

# Index

## A

- abstract thinking, 165
- abusive language, 111
- accent issues, 74
  - background, 75
  - exam skills, 76–77
  - key concepts, 75–76
  - overview, 75
  - resolution, 76
  - scenario, 74–75
- acceptable language, 10
- active listening
  - to callers with accents, 76
  - to criers, 61–62
- active vs. passive voice, 5
- administration by majority, 184–186
- agreeability in conflict avoidance, 121
- alternatives
  - in confidentiality issues, 88
  - for impatient customers, 13–14
  - for technical professionals, 49
- amendment process for customer satisfaction, 72
- anger from miscommunication, 45
- angry customers, 2
  - background, 3
  - exam skills, 6
  - key concepts, 4–5
  - overview, 3–4
  - resolution, 5–6
  - scenario, 3
- answering interoffice phone calls, 78
- apathy, laziness from, 38
- apologizing
  - to criers, 61
  - in workplace, 134
- background, 135
- exam skills, 137
- key concepts, 135–136
- overview, 135
- resolution, 137
- scenario, 134–135
- appropriate discussion topics, 130
  - background, 131
  - exam skills, 133
  - key concepts, 131–133
  - overview, 131
  - resolution, 133
  - scenario, 130
- asking
  - for attention, 57–58
  - questions to criers, 61
- assertive intelligence, 15
  - background, 15
  - exam skills, 17
  - key concepts, 16
  - overview, 16
  - resolution, 16–17
  - scenario, 15
- attacks in communication, 124–125
- authoritative style in micromanagement, 164–165
- authority, 140
  - key concepts, 141–143
  - for purpose, 142–143
  - resolution, 143
  - threat of, 141–142
- avoiding
  - body language, 10
  - conflict, 121
  - inquisitive coworkers, 32

**B**

blame as conflict source, 118–119  
 blind customers, 20  
 boasting as trust issue, 43  
 body language  
   avoiding, 10  
   of challenged customers, 19  
 Brahm, Eric, 120  
 brown-nosing, 43  
 business confidentiality, 88  
 business professionals, 50  
   background, 50–51  
   exam skills, 52  
   key concepts, 51–52  
   overview, 51  
   resolution, 52  
   scenario, 50

**C**

cable scenario, 177–179  
 call handling. *See* phone techniques  
 calmness  
   in discipline, 147  
   in technical professional dealings, 48  
 chain of command for sexual  
   harassment reports, 36  
 challenged customers, 18  
   background, 18  
   exam skills, 20–21  
   key concepts, 19–20  
   overview, 19  
   resolution, 20  
   scenario, 18  
 changes and security, 105  
 Churchill, Winston, 182  
 CIA triad, 87  
 clarity for persuasion, 182–183

communication  
   and authority, 143  
   with business professionals, 52  
   with callers with accents, 74–77  
   with challenged customers, 20  
   with managers, 45–46  
   real world. *See* real world  
     communication  
     workplace. *See* workplace  
       communication and practices  
 complexity  
   in business professional  
     communication, 52  
   as non-customer support issue, 99  
 conciseness for persuasion, 183  
 confidence  
   instilling, 152  
   in subordinates, 165  
   in tense customer relations, 26  
 confidentiality, 86  
   background, 87  
   exam skills, 89  
   key concepts, 88–89  
   overview, 87  
   resolution, 89  
   scenario, 86  
 confiding in superiors. *See* superior  
   involvement  
 conflicts, workplace, 116  
   background, 117–118  
   exam skills, 122  
   key concepts, 118–120  
   overview, 118  
   resolution, 121  
   scenario, 116–117  
 confusion  
   from communication issues, 45–46  
   from slang usage, 111  
 consultation for motivation, 40  
 coordination, teamwork for, 128

