

Module Five

Leadership



swisscontact



**Topic 1:
Solve Problems and Make Decisions**

**Topic 2:
Look for &
Manage Risks**

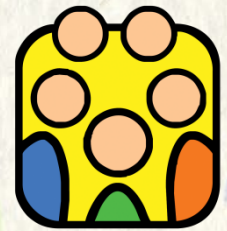
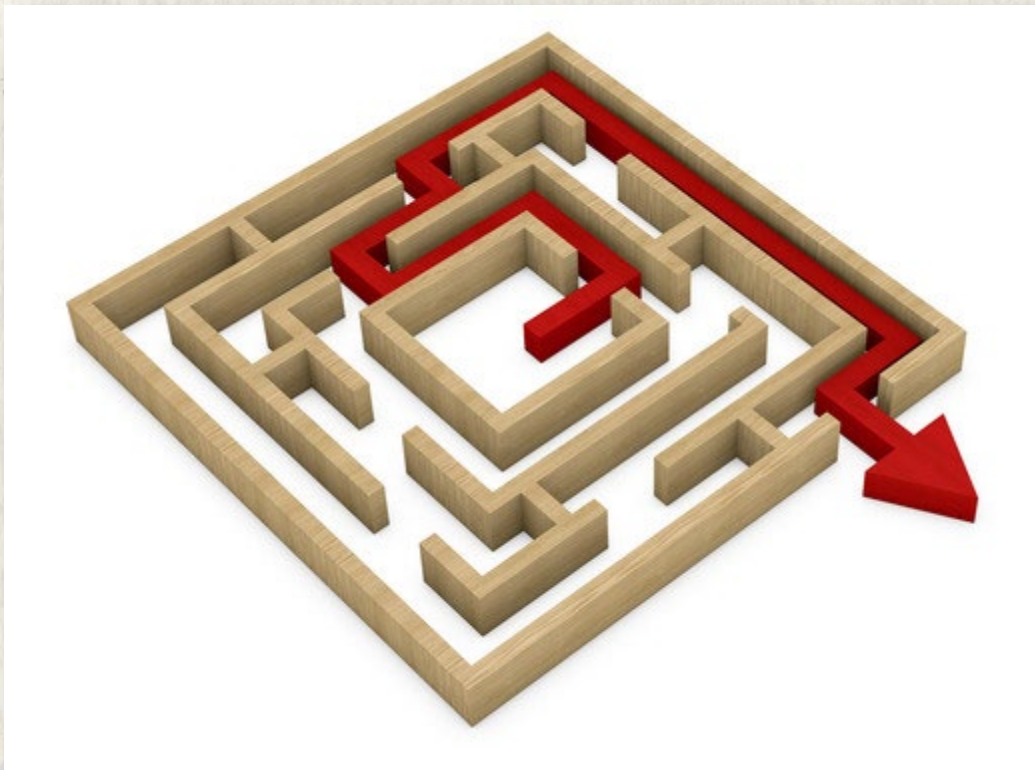
**Topic 3:
Handle
Unexpected
Events**

**Topic 4:
Handle
Complaints**

Activity 1: Problem Solving Games

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Do the problem solving puzzles in your learner book.



Topic One

Solve Problems and Make Decisions



Remember: Tour Operator Procedures

1. First call the Ops Manager to report and discuss the problem and options

They may have **ideas/ solutions** you don't know about

They may see **legal** or **cost problems** with your ideas

They are there to **guide and help** you!

Follow protocols!

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Remember: Tour Operator Procedures

Call especially if the solution involves money!

Don't call for small problems that you can solve right there – like guest who wants a different room

For a road accident, or a flat tyre – call operations so that they know about the problem

Decision Making Process



Remember!!!

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Tell the clients informed what is going on!!

Asian People

Are happy to let things happen around them/ without knowing

Western People

Want to know what is going on/ how long/ when fixed, etc.

1. Find and understand the problem

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- What is the **problem**?
- What **caused** it?
- When you understand this – you can think about **solutions**



2. Think of a few possible solutions



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The more **solutions** you can think about, the better your chance to solve the problem.



3. Evaluate the solutions

What is **good** (pros) or **bad** (cons) about each solution

Options	Pros		Cons	
Solution 1				
Solution 2				
Solution 3				
Solution 4				

4. Choose the best solution for the best result

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- Look at the **positives** and **negatives** of each solution and choose the best one
- **Call head office**
- Get **permission** to do it



5. Implement/ do the solution

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Do the plan that you chose



6. Check if the solution works

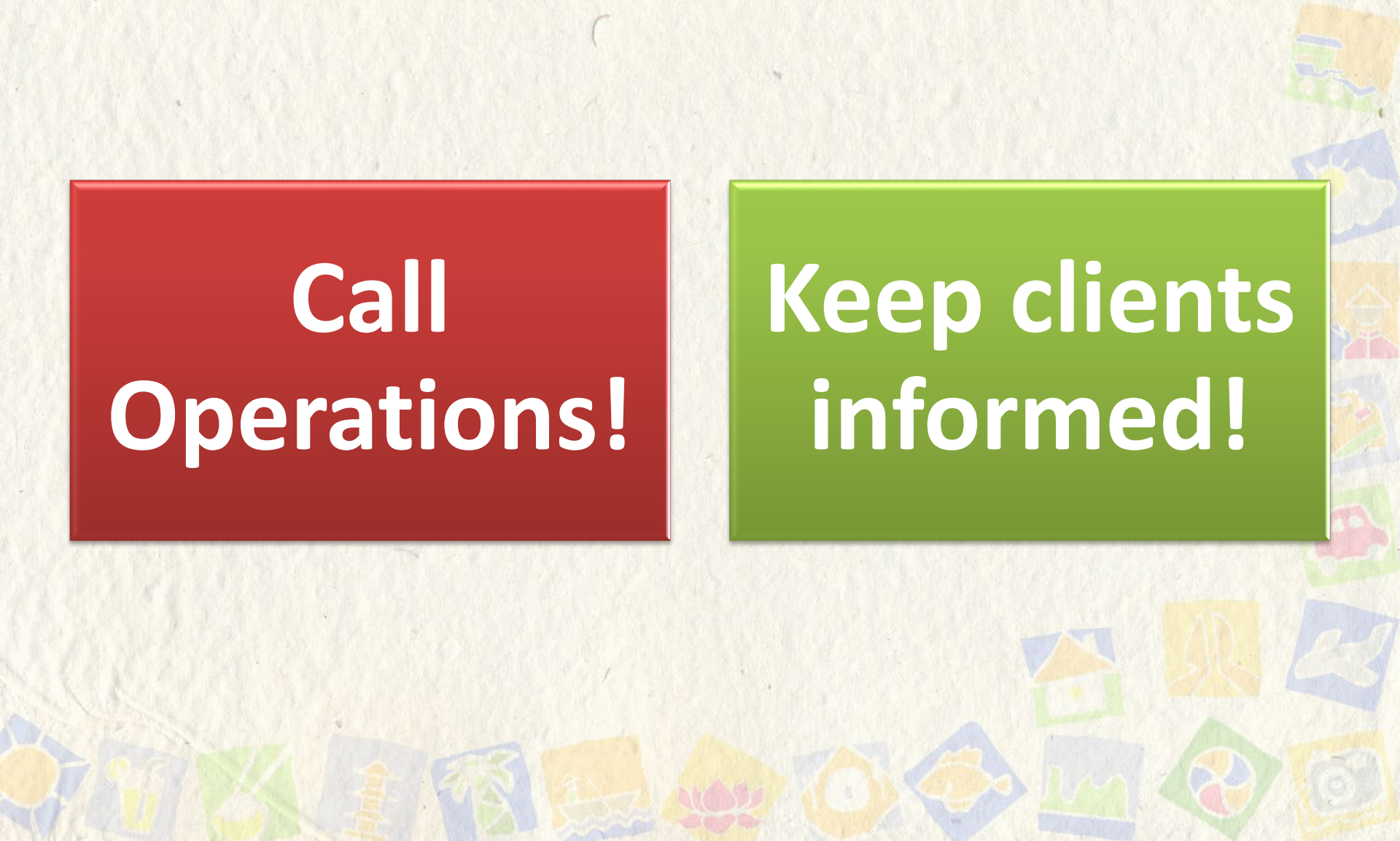
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- **Check** with
 - **tourists** or
 - **service providers** that help to fix the problem
- Check that everything is **going as planned** and in the process of **being fixed**



