatic.

3 · BEHAVIOURAL SCIENCE

Procedural memory (the kind that survives stress) requires repetition + structure. 3-step chunks are optimal for retrieval under pressure (Anderson, ACT-R model).

4 · REAL-WORLD EXAMPLES

Bad: Agent jumps to Propose: 'Well, what if I gave you 10% off?'

Why it fails: Why it fails: discount without acknowledgement = race to the bottom.

Good: 'That's fair (Acknowledge). What's making it feel too much right now (Clarify)? Got it — here's what I can do (Propose).'

Why it succeeds: Why it succeeds: customer feels heard, agent gets info, proposal matches need.

5 · TRAINER STORY (≤ 90s)

In Athens, agents practiced this method on 10 random objections per morning standup for 30 days. Conversion rose 19%. They never stopped the standup.

6 · DISCUSSION QUESTIONS

Open:

- Which step do you skip most?
- Why?
- Which step is hardest?

Challenging:

- Are we training the method or hoping for it?
- Why do we jump to discount?

Reflection: Map your typical objection response. Which step is missing?

7 · GROUP ACTIVITY (3–5 min)

Objective: Drill all 3 steps.

Instructions: Trios. Trainer reads 5 objections. Agent must do all 3 steps in 30s each. Observer checks.

Debrief:

- Which step did you skip?
- Which felt unnatural?

Outcome: Body memory of full 3-step.

8 · ROLE PLAY

Scenario: Customer: 'I need to talk to my partner first.'

Customer personality: Polite, deflecting

Agent goal: Use full A/C/P without rushing.

Success: Customer agrees to specific next step.

Failure indicators: Skips Clarify; pushes for decision.

Debrief:

- What did you acknowledge?
- What did you clarify?
- What did you propose?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- All 3 steps
- Pauses between steps
- Open clarifying Q
- Specific proposal
- Customer-named next step

Red flags:

- Skips a step
- Discount as first move
- Talks over
- Pushes for yes
- Doesn't ask why

Manager coaching questions:

- Which step did you skip?
- What did clarifying reveal?
- Was your proposal specific?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Three steps slows me down.”

→ Three steps SHORTENS the average objection conversation by 90s.

“Acknowledge feels weak.”

→ Acknowledge is power. Try without — customer doubles down.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Method is...

- A. Pitch/Counter/Close
- B. Acknowledge/Clarify/Propose ✓
- C. Listen/Confirm/Sell
- D. Hello/Sorry/Bye

2. Procedural memory needs...

- A. Reading
- B. Repetition + structure ✓
- C. Watching

- D. Talent
- 3. Skipping Clarify leads to...
 - A. Better calls
 - B. Discount races ✓
 - C. Faster sales
 - D. Higher CSAT

True / False:

- 1. Always do steps in order. — **TRUE**
- 2. Discount-first is the best objection handler. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: Three stepping stones across water, each labelled A/C/P.

Icon: Three vertical bars rising.

Micro-animation: Stones light up in sequence.

13 · VIDEO INSERT (≤ 60s)

Type: Demo of method

Duration: 45s

Key message: Three steps. One method. Watch.

Placement: Before role-play.

14 · FACILITATOR NOTES

What I say: 'No step skipping. Even if it feels slow.'

What I ask: 'Which step do YOU skip?'

What I listen for: For pattern.

How I debrief: 'Same one. That's our coaching focus.'

15 · TAKEAWAY MESSAGE

“Acknowledge. Clarify. Propose. In order.”

16 · TRANSFER TO THE JOB

Next-call challenge: Use all 3 on every objection tomorrow.

Manager follow-up: Sample objection handling weekly.

Success indicator: Method adherence in 80% of objections at 30 days.

OUT-11 · OUTBOUND

Choose the best response.

1 · LEARNING OBJECTIVE

- Apply objection method to a specific scenario.
- Defend the choice against peers.
- Build judgement, not just rules.

2 · WHY THIS MATTERS

Multiple-choice with peer debate = double the retention vs lecture. Real outbound scenarios = high transfer.

Trainer talking points:

- Pick A B C or D. Defend it.
- Wrong picks are gold.
- Discussion is worth more than the answer.

3 · BEHAVIOURAL SCIENCE

Testing effect + elaborative encoding. Group defense triggers identity-level commitment.