Couper, Nelson, 184–185

coworkers

apologizing to, 136

inquisitive, 30

background, 31

exam skills, 33

key concepts, 32–33

overview, 31

resolution, 33

scenario, 30–31

security issues, 94

background, 94

exam skills, 96–97

key concepts, 95–96

overview, 95

resolution, 96

scenario, 94

creativity for quiet customer

dealings, 23

criers, 59

background, 60

exam skills, 62–63

key concepts, 61–62

overview, 60

resolution, 62

scenario, 59–60

cultural differences, 10

curious coworkers, 30

background, 31

exam skills, 33

key concepts, 32–33

overview, 31

resolution, 33

scenario, 30–31

customers

angry, 2–6

apologizing to, 136

challenged, 18–21

fearful, 186–188

impatient, 11–14

intelligence, 15–17

quiet, 21–24

rude, 6–11

tense, 24–27

---

## D

dangerous discussion topics, 131–133

data collection, superior involvement

in, 92

degrading statements, 114

delegation, 149

background, 150

communication issues, 45–46

key concepts, 151–152

overview, 150

resolution, 152

scenario, 149–150

demands

behavior change from offensive

callers, 66

in tone and mood, 124

deniability as non-customer support

issue, 98

dependability as trust issue, 43

dialing out problem scenario, 179–181

directness

in business professional

communication, 52

with callers with accents, 76

with offensive callers, 66

disabled customers, 18

background, 18

exam skills, 20–21

key concepts, 19–20

overview, 19

resolution, 20

scenario, 18

discipline, 143

background, 145

key concepts, 146–148

overview, 145  
 resolution, 148–149  
 scenario, 144  
 work as, 147  
 discussion topics, appropriate, 130  
   background, 131  
   exam skills, 133  
   key concepts, 131–133  
   overview, 131  
   resolution, 133  
   scenario, 130  
 dispassion in questions, 123  
 disrespect for management, problems  
   from, 39  
 distraction, focusing, 56  
   background, 57  
   exam skills, 59  
   key concepts, 57–58  
   overview, 57  
   resolution, 58  
   scenario, 56–57  
 document confidentiality. *See*  
   confidentiality  
 double entendres, 52

---

## E

e-mail security, 100  
   exam skills, 102  
   resolution, 102  
   scenarios, 100–102  
 Ebbers, Bernard, 163  
 educated business professionals, 51  
 effectiveness of discipline, 149  
 ego as conflict source, 119  
 emotional callers. *See* criers  
 emotional issues  
   in delegation, 150  
   in persuasion, 184  
 empathy for criers, 61

employees and social  
   engineering, 103  
   background, 103–104  
   exam skills, 105  
   key concepts, 104–105  
   overview, 104  
   resolution, 104  
   scenario, 103  
 engagement in workplace  
   communication, 124  
 enthusiasm in quiet customer  
   dealings, 23  
 Equal Employment Opportunity  
   Commission, 35  
 ethics in security, 82  
   background, 83  
   exam skills, 85–86  
   key concepts, 83–84  
   overview, 83  
   resolution, 84–85  
   scenario, 82–83  
 evaluation stage in mentoring, 156  
 excessive silence as trust issue, 43  
 experience issues in delegation, 150  
 experience of managers, 45  
 explanations for motivation, 40  
 expletives, 65  
 exposing security flaws, 95

---

## F

fairness in discipline, 149  
 fearful customers, 186–188  
 feedback, 166  
   background, 167  
   bonus questions, 169–170  
   key concepts, 167–169  
   overview, 167  
   resolution, 169  
   scenario, 166–167

focusing distraction, 56  
 background, 57  
 exam skills, 59  
 key concepts, 57–58  
 overview, 57  
 resolution, 58  
 scenario, 56–57

fraternization, 157–158  
 background, 158–159  
 key concepts, 159–160  
 overview, 159  
 resolution, 160  
 scenario, 158

friendship in mentoring, 155

frustrated callers, 67  
 background, 68  
 exam skills, 70  
 key concepts, 68–69  
 overview, 68  
 resolution, 69  
 scenario, 67

frustration  
 in customers, 9  
 laziness from, 38

---

## G

gender barriers in  
 communication, 112  
 background, 113  
 exam skills, 116  
 key concepts, 114–115  
 overview, 113–114  
 resolution, 115  
 scenario, 112–113