**Call
Operations!**

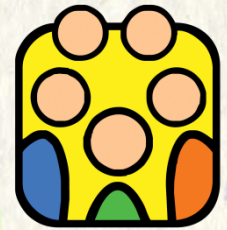
**Keep clients
informed!**



Activity 2: Problem Solving Case Studies

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- 1. Divide into small groups**
- 2. Read the problem solving scenario that your group got**
- 3. Use the problem solving process to solve the problem**
- 4. Shortly explain the problem and your solution to the class**



Handle problems with tour group members

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When you deal with problems remember:

YOU control tour – the tour group members don't control it

Ask for help or **back-up** from management, other staff or security if you need it

Handle problems with tour group members

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Problems don't fix themselves:
YOU have to fix them!



Give reasons for them to stop wrong behaviour:

- ❖ **Safety**: it may not be safe
- ❖ It stops the **enjoyment** of the whole group

If you show people what they do is not safe, they may listen and respond better



Handle problems with our group members

Be respectful

Talk politely



Stay calm



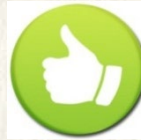
Handle problems with tour group members

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Choose words carefully - NOT a personal 'attack'

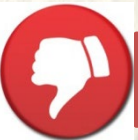


"Don't do that!"



"We prefer not to do things like that on tour/here"

Ask, don't tell!



"You must not do that"



"Could I please ask you not to do that because it is disrespectful to the local people?"

Handle problems with tour group members

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Try to see things as they do.

Consider saying:

“I can see you are tired and I know we walked quite a long way and it is hot, but I need you to know it is not acceptable/good for the safety of the pax if you wander off on your own to have a rest”

Handle problems with tour group members

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Take both parties away and talk to them together

Ask what the problem is:
It helps you to understand
and for parties
to talk about it



Long tour:
Try to solve the
reason for the
problem

Short tour:
Try a quick
solution until the
tour ends



Handle problems with tour group

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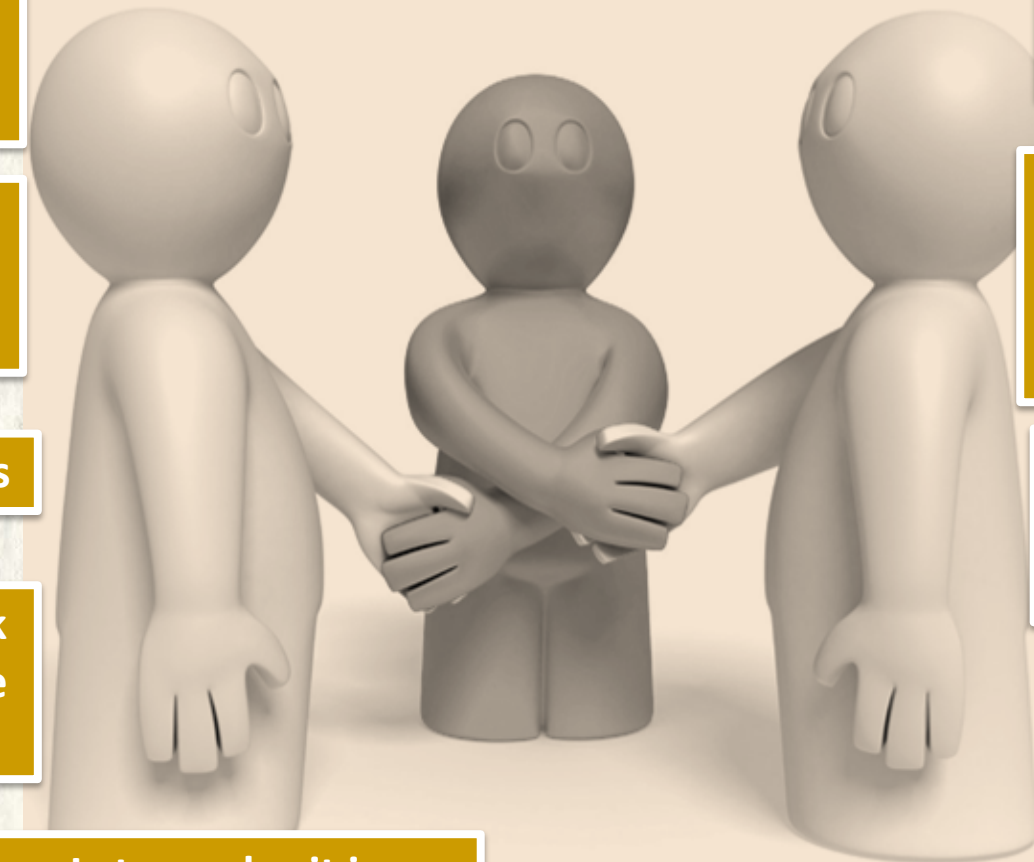
members

Explain how bad action stops pax enjoyment

Ask them to stop the thing that disrupts the tour

Give solution ideas

Ask parents to look after children more closely/better



Thank people for their cooperation

Give ideas for other solutions – allow them to choose the option they like best

Ask again for them to behave in a different way

Keeping looking at the situation

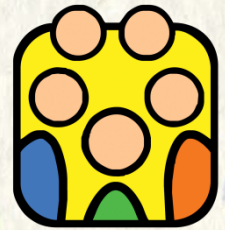
Let people sit in different places (away from each other)

Put people in different groups so there is less conflict in viewing, activities, dining etc.

Activity 3: Cross Cultural Problem Solving

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- 1. Each participant must take 1 problem scenario and come up with solutions**
- 2. Tell the class what the problem is, and give ideas on how to handle it**



Topic Two

Identify and Manage Risks



Activity 4: Cell Search: 'Risk'

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- **Use your mobile phones, look for the meaning of the word "risk"**
- **Give a short explanation of what a risk is**
- **Give at least 5 risks that you can recognise in the tours you guide**



What is a “Risk”?

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A risk is:

A situation where there is possible danger

A probability (may happen) or threat of damage, injury, loss, or any other negative things that are caused by external or internal weakness, and that could be stopped with proactive (before it happens) action

What is a “Risk”?

Part of the definition	What it means:
1. A probability or threat of	1. Something bad can easily happen
1. Damage, injury, liability, loss, or any other negative effect	2. This harm to people or property in some way
2. caused by external or internal weakness	3. It will happen because there is not enough protection against the threat
3. May be avoided by taking	4. It can be avoided/stopped IF
4. Pro-active action	5. Take steps to avoid/stop it

Your job as a tour guide is to

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1. Identify/look for threats that may harm people or property



2. Check how strong these threats are – what is the chance of the damage happening



3. Identify (look for ways) how it can be avoided/stopped



4. Implement action (do something) to avoid/stop it.



Why manage risks?

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- **Avoid legal action:** sued for damages
- Protect the **safety** of tourists, staff, public and community
- Prevent/stop **damage** to a site
- Protect the **environment**
- Keep **property safe**
- **Run activities safely**
- Protect the **reputation** of the Tour Operator



The type of tour: e.g. adventure vs. cultural tour



Where you go: the destinations visited



What you do: activities being conducted



Size of the group: more people will be more difficult



Who is in the tour group: profile



Weather and local environment

How to manage risks

1. Identify Risk

2. Assess Risk

3. Control Risk

1. Identify Risks

Ask yourself:



What can go **wrong**?