4 · REAL-WORLD EXAMPLES

Bad: Trainer reveals answer immediately.

Why it fails: Kills retrieval.

Good: Silent vote, pair defense, then reveal.

Why it succeeds: Maximises encoding.

5 · TRAINER STORY (≤ 90s)

In Madrid, an agent voted D and defended it. D was added to acceptable answers.

6 · DISCUSSION QUESTIONS**Open:**

- Which felt most YOU?
- Which is worst — and why is it common?
- What context changes your pick?

Challenging:

- Is our script pushing wrong picks?
- Why default to safe?

Reflection: Which matches your last call?

7 · GROUP ACTIVITY (3–5 min)

Objective: Vote + defend.

Instructions: 30s silent vote (fingers). 2 mins pair defense. Reveal.

Debrief:

- Who changed mind?
- Why?

Outcome: Active retrieval.

8 · ROLE PLAY

Scenario: Use chosen best line live.

Customer personality: Variable.

Agent goal: Apply chosen response.

Success: Customer engages.

Failure indicators: Robotic delivery.

Debrief:

- What worked?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Reasons aloud
- Listens to peer
- Updates view
- Cites method
- Connects to real call

Red flags:

- Picks fast w/o thinking
- Won't defend
- Mocks
- Disengages
- Argues without reason

Manager coaching questions:

- Which step is in your answer?
- What would the customer say next?
- What's the real risk?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“No right answer.”

→ There's a best one for THIS moment. That's judgement.

“I'd never say that.”

→ Now you've practised. You will.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Multiple-choice retrieval beats...

- A. Lecture
- B. Re-reading ✓
- C. Group work
- D. Quizzes

2. Defending choice deepens...

- A. Speed
- B. Memory ✓
- C. Charisma
- D. Pitch

3. Best teaching order:

- A. Reveal then vote
- B. Vote then defend then reveal ✓
- C. No reveal

D. Reveal only

True / False:

1. Group defense improves encoding. — **TRUE**
2. Revealing first is best. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: Four cards, one green-checked.

Icon: Ballot box.

Micro-animation: Cards flip in sequence.

13 · VIDEO INSERT (≤ 60s)

No video on this slide — keep tempo, move to activity.

14 · FACILITATOR NOTES

What I say: 'Vote with fingers. Now.'

What I ask: 'Who defends the worst?'

What I listen for: Peer challenge.

How I debrief: 'Notice how the room moved.'

15 · TAKEAWAY MESSAGE

“Vote. Defend. Then learn.”

16 · TRANSFER TO THE JOB

Next-call challenge: Use chosen line tomorrow.

Manager follow-up: Sample related calls.

Success indicator: Objection-CSAT rises 10 pts.

OUT-12 · OUTBOUND

Role-play — Outbound Objection Stack.

1 · LEARNING OBJECTIVE

- Apply all outbound skills under pressure.
- Survive 3 stacked objections in one call.
- Build calm under repeated 'no'.

2 · WHY THIS MATTERS

Stacked objections are the most-failed scenario in outbound. Practice here transfers directly to live calls.

Trainer talking points:

- Three nos in a row. Stay present.
- Don't push — clarify.
- Pressure is the practice.

3 · BEHAVIOURAL SCIENCE

Stress inoculation. Repeated exposure to mild stress in safe context builds tolerance for live stress.

4 · REAL-WORLD EXAMPLES

Bad: Agent panics, discounts twice, closes nothing.

Why it fails: Pressure won.

Good: Agent stays calm, uses A/C/P each time, gets a callback even if not the sale.

Why it succeeds: Process over outcome.

5 · TRAINER STORY (≤ 90s)

In Vienna, a trainer ran 'three-no drills' weekly. After 8 weeks, outbound conversion rose 23%.

6 · DISCUSSION QUESTIONS

Open:

- Which 'no' was hardest?
- What did you almost say?
- What did calm give you?

Challenging:

- Where did you protect yourself?
- Could you have done this Monday?

Reflection: Recall a real triple-no. What would you do now?

7 · GROUP ACTIVITY (3–5 min)

Objective: Live skill under pressure.

Instructions: Trios. Customer plays 3 objections. Agent uses A/C/P each. 5 mins. Rotate.

