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### **The Customer Is Usually Wrong**

The title, *The Customer Is Usually Wrong*, might lead you to believe that Fred Jandt's purpose is to negate the importance of customer opinion and/or possibly to blame customers if service is less than satisfactory. His premise is that for an organization to deliver quality customer service that it can take pride in, it must be able to determine what customers believe its service to be, to create expectations of what the service is, and to negotiate with customers to redefine their expectations if they are unrealistic. If the customer makes impossible demands, and they are not met (because they are impossible), the customer is dissatisfied, takes his business elsewhere, and probably tells others how the business failed him or her. To achieve win-win outcomes, service providers need to take on the characteristic attitudes of effective negotiators. First, they must expect the other party always to see the situation differently. And fourth, they must believe that the overall goal is to establish a long-term relationship. Jandt provides a general framework for leaders in every type of service organization to begin a proactive reassessment of the theory and practice of customer service.



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