Are there **dangers** or **hazards**?



Have you ever been in a **similar situation** (like it) before? What happened?



Can you **learn** from other incidents or similar situations?

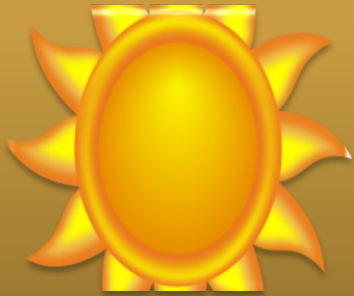


1. Identify Risks: Environmental Conditions

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Weather



Temperature



Time of day

1. Identify Risks: Environmental Conditions

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Conditions e.g. roads



Physical dangers



Animals or insects

1. Identify Risks: Group Characteristics

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Group size



Pax health and what they can/
can't do



Personal Protective Equipment
PPE

Lessons
learned

Lessons learned – other accidents

Activity 5: Identify and Manage Risks

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Read the tour description

- 1. Look for any risk that could happen with tour members on this tour.**
- 2. How can you manage these risks?**



2. Assess Risk: How bad is the risk??

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```
graph TD; Judge[Judge] --- Impact[Impact]; Judge --- Likelihood[Likelihood];
```

Judge

Impact

Likelihood

2. Assess Risk: Risk Impact

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The impact: what **happen?**

- How **serious** will the effect be?
- How **bad**?
- **Injuries**?
- **Death**?
- **Damage** to property?



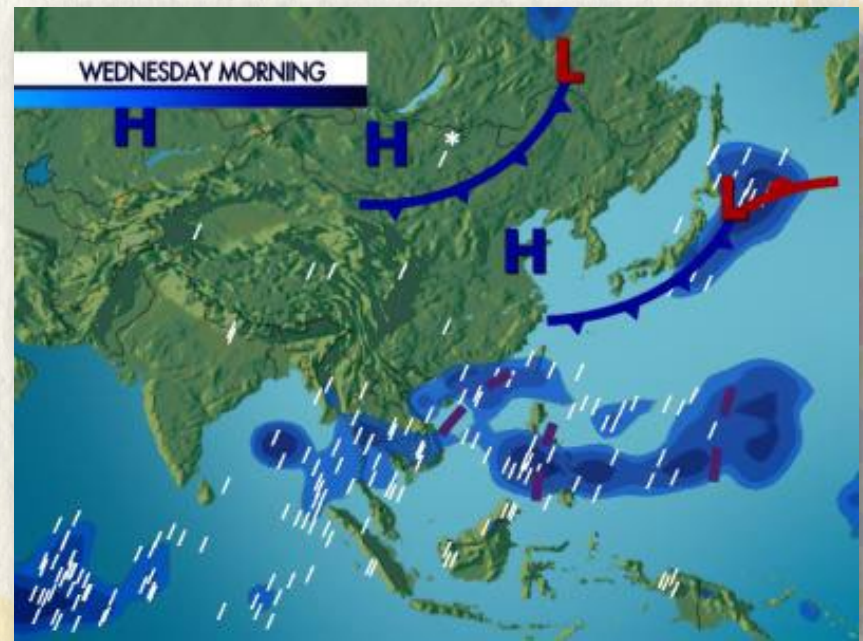
2. Assess Risk: Risk Likelihood

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The likelihood (what's the chance?):

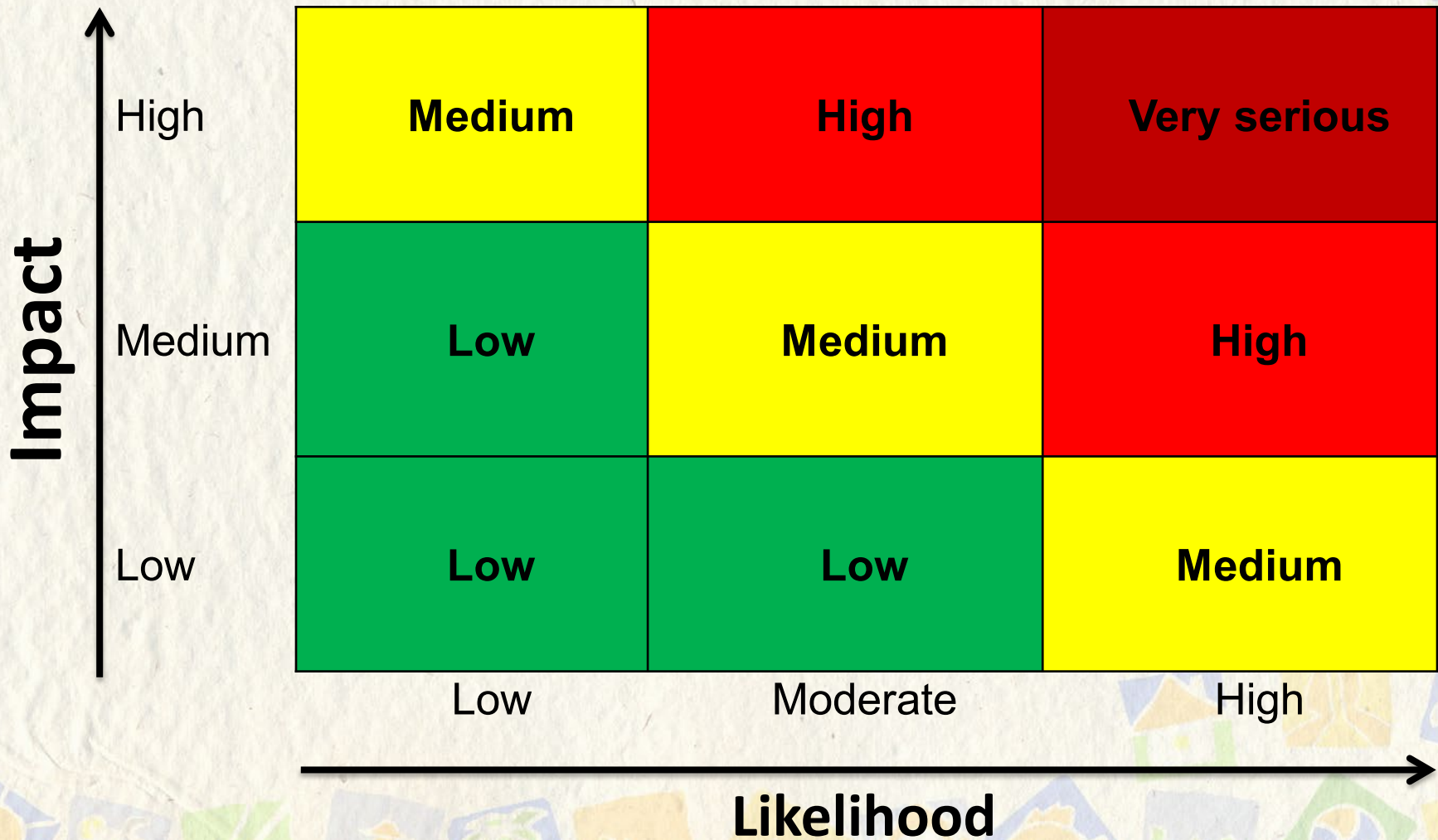
- Will it really **happen**?
- What is the **possibility/chance** of it happening?
- How can you **predict**?

E.g. weather forecasts,
experience, etc.



2. Assess Risk: Risk Matrix

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2. Assess Risk: Risk Matrix Key

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Low Risk: don't worry too much, it probably will not happen, and if it does, there wont be too much damage

Medium Risk: there is a possibility that this will happen, and if it does, there will be some damage

High Risk: there is a real possibility that this will happen, and if it does, there will be some nasty damage or injury.

Critical Risk: the risk is very bad – and is going to happen When it does there will be very bad damage, possibly death.

Work in groups

- 1. Use the matrix and pictures that you get from the trainer**
- 2. Do a risk assessment of the 3 situations in your workbook**



Remember: one of the first things you need to do is **explain the possible danger** to your group

This will help them to **understand** what is going on, and that you have to **make a decision** to keep everybody safe



Give safety info and advice to pax:

Demonstrations:
e.g. equipment

Practice safety procedures:
e.g. evacuation

**What to do?
Where to get help...**

Advice from
other people

Procedures and
regulations

Other people



Operations
Manager



More
experienced
tour guides



Other tour
operators

**STANDARD
OPERATING
PROCEDURE**



**Standard
operating
procedures
(SOPs) from
tour
operator**

**Checklists
or
guidelines**

**Laws and
regulations**

Control Risk: What to do: Options

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1. Remove risk