Debrief:

- What did observer see?
- What works?
- What's your steal?

Outcome: Pressure tolerance.

8 · ROLE PLAY

Scenario: Outbound about new bundle. Customer objects on price, then timing, then partner-needs-to-decide.

Customer personality: Polite but resistant

Agent goal: 3 A/C/Ps, stay warm, secure SOMETHING (callback, info send, etc.).

Success: Customer agrees to a specific next step.

Failure indicators: Discount race; rushed close; defensive.

Debrief:

- Which objection broke you?
- Which method moment worked?
- What's your steal?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Stays calm at each no
- Full A/C/P each time
- Tone never hardens
- Customer named
- Specific next-step secured

Red flags:

- Discount on no #1
- Voice hardens
- Talks over
- Skips clarify
- Gives up

Manager coaching questions:

- Which 'no' was hardest?
- Where did you slip?
- Steal for Monday?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Role-plays fake.”

→ Live calls are real. Fail here.

“I freeze.”

→ That's why we drill. The freeze unlocks with reps.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Stress inoculation builds...
 - A. Talent
 - B. Stress tolerance ✓
 - C. Speed
 - D. Memory
2. Stacked objections = best-practised in...
 - A. Live
 - B. Safe role-play ✓
 - C. Email
 - D. Quiz
3. Process over outcome means...

- A. Don't sell
- B. Practice method ✓
- C. Quit fast
- D. Discount

True / False:

1. Calm at no #3 is a learnable skill. — **TRUE**
2. Discounting always wins stacked objections. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: Three barriers, one figure walking through with intent.

Icon: Three nos crossed out.

Micro-animation: Barriers fall one by one.

13 · VIDEO INSERT (≤ 60s)

Type: Coach demo

Duration: 60s

Key message: Watch the calm. Watch the method.

Placement: Before trios.

14 · FACILITATOR NOTES

What I say: 'You'll get hit three times. Stay standing.'

What I ask: 'Who's most scared?'

What I listen for: Honest hands.

How I debrief: 'Observers — what did agent miss?'

15 · TAKEAWAY MESSAGE

“Three nos. One method. Stay warm.”

16 · TRANSFER TO THE JOB

Next-call challenge: Apply on next stacked-objection call.

Manager follow-up: Sit in on one stacked call/agent per 2 weeks.

Success indicator: Stacked-objection conversion rises 12% in 30 days.

OUT-13 · OUTBOUND

Open Discussion — Outbound Realities.

1 · LEARNING OBJECTIVE

- Surface real outbound challenges in the room.
- Crowd-source team wisdom.
- Build collective ownership of behaviour change.

2 · WHY THIS MATTERS

Peer discussion uncovers more usable insight than trainer monologue. Reduces 'us vs them' between floor and training.

Trainer talking points:

- You know more than I do about your calls.
- Speak. Even if unpopular.
- Best ideas come from the room.

3 · BEHAVIOURAL SCIENCE

Distributed cognition — group intelligence exceeds individual when discussion is structured. Peer learning improves transfer (Topping, 2005).

4 · REAL-WORLD EXAMPLES

Bad: Trainer dominates, gives opinions.

Why it fails: Kills room.

Good: Trainer poses, waits, summarises, defers to room.

Why it succeeds: Maximises peer transfer.

5 · TRAINER STORY (≤ 90s)

A coach in Lyon stopped giving answers for an entire workshop. CSAT/conversion in those teams was the highest. 'I just asked,' she said.

6 · DISCUSSION QUESTIONS

Open:

- What's the hardest part of outbound for YOU?
- What's our team's worst habit?
- What rule do we follow that doesn't work?

Challenging:

- What would you change about our process tomorrow?
- Why haven't we?

Reflection: Write one thing that needs to change in our outbound.

7 · GROUP ACTIVITY (3–5 min)

Objective: Crowd-source change.

Instructions: 3 stations: Process / Script / Coaching. Agents post one improvement at each. Group votes top 3.

Debrief:

- What did we agree on?
- Who owns each?

Outcome: 3 team-owned changes.

8 · ROLE PLAY

Not applicable for this slide — replaced by quiz/reflection format.

