

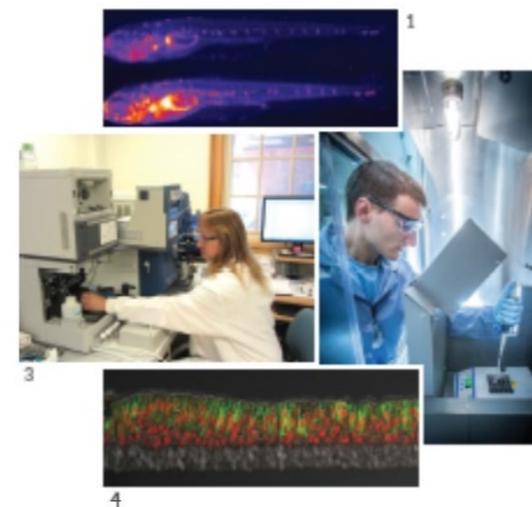
# Biomedical Core Facilities at UNC

February  
2019

## Access State-of-the-Art Technologies and Expertise

UNC offers more than 40 core facilities, available to both internal and external users. These facilities are a significant resource for faculty research and student training and offer a wide range of services, high-end instrumentation, and technical support.

The broad array of equipment and technical expertise supports basic and translational R&D at UNC-Chapel Hill and in the wider research community. Academic, government and industry partners are welcome to take advantage of the robust research infrastructure offered through the UNC Research Core Facilities.



For more information on the UNC biomedical cores and to access the searchable core database including available equipment listings, please visit the core facilities website: [www.med.unc.edu/corefacilities](http://www.med.unc.edu/corefacilities).

UNC Cores are independently managed and run; please feel free to reach out to each core to discuss your project with them directly.

We look forward to partnering with you!

1. Zebrafish Aquaculture Facility / 2. BRIC Radiochemistry core / 3. Biomarker Mass Spectrometry Facility / 4. Airway epithelia (Dr. Alessandra Livraghi) image from the MH Microscopy Facility

# ANNOUNCEMENTS

- ▶ CFAC Spring RFA responses due 3/4. Reviews will be conducted by 3/13. Bid defenses to be held 3/20.
- ▶ Core Director Mentoring Group - please sign up if interested; we will schedule a lunch meeting for April
- ▶ Business Skills Workshop - May 22-23 at Rizzo Center. Registration will open 3/1 (up to 50). Paid for by CFAC, breakfast/lunch provided.
- ▶ Special Seminar on Tuesday, April 9 at 11am: *"The Antibody Crisis: Leveraging machine learning for evidence-based antibody search"* by Maurice Shen, BenchSci
- ▶ Special Seminar on Wed., April 24 at 11am: *"Resolving tumor heterogeneity and clonal evolution with single-cell DNA analysis"* by Shawn Clouthier, Mission Bio
- ▶ Who is attending ABRF in San Antonio?
- ▶ Reminder: please complete iLab survey for ORT

CORE DIRECTORS

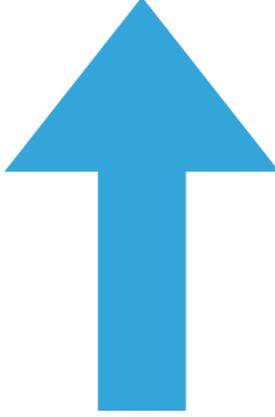
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**CUSTOMER SERVICE TRAINING**

# AGENDA

- ▶ The challenges of managing core labs
- ▶ Effective business strategies
- ▶ Who are our customers?
- ▶ Who impacts our customers?
- ▶ What do our customers expect and deserve?
- ▶ Techniques for dealing with angry customers
- ▶ Case studies

# CHALLENGES OF MANAGING CORE LABS

- ▶ Factors on the “increasing” scale
    - ▶ Customer expectations
    - ▶ Business objectives
    - ▶ Need for capacity
    - ▶ Competition
  - ▶ Benchmark study (2016) of core labs in 156 institutions (conducted by iLab-Agilent)
    - ▶ 52% of core income from customers
    - ▶ 30% from institutional support (subsidies)
    - ▶ 54% of cores reported growth in number of customers
    - ▶ 46 hours/month spent serving customers
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## WHO ARE OUR CUSTOMERS?