goals  
 customer, 26  
 teamwork for, 128

guidance in mentoring, 155

---

## H

half-jobs, 13

hanging up phone calls, 79

harassment, sexual, 33–34  
 background, 34–35  
 exam skills, 37  
 gender-based comments, 115  
 key concepts, 35–36  
 overview, 35  
 resolution, 36–37  
 scenario, 34

hearing-impaired customers, 20

Hill, Anita, 34

hostile work environments and  
 actions, 35–36

---

## I

ignoring offensive caller attitude, 66

impatient customers, 11  
 background, 11–12  
 exam skills, 14  
 key concepts, 12–13  
 overview, 12  
 resolution, 13–14  
 scenario, 11

in-person discipline, 148

inanimate accompaniments of  
 challenged customers, 19

indirect language, 66

informational refusals, 85

informative attitude with customers, 26

initiation stage in mentoring, 156

inquisitive coworkers, 30  
 background, 31  
 exam skills, 33  
 key concepts, 32–33  
 overview, 31

resolution, 33  
 scenario, 30–31  
 intelligence, assertive, 15  
   background, 15  
   exam skills, 17  
   key concepts, 16  
   overview, 16  
   resolution, 16–17  
   scenario, 15  
 intent, listening for, 64–65  
 interoffice phone conversations, 77  
   background, 77–78  
   exam skills, 79–80  
   key concepts, 78–79  
   overview, 78  
   resolution, 79  
   scenario, 77

---

## J

jargon. *See* slang and vernacular

---

## L

lazy workers, 38  
   background, 38  
   exam skills, 41  
   key concepts, 39  
   overview, 38–39  
   resolution, 40  
   scenario, 38  
 leadership  
   authority, 140–143  
   delegation, 149–152  
   discipline, 143–149  
   feedback, 166–170  
   fraternization, 157–160  
   mentoring, 153–157  
   micromanagement, 161–165

lecturing  
   to angry customers, 4  
   in focusing distraction, 58  
   in mentoring, 155  
 legal issues  
   in ethics, 84  
   in sexual harassment incidents, 37  
 liability issues  
   in ethics, 84  
   in security, 95–96  
 listening  
   to callers with accents, 76  
   to criers, 61–62  
   to offensive callers, 64–65  
 logical arguments in persuasion, 184  
 lying as trust issue, 42

---

## M

majority, administration by,  
   184–186  
 managers  
   apologizing to, 136  
   involvement in discipline, 146  
   working with, 44  
     background, 44–45  
     exam skills, 46–47  
     key concepts, 45–46  
     overview, 45  
     resolution, 46  
     scenario, 44  
 meaning, listening for, 64–65  
 meetings for discipline, 146–148  
 mentally disabled customers, 20  
 mentoring, 153  
   background, 154  
   key concepts, 155  
   overview, 154  
   resolution, 156–157  
   scenario, 153–154

micromanagement, 161–162  
 background, 163  
 key concepts, 164–165  
 overview, 163–164  
 resolution, 165  
 scenario, 162–163  
 miscommunication as conflict  
 source, 119  
 mistakes, benefits of, 165  
 mocking, 124  
 monetary compensation issues, laziness  
 from, 39  
 mood. *See* tone and mood  
 motivation, 40  
 multifaceted speech, 52

---

## N

needs, customer, 16  
 negative aspiration, 141–142  
 negative feedback, 167–168  
 negativity, workplace. *See* tone  
 and mood  
 nervous customers, 24  
 background, 24–25  
 exam skills, 26–27  
 key concepts, 25–26  
 overview, 25  
 resolution, 26  
 scenario, 24  
 Newell, Gabe, 145  
 non-customer computers, 97  
 background, 97–98  
 exam skills, 99  
 key concepts, 98–99  
 overview, 98  
 resolution, 99  
 scenario, 97  
 note taking for calls, 75