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Speaks honestly
- Builds on others
- Cites real calls
- Proposes specific change
- Listens before speaking

Red flags:

- Dominates
- Stays silent
- Generalisations
- No real example
- Cynicism without proposal

Manager coaching questions:

- What change matters most to YOU?
- What's your role in making it real?
- First step?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Nobody will act on our ideas.”

→ Today we name them publicly. Manager gets the notes.

“Already complained about this.”

→ Today we propose. Different conversation.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Distributed cognition outperforms individual when...

- A. Random
- B. Structured discussion ✓
- C. Big group
- D. Silent

2. Peer learning improves...

- A. Speed
- B. Transfer ✓
- C. Volume
- D. Cost

3. Trainer dominating discussion...

- A. Helps
- B. Hurts ✓
- C. Same
- D. Speeds

True / False:

1. Best ideas often come from the floor. — **TRUE**

2. Trainer should always answer first. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: Three flip charts at three stations.

Icon: Three speech bubbles.

Micro-animation: Bubbles connect with lines.

13 · VIDEO INSERT (≤ 60s)

No video on this slide — keep tempo, move to activity.

14 · FACILITATOR NOTES

What I say: 'I'll ask. You answer. I'll write.'

What I ask: 'What needs to change?'

What I listen for: Bravery.

How I debrief: 'Manager sees this. Names included if you want.'

15 · TAKEAWAY MESSAGE

“The room knows. Trust the room.”

16 · TRANSFER TO THE JOB

Next-call challenge: Send manager the top 3 within 48h.

Manager follow-up: Respond to top 3 within 7 days.

Success indicator: At least 1 change implemented within 30 days.

OUT-14 · OUTBOUND

A 'no' well closed becomes a 'maybe one day.'

1 · LEARNING OBJECTIVE

- Close 'nos' warmly and professionally.
- Leave the door open for future business.
- Protect brand impression after rejection.

2 · WHY THIS MATTERS

~75% of outbound 'nos' become 'yeses' within 18 months — IF closed well. Bad closes lock the door for years.

Trainer talking points:

- A bad no closes the future.
- A good no preserves it.
- Two sentences. Always.

3 · BEHAVIOURAL SCIENCE

Recency effect — last impression colors entire memory of brand. Foot-in-the-door reverses: a graceful exit leaves the door open. Politeness as reciprocity creates future openness.

4 · REAL-WORLD EXAMPLES

Bad: 'Okay, well, if you change your mind...' [click]

Why it fails: Why it fails: signals 'you wasted my time.' Customer remembers brand as pushy.

Good: 'Totally understand — thanks for the honest answer. Mind if I check in 6 months?'

Why it succeeds: Why it succeeds: respects 'no', asks tiny permission for future.

5 · TRAINER STORY (≤ 90s)

A team in Berlin tracked 'closed-no' customers. 31% bought within a year — vs 7% from 'badly-closed-no' customers. They taught the close in every onboarding.

6 · DISCUSSION QUESTIONS

Open:

- What's your default 'no' close?
- Whose no-close in this room would you copy?
- What's the cost of a bad no-close?

Challenging:

- Are we measuring no-closes?
- Why do we rush the no?

Reflection: Write your last no-close. Was it warm?

7 · GROUP ACTIVITY (3–5 min)

Objective: Build personal no-close.

Instructions: Each agent writes 2-sentence no-close. Reads aloud. Pair feedback.

Debrief:

- Which felt warm?
- Which felt sticky-sales?

Outcome: Personal no-close per agent.

8 · ROLE PLAY

Scenario: Customer firmly says no after full pitch.

Customer personality: Polite, decided

Agent goal: Close warmly, secure future permission.

Success: Customer thanks agent and agrees to future contact.

Failure indicators: Pushy or curt close.

Debrief:

- Did you secure future permission?
- Did you sound graceful?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Acknowledges 'no'
- Thanks them
- Asks tiny future permission
- Tone stays warm
- Closes within 30s

Red flags:

- 'But...' after no
- Pushy retry
- Curt 'okay bye'
- Disappointed tone leaks
- Skips future hook

Manager coaching questions:

- Did you accept the no?
- What future hook did you use?
- Was your tone warm?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Asking for future contact is pushy.”

→ One tiny ask after acknowledgement = respectful, not pushy.

“A no is a no.”

→ Today's no. Not forever's no.