2. Replace with a safer option



3. Isolate risk



4. Make changes



5. Use PPE (Personal Protective Equipment)



- **Remove the risk** hazard or threat/danger:
- **Best, most effective and first choice** to manage/control risk



Replace the Risk

- **Replace** a dangerous activity with a safer one that still is a similar experience



Isolation: create a distance between a danger and the tourists: e.g.

- move them a safe distance away
- place a protective barrier/shield between them and the risk source



Change the way you do things, or change the equipment or tools used in the activity to make things safer. E.g.

Smooth out uneven ground

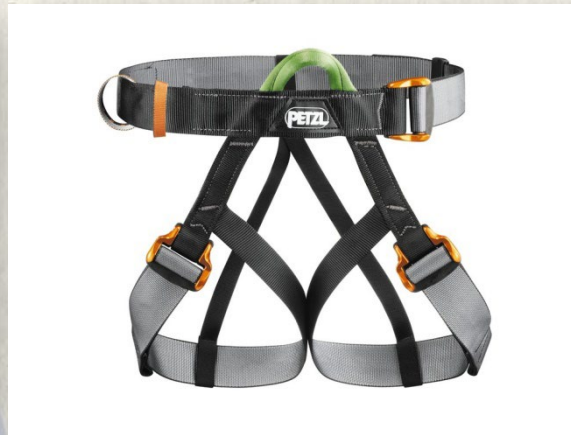
Limit the number of people taking part at any one time

Manage the number and **group size** for an activity

Closely watch and monitor activities

Personal Protective Equipment:

- NB for Adventure Sports!
- Supply and use items and clothing to **provide protection**, e.g. gloves, footwear, eye protection, helmets, harnesses, etc.





Follow health or safety procedures: e.g. wear lifejackets on boats

- **Watch** and **check** that your instructions are followed – e.g. keep life jackets on at all times on the boat!
- Give **help** and **guidance** if it's needed



Tour members behave sensibly and safely – e.g. don't hang out over the edge of boat



Control dangerous behaviour
Tell pax to stop doing anything that can be dangerous to themselves and/or other people.

General Risk Management Guidelines

- Check **equipment**, **places** you go, **facilities** and **the environment** – before use so you understand if there are threats or dangers.



General Risk Management Guidelines

Know your **emergency responses** to **different emergency situations** – e.g.



Man overboard



Boat capsizes



Accident



Injury

General Risk Management Guidelines

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✓ **Stop** if you cannot
keep people safe

✓ Remember to meet
company policy
about **paying**
back any tour
fees



Never just believe participants will see even most obvious risks or know:

- what to do to **cope** with dangers
- how to **avoid damage** or injury
- how to **protect** themselves or their property



Topic Three

Handle Unexpected Situations



Identify unexpected situations

Develop contingency plan

Carry out contingency plan

Type of unexpected events

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- An **unexpected event** is something that you have not planned for
- It will **impact on the itinerary** and the tour planning
- It affects other activities



Negative events

- Accidents & emergencies that changes itinerary in some way, e.g.:
- Cannot go to a site
- Cannot do an activity
- Change the timing of arrivals at locations and/or the end time for the tour

Positive events

- Happenings which were not expected but add value and interest



Type of unexpected events:

Negative

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Technical problems

- Mechanical failure
- Equipment failure

Possessions & Property

- Luggage problems
- Theft

Type of unexpected events:

Negative

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Incidents

- Group fights
- Participants behave badly



Itinerary

- A site is closed
- Bad road conditions
- Bad traffic
- Road accidents causing delays