### INTERNAL CUSTOMERS

EACH OTHER  
OTHER CORES  
DIRECT SUPERVISOR  
EMPLOYEES

### EXTERNAL CUSTOMERS

UNC INVESTIGATORS  
OUTSIDE INVESTIGATORS  
SUPPLIERS  
VENDORS

**Don't Give Customers a Reason to Shop Around!**

# EFFECTIVE BUSINESS STRATEGIES

## DIFFERENTIATE

VOICE OF CUSTOMER

BETTER, FASTER, MORE CONVENIENT?  
HIGHER QUALITY  
LOWER PRICES  
NEWEST TECHNOLOGY

## INTEGRATE

CORE TO CORE  
PIPELINES (SAMPLE IN, DATA OUT)  
CENTER OR DEPARTMENT  
GRANT APPLICATIONS

## AUTOMATE

INCREASE PRODUCTIVITY  
REDUCE ERRORS  
LESS WASTE OF TIME AND TALENT  
INCREASE SPEED  
IMPROVE COMPETITIVENESS

## EVALUATE

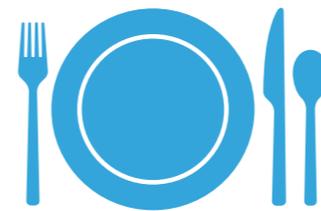
TRACK METRICS (KPI)  
TURNAROUND TIME  
INSTRUMENT PERFORMANCE  
USE OF CONSUMABLES  
  
ENABLE DATA-DRIVEN DECISIONS

## WHO IMPACTS OUR CUSTOMERS?

- ▶ All Employees impact our customers!
- ▶ Front-line, direct contact, customer service persons:
  - ▶ Must have skillset and mindset to meet or exceed a customer's expectations (friendliness, empathy, communication skills, problem solving, patience)
  - ▶ Must understand workflow (inter- and intra-), different roles, where to find information
  - ▶ Must be the "image" of the core, and more widely UNC

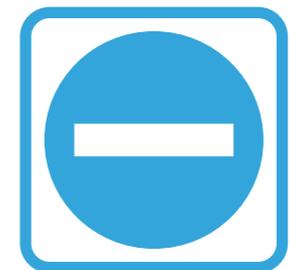
## WHAT DO OUR CUSTOMERS EXPECT?

- ▶ Excellent customer service for an exceptional product with competitive pricing, delivered on time
  - ▶ A superior product accompanied by poor customer service will often fail to hold the customer
- ▶ Attention
- ▶ Responsiveness
- ▶ Clear communication
- ▶ Confidentiality



Full Service with a Smile

OR



Do Not Enter

# WHAT DO OUR CUSTOMERS DESERVE?

- ▶ Adopt the attitude that “The customer is always right”, even if they are not
- ▶ Do everything with a smile
- ▶ Truly care about their project and problems
- ▶ Always be polite and professional
- ▶ Positive attitudes translate to great customer service
- ▶ Get to know your customers
- ▶ Break out of your silo (interact, learn, ask)
- ▶ Be the best resource - get them an answer, go the extra mile
- ▶ Have a rapid response policy (reply same business day and provide answer within 24 hours)
- ▶ Learn from excellence
- ▶ Be adaptable

## CONSISTENCY DRIVES CUSTOMER LOYALTY

- ▶ The service level you provide in the beginning sets expectations
  - ▶ Cost of poor quality or service
  - ▶ Be good and stay good
- ▶ Investing time upfront (consultation) prevents downstream errors and manages expectations; sets you up as a partner, not just a service provider
- ▶ Studies (and experience) show that it takes ~12 months to win back a customer who leaves your business (at what cost?)
- ▶ Capitalism drives competition (should drive) customer service
- ▶ What do we do when a customer is unhappy?