11 · KNOWLEDGE CHECK

Multiple choice:

1. ~ what % of 'nos' become 'yeses' within 18 months if closed well?

- A. 10%
- B. 75% ✓
- C. 30%
- D. 50%

2. Last impression effect is called...

- A. Primacy
- B. Recency ✓
- C. Halo
- D. Bias

3. Best no-close has...

- A. Push
- B. Acknowledge + warm + future ask ✓
- C. Discount
- D. Silence

True / False:

1. A no well closed protects future sales. — **TRUE**
2. Asking 'mind if I check back?' is always pushy. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: A door slightly ajar with light through it.

Icon: Door with a small handle.

Micro-animation: Door swings to ajar position.

13 · VIDEO INSERT (≤ 60s)

Type: Real no-close audio

Duration: 30s

Key message: Hear the door stay open.

Placement: After bad/good.

14 · FACILITATOR NOTES

What I say: 'A no closes the call. Not the relationship.'

What I ask: 'How do YOU close a no?'

What I listen for: For habits.

How I debrief: 'Now upgrade.'

15 · TAKEAWAY MESSAGE

“A no well closed is a maybe later.”

16 · TRANSFER TO THE JOB

Next-call challenge: Use 2-sentence no-close on every no tomorrow.

Manager follow-up: Sample no-closes weekly.

Success indicator: Future-permission ask in 70%+ of no-closes.

OUT-15 · OUTBOUND

Rewrite your three most-used sentences. (Outbound)

1 · LEARNING OBJECTIVE

- Audit outbound verbal habits.
- Upgrade 3 high-frequency outbound sentences.
- Build personal upgrade card.

2 · WHY THIS MATTERS

Same logic as IN-18. 70% of outbound language is reused. Upgrade three, upgrade thousands of calls.

Trainer talking points:

- Three sentences. Big change.
- Triggers and exact words.
- Sign and use.

3 · BEHAVIOURAL SCIENCE

Implementation intentions. Habit substitution.

4 · REAL-WORLD EXAMPLES

Bad: 'Try to be more confident.'

Why it fails: Vague.

Good: 'When customer says price, I'll say: That's fair — what makes it feel like that today?'

Why it succeeds: Specific trigger + exact words.

5 · TRAINER STORY (≤ 90s)

Athens — quarterly sentence upgrade made team #1 in EMEA.

6 · DISCUSSION QUESTIONS**Open:**

- Most regretted outbound sentence?
- Phrase to ban?
- Steal from teammate?

Challenging:

- Why tolerated for years?
- What does script enforce?

Reflection: Top 3 outbound sentences — read aloud as customer.

7 · GROUP ACTIVITY (3–5 min)

Objective: Personal sentence upgrade.

Instructions: List 3, rewrite as implementation intentions, share best.

Debrief:

- Hardest to rewrite?
- Felt fake but real now?

Outcome: 3 upgraded sentences per agent.

8 · ROLE PLAY

Scenario: Use new sentence in simulated call.

Customer personality: Variable.

Agent goal: Sound natural.

Success: Partner can't tell.

Failure indicators: Rehearsed.

Debrief:

- What helped?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Specific trigger
- Exact words
- Reads aloud
- Public commit
- Written down

Red flags:

- Vague
- No trigger
- Doesn't write
- Skips aloud
- Generic

Manager coaching questions:

- Trigger?
- Exact words?
- First call tomorrow?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Mine are fine.”

→ Read aloud as customer. Then decide.

“Three changes too small.”

→ CSAT will notice.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Format:

- A. Try X
- B. When Y, do X ✓
- C. Won't X
- D. Might X

2. Most-used = ~

- A. 10%
- B. 30%
- C. 70% ✓
- D. 95%

3. Substitution beats...

- A. Elimination ✓

- B. New
- C. Reps
- D. Sleep

True / False:

1. Vague intent works as well. — **FALSE**
2. 3 sentences shape thousands of calls. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: Pen rewriting 3 bubbles.

Icon: Pen + line.

Micro-animation: Strikethrough + new text.

13 · VIDEO INSERT (≤ 60s)

Type: Before/after read

Duration: 50s

Key message: Three sentences. Different career.

Placement: After activity.

14 · FACILITATOR NOTES

What I say: 'Write 3 you'd hate to hear back.'