- Festivals/community gather – causes traffic

Negative

Injury, accident or death – involving:

- A tour group member
- A staff member
- A member of the public
- An animal



Environmental

- Bad weather conditions – like:
- Long-term bad weather, e.g. rain, heat, wind
- Bad weather conditions in a near-by area (e.g. typhoon in Vietnam) which will affect the actual tour area or the tour itself: e.g. flooding.

Positive events

- Natural **weather or other event** that's unique and interesting: special sunset
- Unexpected **cultural activity** – wedding, parade, festival, special market, boat race, etc.
- Seeing special **wildlife** – doesn't normally take place
- Opportunities for engagement with an activity *that's not on this tour itinerary*, but which has been part of another tour.

Positive events

- Never allow tour group members to do something which has not been risk assessed, tested and approved by the tour operator.



Activity 7: Unexpected Events

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- **Think about tours you have done**
- **Identify/ look for**
 - 3 negative and
 - 3 positive events**you have had to allow for.**
- **What did you do about these events?**



Handle negative events

Adjust the tour for a negative event:

1. Tell pax immediately

What the event/incident is

Tell them **how** this event impacts the tour and itinerary

What will have to **change** on the itinerary

2. Decide how to respond: different ways :

Use a **Contingency plan** (approved by the TO/DMC)

Use **Emergency Management** plan from TO/DMC

Use your own knowledge and common sense

3. Give pax a choice

4. Inform pax of new arrangements

Changes to itinerary

Handle negative events

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Options for changes to the itinerary

Drop the activity and replace with another one of the same type of value, quality and experience.

NB: only with TO/DMC approval!

Go faster with activities or commentaries

Only take a few questions from clients

Handle negative events

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Be positive and 'sell' the new plan to the group telling them:

Worries about their safety

Need to stay on time

How wonderful the new, replacement activity is 😊

Arrangements (refunds, discounts, free tour) where a planned activity cannot be done

Handle negative events

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Management issues!

Immediately tell management and others who need to know (attractions, restaurants, hotels, etc.) of changes – and reasons for changes:

Update them about changed times and/or non-arrival



Always follow management/organisational policy and practice –
Never go beyond authority you have as a Tour Guide – often decisions are up to you but must be approved by Management

Important:

Always
remember
'cost'

Time is money!

Any change from approved
itinerary may cost the Tour
Operator or someone else
some money



You may not:

offer 'anything & everything' to make up

Make a tour longer than the finish time

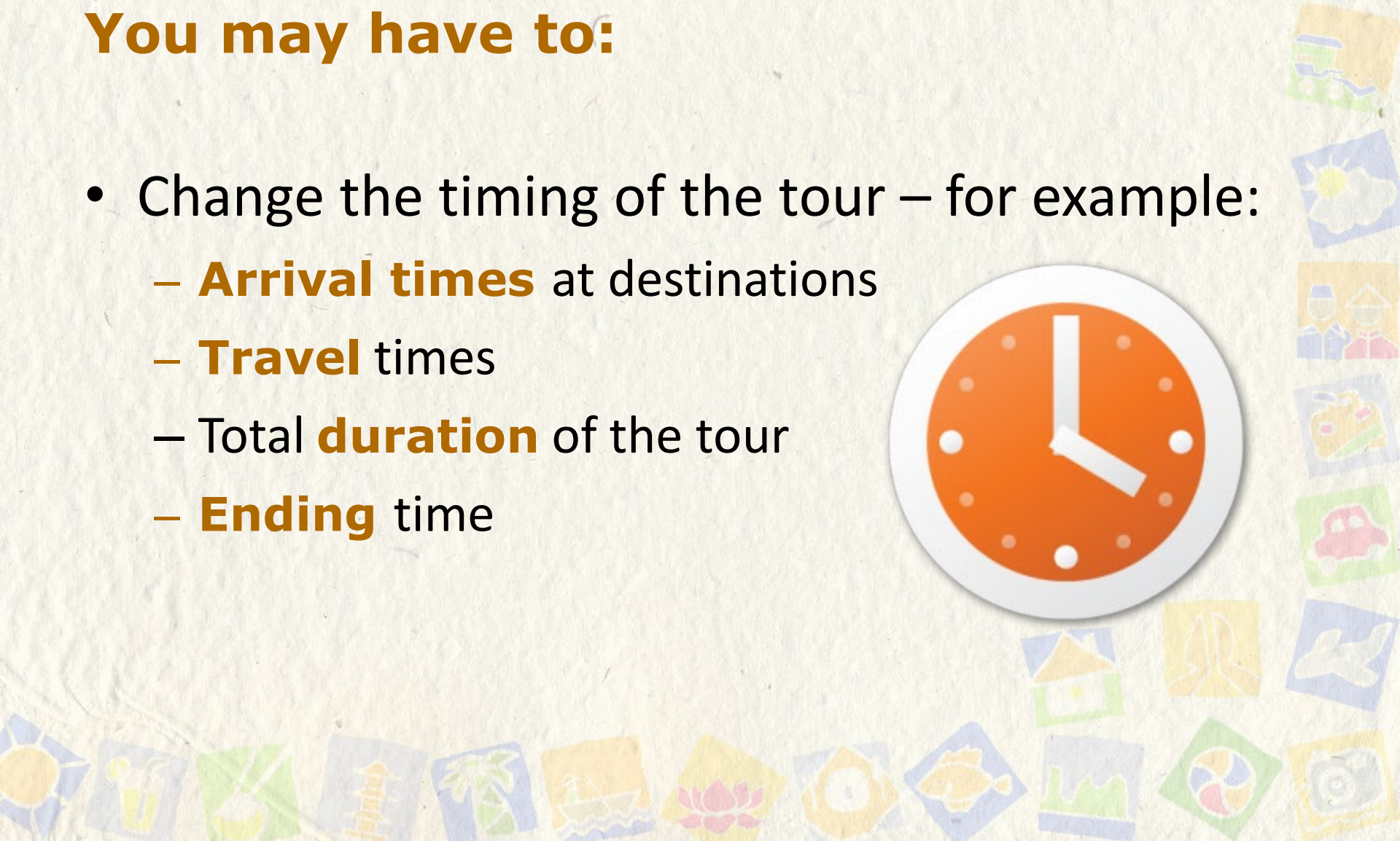
provide extra items (food, drinks) without limit

You may:

Offer what's in your authority to offer, unless management says something else

You may have to:

- Change the timing of the tour – for example:
 - **Arrival times** at destinations
 - **Travel** times
