**APOLOGIZE**
Do it without delay.
Doesn’t matter who is at fault.
Don’t judge!
Be natural and sincere about it.
Reduces stress, creates calm and minimizes talk time.
Establishes rapport and trust.

**ACCEPT**
Give them a forum.
Don’t interrupt!
Listen empathetically to understand.
Think of solutions as they talk.
Research while they talk.
After they’ve had their say, ask specific questions.

**ACKNOWLEDGE AND ADDRESS**
Recognize their upset.
Avoid transferring the call.
Don’t take it personal.
Let them vent, but don’t lose control.
Tell them what you *can* do.
Show empathy.

**ASSIST**
Know your product.
Understand, then be understood!
Make confirmation statements.
Stay up-to-date on changes.
Respond quickly and accurately.
Be specific when requesting info.
Ask close-ended questions.