What I ask: 'Read aloud.'

What I listen for: Laughs.

How I debrief: 'Rewrite. Use Monday.'

15 · TAKEAWAY MESSAGE

“3 sentences. 70% of every outbound. Upgrade them.”

16 · TRANSFER TO THE JOB

Next-call challenge: Use 3 new on first 5 outbound.

Manager follow-up: Listen for them in QA.

Success indicator: Referenced in 1:1 within 2 weeks.

OUT-16 · OUTBOUND

Flash Quiz — Outbound Edition.

1 · LEARNING OBJECTIVE

- Test retrieval on outbound concepts.
- Surface gaps before close.
- Energise the room.

2 · WHY THIS MATTERS

Testing effect doubles retention. Same logic as IN-15.

Trainer talking points:

- Workout, not exam.
- Wrong = gold.
- Compete with yourself.

3 · BEHAVIOURAL SCIENCE

Retrieval practice. Mild competition.

4 · REAL-WORLD EXAMPLES

Bad: Slow, serial reveal.

Why it fails: Kills energy.

Good: Fast pace, end reveal.

Why it succeeds: Maintains arousal.

5 · TRAINER STORY (≤ 90s)

Berlin: 5-min daily quizzes lifted CSAT 6 pts in 8 weeks.

6 · DISCUSSION QUESTIONS

Open:

- Which stumped you?
- Surprised you?
- Still unsure on?

Challenging:

- Too easy?
- Add what?

Reflection: Topic you want re-explained?

7 · GROUP ACTIVITY (3–5 min)

Objective: Retrieval + peer coach.

Instructions: Swap papers, peer-coach 1 wrong each.

Debrief:

- What did partner explain?
- What did you teach?

Outcome: Peer transfer.

8 · ROLE PLAY

Not applicable for this slide — replaced by quiz/reflection format.

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Engaged
- Writes fast
- Clarifies
- Coaches kindly
- Updates

Red flags:

- Phone
- Copies
- Defensive
- Argues
- Disengages

Manager coaching questions:

- What tripped?
- Why?
- One rule to remember?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES**“School stuff.”**

→ Works.

“Fail in front of peers.”

→ Catch before customer.

11 · KNOWLEDGE CHECK**Multiple choice:**

1. Retrieval vs re-read wins ~

A. 1.2x

B. 2x ✓

C. 5x

D. Same

2. Mild stress peaks then...

A. Stays

B. Declines ✓

C. Linear

D. Doesn't

3. Best run:

A. Slow serial

B. Fast + end ✓

C. No reveal

D. Open

True / False:

1. Pace fast. — **TRUE**

2. Re-read beats test. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: Stopwatch + 10 circles.

Icon: Bolt + brain.

Micro-animation: Circles fill green/red.

13 · VIDEO INSERT (≤ 60s)

No video on this slide — keep tempo, move to activity.

14 · FACILITATOR NOTES

What I say: 'No looking back. Go.'

What I ask: 'Who got 8+?'

What I listen for: Honest.

How I debrief: 'Teach neighbour one thing you got right.'

15 · TAKEAWAY MESSAGE

“Retrieval beats re-read. Always.”

16 · TRANSFER TO THE JOB

Next-call challenge: Re-quiz in 48h.

Manager follow-up: Monday standup micro-quiz.

Success indicator: Scores +25% in 30 days.

OUT-17 · OUTBOUND

Which outbound call would you want to take again?

1 · LEARNING OBJECTIVE

- Reflect on outbound wins.
- Name the behaviour that worked.
- Commit to repeating.

2 · WHY THIS MATTERS

Reflection converts experience to skill. Without it, wins don't replicate.

Trainer talking points:

- Best teacher: last Tuesday's call.
- Name what worked.
- Do it again.

3 · BEHAVIOURAL SCIENCE

Kolb. Self-explanation effect.

4 · REAL-WORLD EXAMPLES

Bad: 'Any questions?' silence.

Why it fails: No reflection.

Good: 90s silent writing first.

Why it succeeds: Real reflection.

5 · TRAINER STORY (≤ 90s)

Helsinki — workshop NPS rose 24 pts from this one change.

6 · DISCUSSION QUESTIONS

Open:

- What made it work?
- What did YOU do?
- Could you repeat?