 - Total **duration** of the tour
 - **Ending** time



What you could do:

Stop, pause or delay – while participants watch, see or experience the unexpected event

Tell them about the event based on own knowledge – or find out more information quickly

Explain why the event is so special e.g. only once a year

Need to learn Tour Operator procedures

SOPs

- Standard Operating Procedures

Contingency Plans

- Handle situations where a planned itinerary, routes, activities and other cannot be followed or where a serious emergency happens

Emergency Plans

- Learn, practice and be able to do all emergency plans – to address emergencies which might happen on tour

Practical Implementation

requirements

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Tour Guides must:

Meet tour operator contract commitments

Remember Duty of Care responsibility

Know terms, conditions & content – this info is important for anything you do

Record incidents & keep accurate tour records

Report and write down any unusual happenings

Ensure activities are performed under safe conditions and good practice

Tour Operators have three types of plans for their tours and activities:

Operational plans

Emergency plans

**Contingency plans
(Back-up plans)**

A contingency is:

**An event that may happen
or may not happen**

**A possibility that must be
planned for**

These events are not 'emergencies' (they do not put life or property in danger) but they can :

- **Disrupt** a tour
- **Disappoint** tour group members.



Example:

Plan A
(the itinerary)

- Elephant ride



Plan B
(the backup plan)

- If it rains, do museum tour (rain may clear and do elephant ride later)

Why we have Contingency Plans

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Help tours run smooth even when there are problems



Control costs, time and activities when you cannot follow the normal plan



Help meet customer expectations even where unexpected situations happen



Guide to tour staff when things go wrong or do not go as planned/expected



Meet laws about a tour that does what it promised in its advertisements.

When to use a contingency plan

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Change in group size



Bad weather that prevents a planned activity



A site or attraction is unexpectedly closed



Closed Road stops or delays you getting to where you need to go (e.g. landslides)



Delays e.g. pax return late to a meeting point—so you can't follow the itinerary in time left

Who to tell if you have to use a contingency plan:



Management/Head Office



Your tour group!



Suppliers (e.g. hotel, restaurant)



Other tours/Tour Guides

Contingency plans

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Contingency plan may affect other activities or itinerary, and cause:

Changes to the itinerary

Have to complete reports

Changes to other interpretive activities

Buy extra supplies or resources



Topic Four

Handle Complaints

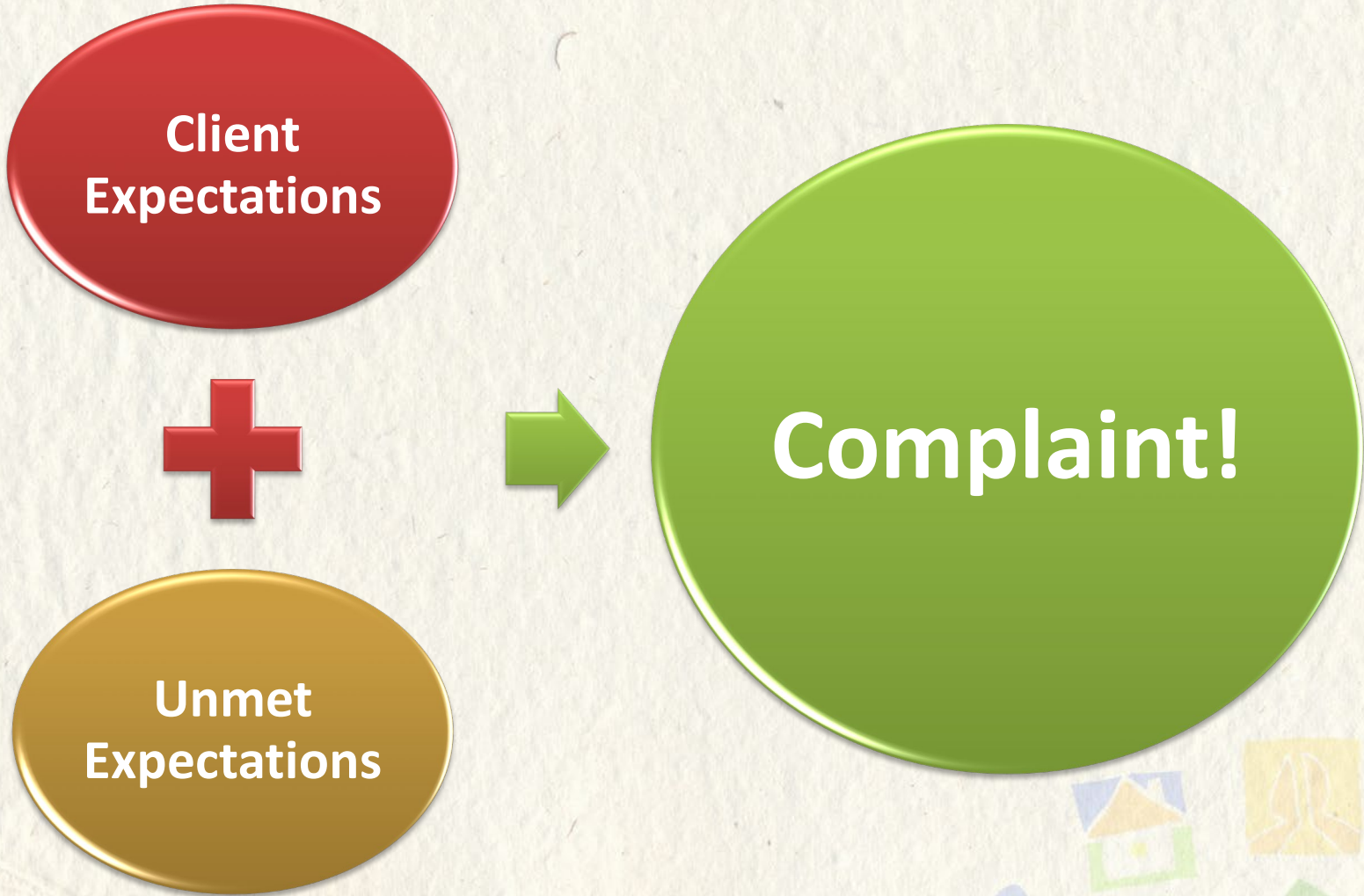


What are complaints?

Understand expectations

Recognise and respond to complaints

Where do complaints come from?



To have some complaints is normal – we can deal with it professionally. Tour operators anticipate:

1 minor complaint per 500 pax

(e.g. does not like the hotel room, doesn't like the guide who has to be replaced, etc.)