---

## O

obsessiveness in micromanagement, 164  
 occupied nature of business  
 professionals, 52  
 offensive callers, 63  
 background, 63–64  
 exam skills, 67  
 key concepts, 64–65  
 overview, 64  
 resolution, 65–66  
 scenario, 63  
 offering stage in mentoring, 156–157  
 omitting information for inquisitive  
 coworkers, 32  
 open mindedness and gender-based  
 comments, 115  
 outright refusals, 85

---

## P

paperwork, confidentiality of.  
*See* confidentiality  
 passive inquiries, 125  
 passive vs. active voice, 5  
 patience issues. *See* impatient customers  
 patterns in speech, 75  
 personal secrets, 94  
 perspective for conflict avoidance, 121  
 persuasion, 181–184  
 phased approach to delegation, 152  
 phone and e-mail security, 100  
 exam skills, 102  
 resolution, 102  
 scenarios, 100–102  
 phone techniques  
 callers with accents, 74–77  
 criers, 59–63  
 customer satisfaction, 70–74

focusing distraction, 56–59  
 frustrated callers, 67–70  
 interoffice phone  
     conversations, 77–80  
     offensive callers, 63–67  
 physical movements of challenged  
     customers, 19  
 physical responses to criers, 61  
 physical signs in communication, 52  
 physically disabled customers, 20  
 playing dumb with inquisitive  
     coworkers, 32–33  
 politeness for impatient customers, 13  
 politics as dangerous discussion  
     topic, 132  
 positive feedback, 168  
 positive reinforcement for frustrated  
     callers, 68  
 positive workplace attitudes. *See* tone  
     and mood  
 praise for frustrated callers, 69  
 probing for specifics in security, 105  
 problem assessment, superior  
     involvement in, 91–92  
 procedures, importance of following,  
     174–177  
 professional ethics, 83–84  
 professionals  
     business, 50–52  
     inquisitive coworkers, 30–33  
     lazy workers, 38–41  
     managers, 44–47  
     sexual harassment, 33–37  
     technical, 47–50  
     trust issues, 41–44  
 promises to frustrated callers, 68–69  
 promoting subjects to frustrated  
     callers, 69  
 punishment. *See* discipline  
 purpose, authority for, 142–143

---

## Q

questions  
     for criers, 62  
     in workplace, 125  
 quiet customers, 21  
     background, 21–22  
     exam skills, 23–24  
     key concepts, 22–23  
     overview, 22  
     resolution, 23  
     scenario, 21

---

## R

real world communication  
     administration by majority,  
         184–186  
     cable scenario, 177–179  
     dialing out problem scenario,  
         179–181  
     fearful customers, 186–188  
     persuasion, 181–184  
     procedures in, 174–177  
     spies, 188–190  
 reason in persuasion, 184  
 referencing work with managers, 46  
 refusals  
     ethical, 84–85  
     working with rude customers, 8–9  
 relaxation in managing, 165  
 religion as dangerous discussion  
     topic, 132  
 repetition  
     for callers with accents, 76  
     in manager communication, 46  
     for persuasion, 183  
 reports for managers, 46  
 reputation issues in ethics, 84