Challenging:

- Conditions to recreate?
- What stops normalising?

Reflection: 3 sentences: happened, did, repeat.

7 · GROUP ACTIVITY (3–5 min)

Objective: Capture + share success.

Instructions: 90s silent write. 2 volunteers share. Trainer extracts behaviour.

Debrief:

- Pattern?
- One behaviour to replicate?

Outcome: Named team behaviours.

8 · ROLE PLAY

Scenario: Re-enact the moment.

Customer personality: Original.

Agent goal: Repeat it.

Success: Same response.

Failure indicators: Can't identify.

Debrief:

- Which 5s did the work?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Specific moment
- Names own behaviour
- Volunteers
- Listens
- Commits

Red flags:

- 'All same'
- Credits luck
- Blames bad
- Vague
- No commit

Manager coaching questions:

- What did you do?
- Repeat Monday?
- Will you?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“No good calls.”

→ Find a 30-second win.

“Forget calls.”

→ One line after each shift.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Kolb:

- A. Reflection ✓
- B. Action
- C. Repetition
- D. Memory

2. Self-explanation effect doubles...

- A. Speed
- B. Future performance ✓
- C. Recall
- D. CSAT

3. No silent time →

- A. Insight
- B. Avoidance ✓
- C. Better

D. Faster

True / False:

1. Reflection needs silent time. — **TRUE**
2. Writing beats verbal for introverts. — **TRUE**

12 · VISUAL ENHANCEMENT

Image: Rear-view mirror.

Icon: Spiral arrow.

Micro-animation: Mirror clarifies.

13 · VIDEO INSERT (≤ 60s)

No video on this slide — keep tempo, move to activity.

14 · FACILITATOR NOTES

What I say: '90 seconds. 3 sentences.'

What I ask: 'Who shares?'

What I listen for: Smile of memory.

How I debrief: 'Bottle it. Use Monday.'

15 · TAKEAWAY MESSAGE

“Find the win. Repeat the win.”

16 · TRANSFER TO THE JOB

Next-call challenge: Write 'best call of day' nightly.

Manager follow-up: Open meetings with 'best call' share.

Success indicator: Named wins in 1:1 unprompted.

OUT-18 · OUTBOUND

Pick one. Sign it. Put it on your monitor. (Outbound)

1 · LEARNING OBJECTIVE

- Lock in one outbound behaviour.
- Sign and place commitment.
- Set up Monday.

2 · WHY THIS MATTERS

Public commitment 6x stickier.

Trainer talking points:

- Wall remembers.
- Sign it.
- Pick the one proud of in 30 days.

3 · BEHAVIOURAL SCIENCE

Cialdini commitment & consistency. Fogg cue.

4 · REAL-WORLD EXAMPLES

Bad: 'Try to remember.'

Why it fails: No commit.

Good: Signed cards photographed, manager texted.

Why it succeeds: Witnessed.

5 · TRAINER STORY (≤ 90s)

Madrid — 30%→78% adoption with photographed wall.

6 · DISCUSSION QUESTIONS

Open:

- Which behaviour?
- Where will card live?
- Who else knows?

Challenging:

- Why need card?
- What stops you in week 2?

Reflection: 30-day agent — who?

7 · GROUP ACTIVITY (3–5 min)

Objective: Lock commitment.

Instructions: Pick 1. Card. Sign + date. Photograph. Monitor.

Debrief:

- Means what to team?
- How you'll know?

Outcome: Visible, signed.

8 · ROLE PLAY

Scenario: Tell manager Monday.

Customer personality: Supportive.

Agent goal: Articulate + first action.

Success: Manager repeats.

Failure indicators: 'Try harder.'

Debrief:

- Specific?

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Specific
- Signed + dated
- Visible
- Shares with peer
- Repeats aloud

Red flags:

- Vague
- Unsigned
- In pocket
- Hidden
- Forgets

Manager coaching questions:

- Commitment?
- Where?
- Who knows?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES

“Childish.”

→ Data: cards win.

“Don't need card.”

→ You do. Card is the win.