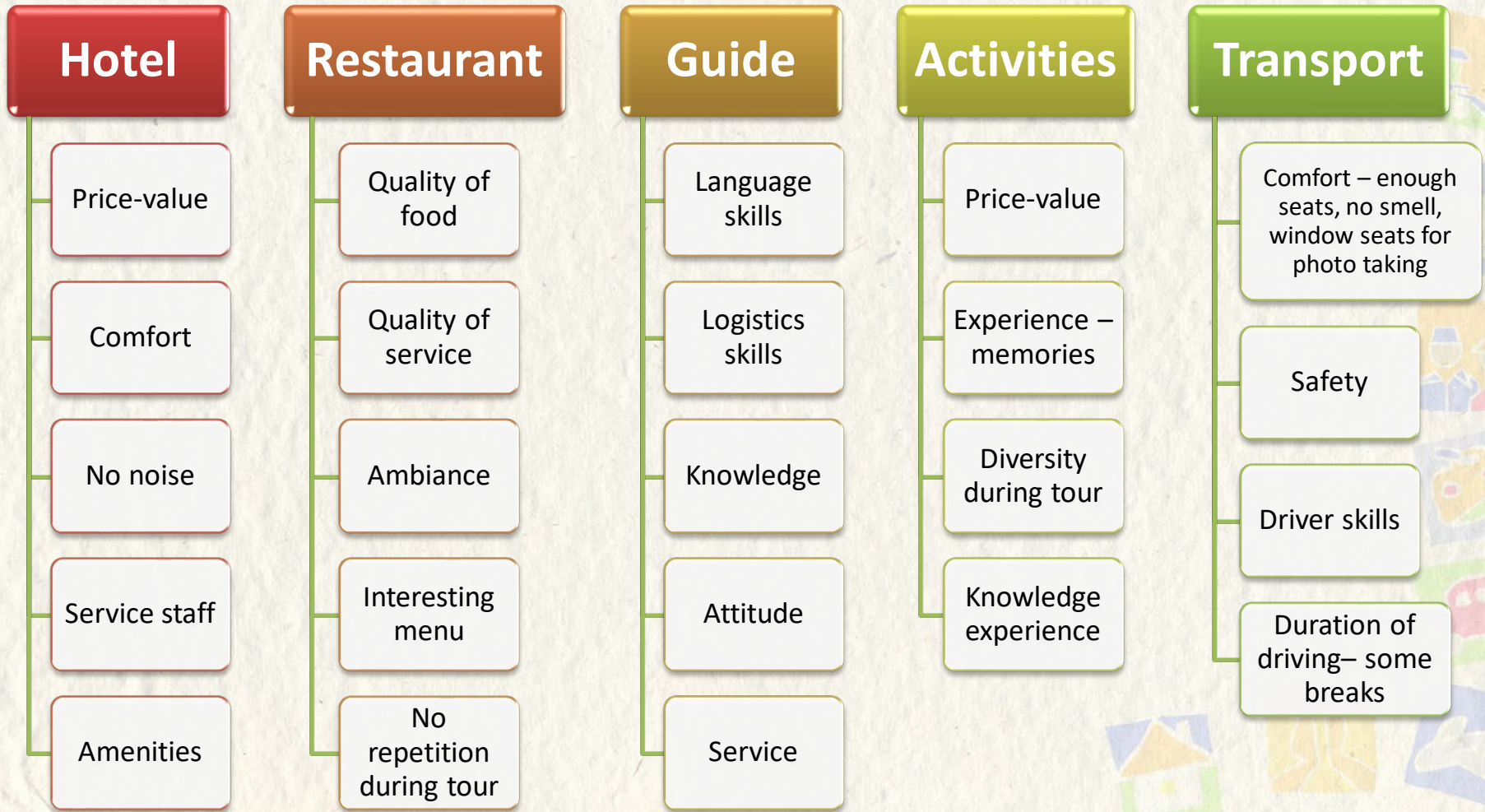
1 major complaint or serious incident per 5000 pax

We deal with professional complaints, which are about expectations not met

A client with unrealistic/unreasonable expectations or bad/insulting manners is not considered to be a professional complaint



Guest expectations of all tour elements



Respond to complaints



Customer's problem may not be our fault, but that doesn't mean that we shouldn't jump to help.

That's what the best companies do!

It is important to handle customer complaints

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Negative experience has bigger impact than positive experience

- Customer who has good experience tells **6 – 10 people**.
- Someone who has bad experience tells **10 – 15 people**



It is important to handle customer complaints

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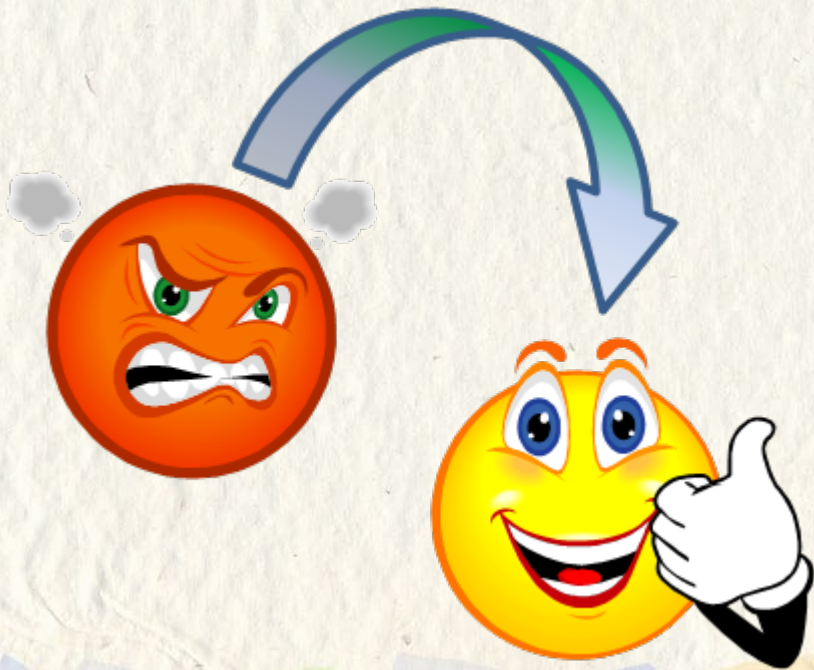
- Tourists **easily share experiences** with people from all over the world – even total strangers
- Negative comments/experiences will be **seen & read!**



It is important to handle customer complaints

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Customers who've had a problem solved become more loyal customers than those who've never had any problem with a company



**Is receiving complaints a
good thing or
a bad thing??**

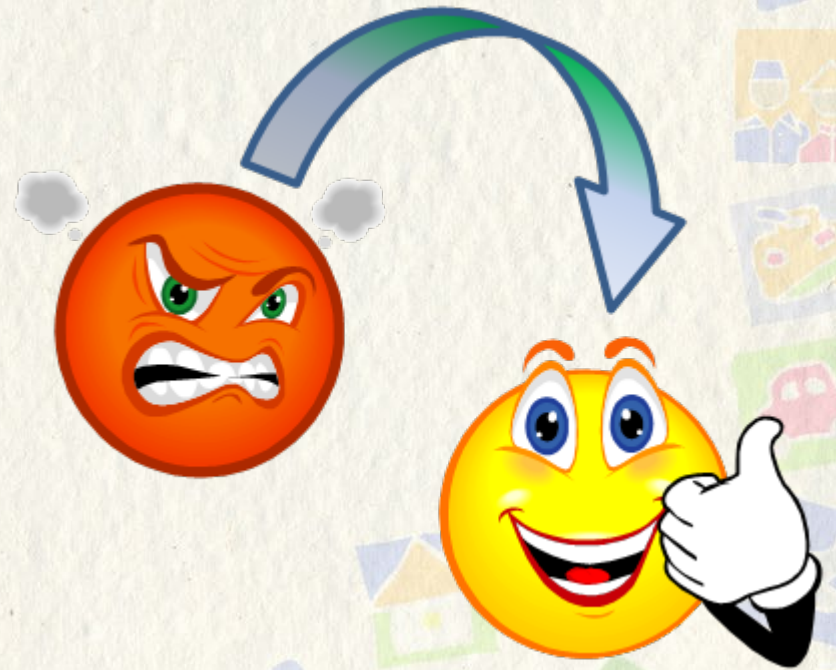
It is important to handle customer complaints

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- If customers tell us what they think about our services & performance, we get valuable info about our products & services
- Complaints & responses tell a company:
 - Where they failed to deliver expected service
 - Where company can **improve on service** and performance
 - What customers **appreciate**

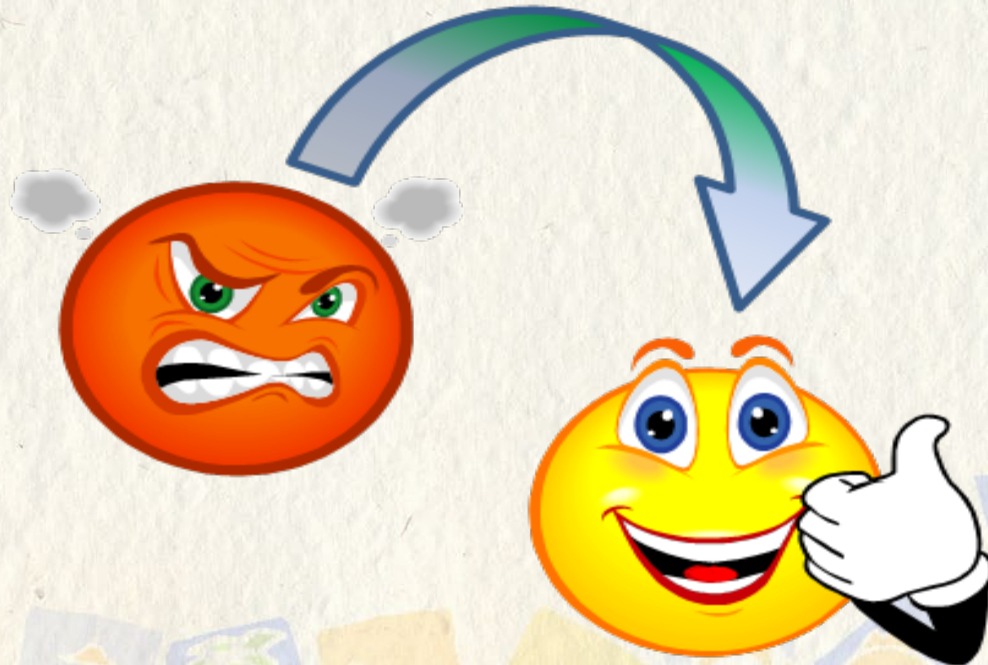
Complaints =

- Opportunity to **delight & impress** customers with how well we respond!
- Way to make a **good impression**.
- Let us know there's a **problem**
- Opportunity to **create loyal repeat customers**



Complaints = an opportunity:

From **OUCH!!!** To **WOW!!!**



How do we know about complaints



- It's not **what** you say - but **how** you say it!
- Be **respectful** and **dignified**
- **Move** angry customers away from a group
- Keep a **safe distance** between you and customer (**1- 2 metres**)



Don't make fun of the problem/customer but stay in a good mood



Humour can help in tough situations, but make sure it is appropriate

If tourist has to wait while the problem is fixed, keep them happy! Offer:

- a **magazine** to read or
- something to **drink** and a
- comfortable **place to wait**.



Very important:

Do not feel hurt or upset by a complaint!

A difficult client is usually not angry with YOU!



**KEEP
CALM**

AND

**DON'T TAKE IT
PERSONALLY**

- Even if customer refers to the company as 'you', and you know you personally weren't cause of the problem, remember that customer sees you as the company!

You represent the company!
You are responsible for the reputation of the company



- Focus on solving the problem
- **Don't become defensive.**





Don't blame others:

- That is **very unprofessional**

- **Take a flashcard**
- **In the group, agree on the right order of the steps in the process to handle complaints.**
- **Put these out on a table or on the floor.**



