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| **When** | **Apology Statement** |
| **Listen to Personalise the Apology** | *Tell me, has this happened before?* |
| *Explain to me, what impact has this had on your…?* |
| *Describe how you felt about that…* |
| *I’m sorry, I can see how [INSERT PROBLEM] must have been frustrating for you.* |
| **Say Sorry** | *I’m very sorry, I appreciate how difficult it must have been for you deal with [INSERT PROBLEM]* |
| *Thanks for alerting us to [INSERT PROBLEM]. I recognise that this can’t have been an easy thing to deal with and I’m so sorry that we have caused you to feel [INSERT EXPRESSED EMOTION]* |
| *What I’m now doing to help you is [INSERT ACTION]* |
| **Provide Reassurance and Create a Sense Immediacy** | *You were absolutely right to bring this to my attention, so I can immediately [INSERT ACTION]* |
| *As I investigate, I can see that…* |
| *I will try everything I can to get this fixed by the end of the day* |
| **Take Ownership and Make a Commitment** | *I will contact you as soon as I have an update* |
| *I will work to on resolving the problem and I will be in touch shortly, so you can enjoy your (vacation/birthday/holidays etc.)* |
| *This situation is difficult, but one solution that we could try is to [INSERT SOLUTION]* |
| **Taking Responsibility Begins with Giving Your Full Name** | *Now that I’m aware of the situation, we can look to fix it by [INSERT SOLUTION]* |
| *If I were in your situation, I would feel the same. What I would try, and I suggest that we do too, is to [INSERT SOLUTION]* |
| **Closing the Apology** | *I’m sorry that you’ve had to call in today, but we have managed to [INSERT SOLUTION].*  *Now we have done that, our next steps are [INSERT NEXT STEPS]* |