- requesting behavior change from callers, 66
  - resentment, 141
  - resolution process in customer satisfaction, 72
  - respect
    - for business professionals, 52
    - for managers, 45
    - for peers, 115
  - results of conflict, 120
  - retaliation for sexual harassment reports, 36
  - roles, gender-based, 112
  - rude customers, 6–7
    - background, 7
    - exam skills, 10–11
    - key concepts, 8–9
    - overview, 8
    - resolution, 9–10
    - scenario, 7
- 
- S**
- satisfaction, creating in phone calls, 70
    - background, 71
    - exam skills, 73–74
    - key concepts, 72–73
    - overview, 72
    - resolution, 73
    - scenario, 71
  - scheduling, teamwork for, 128–129
  - schmoozing, 124
  - security
    - confidentiality, 86–89
    - coworker issues, 94–97
    - and discipline, 143–149
    - ethics in, 82–86
    - non-customer computers, 97–99
    - phone and e-mail, 100–102
    - social engineering, 103–105
    - superior involvement in, 90–93
  - selling as focusing distraction technique, 58
  - seniority in delegation, 151–152
  - sensitively for challenged customers, 19
  - severity of problems, explaining, 12
  - sexual harassment, 33–34
    - background, 34–35
    - exam skills, 37
    - gender-based comments, 115
    - key concepts, 35–36
    - overview, 35
    - resolution, 36–37
    - scenario, 34
  - silence as trust issue, 43
  - slang and vernacular, 108
    - background, 109
    - and customer intelligence, 16–17
    - exam skills, 111–112
    - gender, 114
    - key concepts, 110–111
    - overview, 109
    - resolution, 111
    - scenario, 108–109
  - social engineering, 103
    - background, 103–104
    - exam skills, 105
    - key concepts, 104–105
    - overview, 104
    - resolution, 104
    - scenario, 103
    - by spies, 188–190
  - speech
    - accents. *See* accent issues
    - of challenged customers, 19
    - slang and vernacular. *See* slang and vernacular
  - spies, 188–190
  - sports as dangerous discussion topic, 131–132
  - stages
    - conflict, 120
    - mentoring, 156–157

## 202 straightforwardness in communication – understanding attitudes

straightforwardness in  
 communication, 123  
 stress as conflict source, 119  
 suggestions  
 for customer satisfaction, 73  
 for quiet customers, 23  
 for security problems, 96  
 superior involvement, 90  
 background, 91  
 in discipline, 146  
 exam skills, 93  
 fraternization. *See* fraternization  
 key concepts, 91–93  
 overview, 91  
 resolution, 93  
 scenario, 90

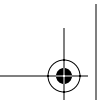
**T**

teamwork, 126  
 background, 127  
 exam skills, 129  
 key concepts, 128–129  
 overview, 127–128  
 resolution, 129  
 scenario, 126–127  
 in trust issues, 42  
 technical professionals, 47  
 background, 48  
 exam skills, 49–50  
 key concepts, 48–49  
 overview, 48  
 resolution, 49  
 scenario, 47  
 technological confidentiality, 88  
 telephone techniques. *See* phone  
 techniques  
 tense customers, 24  
 background, 24–25  
 exam skills, 26–27  
 key concepts, 25–26

overview, 25  
 resolution, 26  
 scenario, 24  
 terminology and technical terms. *See*  
 slang and vernacular  
 theoretical questions, 125  
 thick skin requirement, 64  
 Thomas, Clarence, 34  
 threat of authority, 141–142  
 time constraints as non-customer  
 support issue, 99  
 tone and mood  
 with angry customers, 6  
 workplace, 122  
 background, 123  
 exam skills, 126  
 key concepts, 123–125  
 overview, 123  
 resolution, 125  
 scenario, 122–123  
 transferring interoffice phone  
 calls, 78–79  
 trust issues, 41  
 background, 42  
 exam skills, 43–44  
 key concepts, 42–43  
 overview, 42  
 resolution, 43  
 scenario, 41  
 trusted information, 95  
 turnover from resentment, 141

**U**

uncompromising nature of  
 micromanagers, 164  
 undependability as trust issue, 43  
 understanding attitudes  
 of authority, 143  
 in technical professional  
 dealings, 49



unimportance, feelings of, 39  
unnecessary information, ignoring, 65  
untrustworthy individuals, 42–43

---

## V

Valve Software, 145  
verifying information for security, 104  
vernacular, 108  
    background, 109  
    exam skills, 111–112  
    gender, 114  
    key concepts, 110–111  
    overview, 109  
    resolution, 111  
    scenario, 108–109  
visually impaired customers, 19–20  
vulnerable changes, avoiding, 105

---

## W

workplace communication and  
    practices  
    apologizing, 134–137  
    appropriate discussion topics,  
        130–133  
    conflicts, 116–122  
    gender barriers, 112–116  
    slang and vernacular, 108–112  
    teamwork, 126–129  
    tone and mood, 122–126

---

## Y

yielding for conflict avoidance, 121