Steps to handle complaints

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Step 1: What is the problem?



Step 2: What caused the problem?



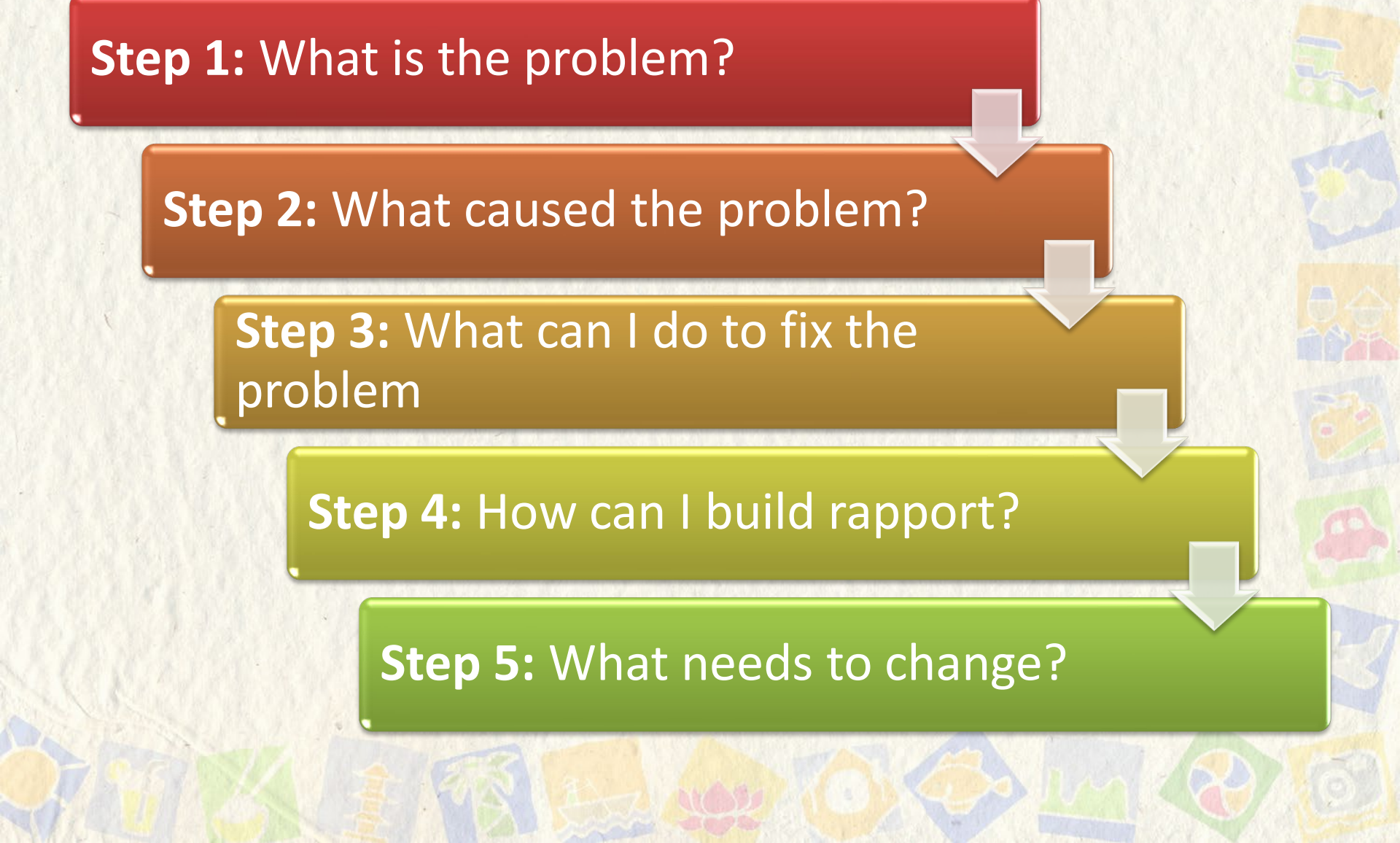
Step 3: What can I do to fix the problem



Step 4: How can I build rapport?



Step 5: What needs to change?



Step 1: What is the problem?

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1. Listen to the complaint



2. Apologise



3. Empathise with their problem



4. Assure the customer you are going to help



5. Write down key details

Remember:
you can apologise for anything
but apologise the right way!

Step 2: What caused the problem?

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Investigate situation



Determine/see if customer has a valid complaint



Apologize again if necessary



Explain what happened



Step 3: What can I do to fix the situation

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1. Offer your best solution

2. Offer an alternative/extra solution

3. Tell the customer what you are doing to solve the problem

4. Take action to fix the problem

5. Make it your responsibility to help them.

Step 4: How can I build rapport?

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Thank the customer for allowing you to make things right

Offer some compensation or refund

Keep them informed of progress so they know you're doing something to help



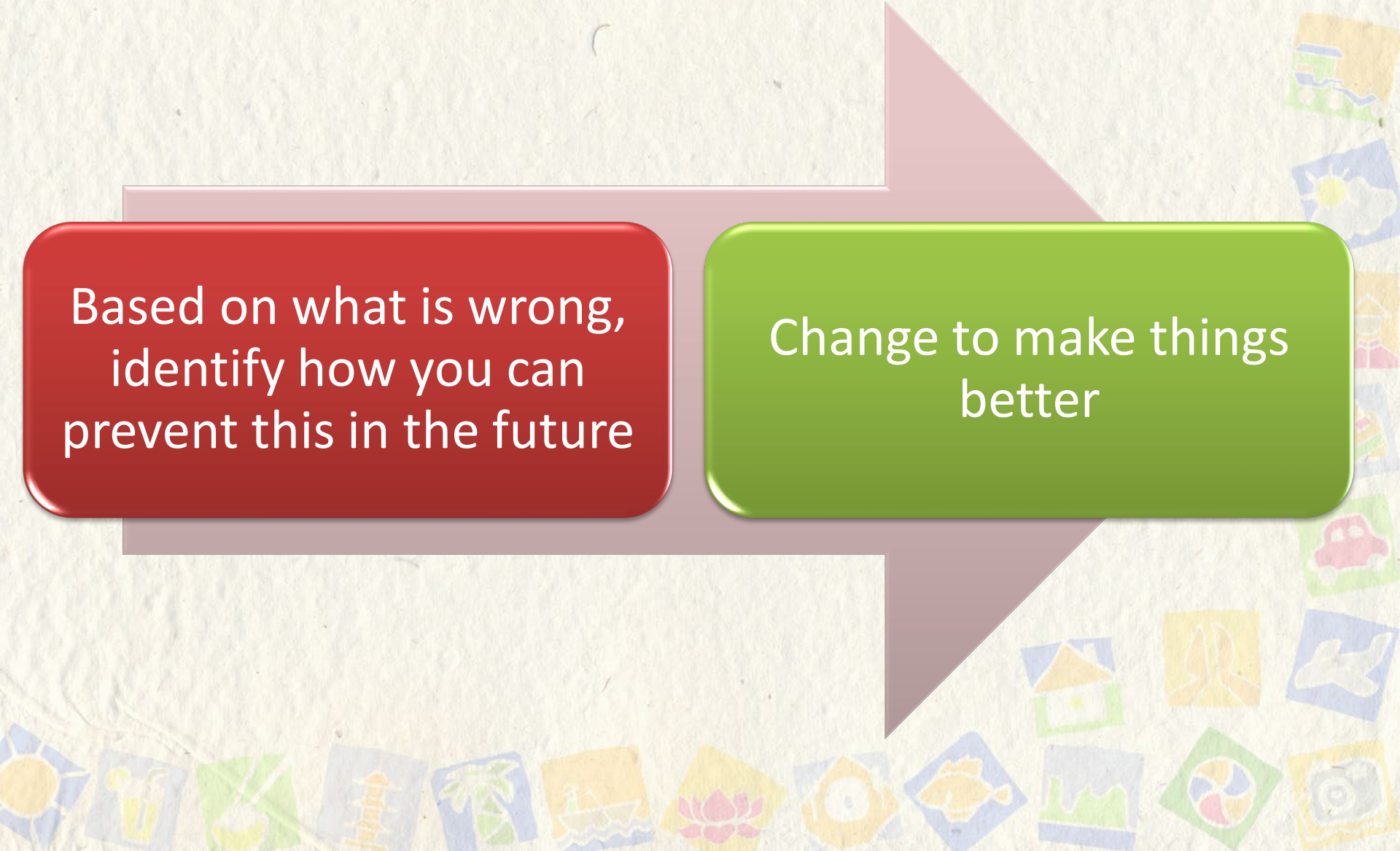
Check up later to see if all is fine with the client and that they are happy again

Once you have taken action, tell the client the progress to fix the problem

Step 5: What needs to change?

Based on what is wrong,
identify how you can
prevent this in the future

Change to make things
better



- **Take one or two flashcards**
- **Work together, put these in 2 groups:**
- **one of things that guides MUST do when they handle complaints, and**
- **the other of what guides MUST NOT do when they handle complaints.**

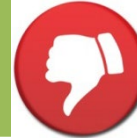


Handle complaints

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- Be calm
- Be professional
- Be positive
- Focus on a solution
- Try hard to resolve complaint
- Act as if you're in control of situation (even if you don't feel it)
- Deal with it quickly & immediately



- Immediately defend yourself or the company
- Deny anything about the complaint
- Blame someone else (e.g. customer or travel agent)
- Take complaints personally
- Get angry
- Yell or shout



**Remember
that
complaints
come when
expectations
aren't met**

**If you manage
expectations,
you can avoid
complaints!**

Activity 10: Complaint handling role plays

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- **Work in pairs, each take a scenario for a role play.**
- **Use the skills you have learned, act out the scene for your classmates.**



Conclusion


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 Module summary

 Course summary

 Assignment presentations

**Topic 1:
Solve Problems and Make Decisions**

**Topic 2:
Identify and
Manage Risks**

**Topic 3:
Handle
Unexpected
Events**

**Topic 4:
Handle
Complaints**

Module 1: Professionalism

Module 2: Build Rapport

Module 3: Interpretive Activities

Module 4: Tour Management

Module 5: Leadership



Thank You! Kop
Chai!



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