Service Mindset Training Course: Ownership, Empathy and Team Habits for Managers

16 – 20 August 2027
Tokyo

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Programme Summary

Service mindset is the subject of this one-week training course for managers and team leaders at managerial level, ending in a service mindset plan for one team. Customers judge an organisation by how its people think and act, yet attitudes are rarely managed with the care given to procedures. The programme moves from the beliefs behind service behaviour to diagnosis of gaps in ownership and empathy, then to design of recovery routines, recognition and coaching, and to a plan a team can adopt. Mars Training Centre UK delivers this programme on service mindset to mixed-organisation cohorts.

The Business Case

Hotels, banks, hospitals, retailers and public service counters depend on frontline people who decide, in seconds, whether to take ownership of a customer's problem. Rules and scripts cover routine cases, but attitude decides the rest. Managers who shape daily habits can lift service without adding headcount, provided behaviours are named, observed and reinforced.

- Customer Satisfaction: Rises as staff own problems and show care in every contact.
- Complaint Escalations: Fall as recovery behaviours settle issues at the first point of contact.
- Staff Retention: Improves as recognition and coaching make service work visible and valued.

Principles and Evidence Base

- Service Recovery: Describes how a failure handled well can restore trust, applied in Session 3 to recovery routines.
- Empathy Mapping: Captures what a customer sees, hears, thinks and feels, applied in Sessions 2 and 3 to customer understanding.
- Behavioural Coaching: Builds skill through observation and feedback, applied in Session 4 to team conversations.
- Habit Loops: Explain how cue, routine and reward form lasting behaviour, applied in Sessions 4 and 5 to habit design.

Intended Participants

- Managers who answer for the service results of a frontline team.
- Team leaders who set the daily tone and handle difficult customer contacts.
- Supervisors who coach staff and give feedback on service behaviour.
- Quality and training leads who support managers in shaping attitudes.

Typical settings include hospitality, banking, healthcare, retail and public service counters.

Learning Outcomes

1. Participants will be able to evaluate the service beliefs and habits present in a team.
2. Participants will be able to diagnose gaps in ownership and empathy from customer evidence.
3. Participants will be able to construct recovery routines for common service failures.
4. Participants will be able to design recognition that rewards the behaviours customers value.
5. Participants will be able to prioritise coaching conversations by effect on customers.
6. Participants will be able to justify a service mindset plan to a senior sponsor.

Programme Structure

Day 1: Service Mindset and the Beliefs Behind Behaviour

What beliefs about customers show up in how a team behaves each day?

- Service Belief Inventory
- Moments of Truth Map
- Team Behaviour Baseline
- Manager Influence Audit
- Service Mindset Charter Outline

Day 2: Diagnosing Ownership and Empathy Gaps

Where do staff pass problems on, and where do they miss what customers feel?

- Empathy Map Canvas
- Ownership Gap Checklist
- Customer Comment Review
- Handover Failure Log
- Frontline Listening Guide

Day 3: Recovery Behaviours and Difficult Contacts

How does a team turn a service failure into regained trust?

- Service Recovery Sequence
- Apology and Action Script Frame
- Complaint Reframing Exercise
- Authority to Resolve Matrix
- Pressure Response Rehearsal

Day 4: Recognition, Coaching and Habit Design

How do managers make good service behaviour repeat itself?

- Behavioural Coaching Conversation
- Recognition Scheme Design
- Habit Loop Worksheet
- Team Huddle Routine
- Feedback Observation Sheet

Day 5: Service Mindset Plan for One Team

Do the earlier tools combine into one plan that a team can adopt?

- Applying the Session 1 Service Belief Inventory
- Testing the Session 2 Empathy Map Canvas
- Checking the Session 3 Service Recovery Sequence
- Rehearsing the Session 4 Behavioural Coaching Conversation
- Completing the Service Mindset Plan

Methodology

The programme uses structured exercises built on prepared files for two teams, one a hotel front desk and one a bank branch, each with customer comments, incident notes, shift routines and coaching records. Participants work in groups, role-play customer contacts, and defend their plan to peers acting as a senior sponsor.

- Suggested activity: Replaying a handover failure and rewriting it so one person keeps ownership.
- Suggested activity: Practising a recovery conversation with a peer playing an upset customer.
- Suggested activity: Redesigning a recognition scheme that currently rewards speed alone.

Capstone Output

Each participant completes a service mindset plan for one team. It holds a belief and behaviour baseline, an empathy map, a recovery routine, a recognition scheme, a coaching calendar and a habit routine for daily huddles. The plan is used at work to brief a senior sponsor and to agree actions with team leaders.

Frequently Asked Questions

Is a training programme on service mindset suitable for managers new to leading service teams?

Yes. Service mindset is taught through prepared files, role-play and templates. It assumes responsibility for people who meet customers, but no earlier work on behaviour change.

Which models does service mindset rest on in the sessions?

Service mindset is built on service recovery, empathy mapping, behavioural coaching and habit loops, each applied to prepared team cases.

How is the plan from service mindset work used at work?

You use the service mindset plan to brief your senior sponsor, agree actions with team leaders and start the daily routines that keep behaviour in place.

How does service mindset differ from a general customer service skills programme?

Service mindset concentrates on beliefs, ownership and the habits managers reinforce, while a general customer service skills programme concentrates on techniques such as questioning and phrasing.