11 · KNOWLEDGE CHECK

Multiple choice:

1. Public commit ~

- A. 1.5x
- B. 3x
- C. 6x ✓
- D. 10x

2. Commit & consistency:

- A. Kahneman
- B. Cialdini ✓
- C. Fogg
- D. Voss

3. Daily cue:

- A. Fogg ✓
- B. Cialdini
- C. Maslow

D. Pavlov

True / False:

1. Signing triggers identity. — **TRUE**
2. Cards unnecessary for skilled. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: Monitor with signed sticky.

Icon: Pen.

Micro-animation: Signature animates.

13 · VIDEO INSERT (≤ 60s)

No video on this slide — keep tempo, move to activity.

14 · FACILITATOR NOTES

What I say: 'Pick one. Sign like contract.'

What I ask: 'Read to neighbour.'

What I listen for: Specificity.

How I debrief: 'Manager gets photo.'

15 · TAKEAWAY MESSAGE

“Pick one. Sign one. Live one.”

16 · TRANSFER TO THE JOB

Next-call challenge: Card on monitor before first call.

Manager follow-up: Reference in every 1:1 for 30 days.

Success indicator: 80% cards still up at 30 days.

OUT-19 · OUTBOUND

Thank You. (Outbound Close)

1 · LEARNING OBJECTIVE

- Close outbound workshop with warmth.
- Reinforce takeaway.
- Celebrate practice.

2 · WHY THIS MATTERS

Workshop close lifts transfer by 30%.

Trainer talking points:

- What you did today matters.
- Take to next call.
- See you in 30 days.

3 · BEHAVIOURAL SCIENCE

Peak-end. Oxytocin via gratitude.

4 · REAL-WORLD EXAMPLES

Bad: 'Okay we're done.'

Why it fails: Anti-climactic.

Good: 'You rehearsed harder than most. Customers will feel it Monday.'

Why it succeeds: Specific, gracious.

5 · TRAINER STORY (≤ 90s)

Best trainer names one person from the room. Next day, everyone tries to be that one.

6 · DISCUSSION QUESTIONS

Open:

- One moment you'll remember?
- Surprised you?
- Who helped you most?

Challenging:

- Will you use this Monday?
- First call shape?

Reflection: One word for the day.

7 · GROUP ACTIVITY (3–5 min)

Objective: Group close.

Instructions: Standing circle. One word each. Trainer responds.

Debrief:

- Common words?
- Tells us what?

Outcome: Felt closure.

8 · ROLE PLAY

Not applicable for this slide — replaced by quiz/reflection format.

9 · COACHING OBSERVATION GUIDE

What good looks like:

- Names peer
- Real word
- Eye contact
- Stays for circle
- Thanks specific

Red flags:

- Phone
- Sneaks out
- 'Good'
- Skips
- Skeptical

Manager coaching questions:

- Word? Why?
- Thank whom?
- Monday move?

10 · COMMON AGENT OBJECTIONS + TRAINER RESPONSES**“‘Corny.’”**

→ Works.

“‘Want to go home.’”

→ One minute. Day stays.

11 · KNOWLEDGE CHECK**Multiple choice:**

1. Closure rituals...

- A. No matter
- B. Reduce drop-off ✓
- C. Slow
- D. Lower CSAT

2. Peak-end applies to...

- A. Calls only
- B. Any experience ✓
- C. Lunch
- D. Ads

3. Workshop close lifts transfer ~

- A. 5%
- B. 15%
- C. 30% ✓
- D. 100%

True / False:

- 1. Rituals reduce post-event drop-off. — **TRUE**
- 2. 'We're done' is strong close. — **FALSE**

12 · VISUAL ENHANCEMENT

Image: Circle of agents.

Icon: Handshake.

Micro-animation: Ring of light traces edge.

13 · VIDEO INSERT (≤ 60s)

Type: Farewell

Duration: 20s

Key message: 'See you in 30 days. Make it count.'

Placement: Final.

14 · FACILITATOR NOTES

What I say: 'One real word. Circle. Go.'

What I ask: 'Thank whom?'

What I listen for: Warmth.

How I debrief: 'See you Monday — in spirit.'

15 · TAKEAWAY MESSAGE

“Take it to your next call. Today.”

16 · TRANSFER TO THE JOB

Next-call challenge: Next call = the proud one.

Manager follow-up: Wall photo + quote within 24h.

Success indicator: 30-day: ≥70% still using commitment.