# DEALING WITH UNHAPPY CUSTOMERS

- ▶ Step 1: Adjust your mindset - put yourself into a customer service mindset and set aside trying to assign fault. Your client is upset and it is up to you to solve the problem.
- ▶ Step 2: Listen actively - try to create partnership ("Let's go over what happened" or "please tell me why you are upset")
- ▶ Step 3: Repeat their concerns - ensures you are addressing the right problem
- ▶ Step 4: Be empathic and apologize
- ▶ Step 5: Present a solution
- ▶ Step 6: Take action (immediately) and follow up
- ▶ Step 7: Use the feedback to reduce the risk that this will recur (lessons learned, root cause analysis, new or revised SOP)

## H.E.A.R.D. TECHNIQUE FOR DEALING WITH ANGRY CUSTOMERS

- ▶ **Hear:** Listen to customer's entire story
- ▶ **Empathize:** Use phrases that convey that you understand how the customer feels
- ▶ **Apologize:** And do so effusively!
- ▶ **Resolve:** Fix the issue, and if you don't know how ask the customer "How can I make this right?"
- ▶ **Diagnose:** Get to the bottom of the issue to make sure it doesn't happen again

## CASE STUDIES – TABLE EXERCISE

- ▶ **Scenario 1:** A well-respected senior PI contacts your core with a request for services with plans to prepare samples (cells, proteins, slides, RNA, etc.) using an outdated or incorrect protocol. You know this will not result in optimal results. **WHAT DO YOU DO?**
- ▶ **Scenario 2:** One of your core technicians mis-calculates sample concentrations for a customer's project, an error that is not discovered until the full analysis has been completed. **WHAT DO YOU DO?**

CORE DIRECTORS

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**COMMUNICATION TRAINING**

## AGENDA

- ▶ The 7 Cs of Communication
- ▶ Communicating in Writing
- ▶ Communicating Face to Face
- ▶ Active Listening
- ▶ Common Mistakes
- ▶ Effective Meetings
- ▶ Case Study

# HIGHER STANDARD

- ▶ “Responsible Employee” - provide a safe, diverse and equitable environment
- ▶ You are an example and must act accordingly
  - ▶ Ethics - follow the rules
  - ▶ Communication - avoid gossip, be clear
  - ▶ Behaviors: conduct = condone
  - ▶ “Loose lips sink ships”
- ▶ Accountable - for yourself and your team, “Inspect what you expect”
- ▶ Not perfection but compliance

# OVERVIEW

- ▶ >80% of problems in the workplace are communication-related
- ▶ Everyone manages emotion, communication and conflict from **habit** - patterns and styles developed early in life and over time
- ▶ Your capacity to communicate is often seen as an indicator of your ability and intelligence
- ▶ One of the quickest ways to alienate yourself from other people is to communicate ineffectively
- ▶ Effective communication empowers you to influence others

## THE 7 C'S OF COMMUNICATION

- ▶ **Clear** - what is your purpose in communicating?
- ▶ **Concise** - stick to point and keep it brief
- ▶ **Concrete** - solid, laser-focused message
- ▶ **Correct** - error-free, audience appropriate
- ▶ **Coherent** - logical, tone and flow is consistent
- ▶ **Complete** - audience has everything needed to be informed
- ▶ **Courteous** - friendly, open and honest

# EFFECTIVE EMAIL COMMUNICATION

- ▶ Don't over-communicate by email - use the "rule of 3" - if this requires more than 3 back-and-forths, use the phone or discuss in person. When possible, deliver bad news in person.
- ▶ Make good use of subject lines - should grab attention and summarize contents; may include date/time. If message is short, use EOM so they know they don't have to open email.
- ▶ Keep messages clear and brief - "chunk" related information
- ▶ Be polite - avoid slang and jargon, inappropriate abbreviations; email may be forwarded
- ▶ Check the tone - think about how your email "feels"
- ▶ Proofread - in Outlook, when drafting email, use Options/Spelling & Grammar. Check the To: line to be sure everyone is included

## EFFECTIVE WRITTEN COMMUNICATION – SOWS OR REPORTS

- ▶ Consider your audience - supervisor, coworker, customer
- ▶ Provide information; persuade; document; establish permanent record; written proof to avoid confusion or blame
- ▶ Must be accurate and logical. Using a template reduces errors, sets expectations
- ▶ Include: purpose, key points, action plan, anticipated outcomes, request for acknowledgement or agreement

# EFFECTIVE COMMUNICATION – FACE TO FACE

- ▶ Posture - stand tall with shoulders back
- ▶ Eye contact - solid with a “smiling” face
- ▶ Gestures with arms and hands - purposeful and deliberate
- ▶ Speech - slow and clear
- ▶ Tone of voice - moderate to low
- ▶ Flex your style depending on audience
- ▶ Choose words carefully
- ▶ Listen, think and be open
- ▶ Relax

## ACTIVE LISTENING

- ▶ Pay attention - eye contact, no distractions, notice body language, avoid preparing your rebuttal
- ▶ Show that you are listening - nod, smile, posture, comments
- ▶ Provide feedback - paraphrase, ask questions, summarize
- ▶ Defer judgment - allow speaker to finish, avoid counter-arguments
- ▶ Respond appropriately - be honest and open, assert opinions respectfully, "golden rule"

# COMMON COMMUNICATION MISTAKES

- ▶ Not editing your work - proofread, use spelling/grammar check, have a colleague read through before sending or submitting
- ▶ Delivering bad news by email - nonverbal cues and nuance are lost. Deliver by phone or in person (preferred)
- ▶ Avoiding difficult conversations - small problems become big problems; learn to give clear, actionable feedback; prepare, rehearse
- ▶ Not being assertive - state what you need while considering the needs of others; learn when to say "no" or "not right now"
- ▶ Reacting, not responding - avoid raising your voice or sending a terse reply to an email; damages reputation

## COMMON COMMUNICATION MISTAKES

- ▶ Not preparing thoroughly - poorly prepared presentations, reports, emails, meetings - frustrate your audience
- ▶ Using a "one size fits all" approach - know your audience and try to address different learning styles
- ▶ Not keeping an open mind when meeting new people - avoid stereotyping
- ▶ Assuming that your message has been understood - encourage people to reply with questions
- ▶ Accidentally violating other's privacy or confidence - don't forward sensitive emails; check the "To:" line; consider writing sensitive document in Word and pasting in to email to avoid inclusion of other information

# EFFECTIVE MEETINGS

- ▶ Set clear objectives -“At the end of the meeting, I want the group to...”
- ▶ Use time wisely - streamline, don't waste time, be on time, prepare an agenda (priorities, results, participants, sequence, timing, date/time, place)
- ▶ Satisfying participants that a sensible process has been followed - take feedback, don't let one person dominate, pay attention to attention, stay on topic, delegate action items, summarize next steps
- ▶ Set ground rules for meeting etiquette - timekeeping, use of technology during meeting, how to deal with interruptions and who has the floor

## CASE STUDY – TABLE EXERCISE

- ▶ Read email text, critique and re-write to provide clear and concise messaging in a professional style

**To: Dr. Strange**

**Re: Your study**

**Hey, those samples you dropped off aren't good. we don't have time to deal with it today cause we have other customer. Did u read our QC protocol? let us no next steps, when did you need data?**

# ASSESSMENT QUESTIONS

1. Do I (or my employees) have enough cross-training to answer any question from a customer?
2. Do I (or my employees) have all of the tools necessary to be effective?
3. Do I have the trust of our customers?
4. Are my communications (phone, email, in person) consistent, effective and timely?
5. Do I go "above and beyond"?
6. Do I make sure "the customer is always right" even if they are not?
7. Do my colleagues understand me? Are they responsive? Do they see me as "the front door"?
8. What is one aspect of my role that I need to improve?