Haward Technology Middle East

Course Title
Transforming Complaints to Opportunity

Course Date/Venue
Session 1: September 07-11, 2025/Tamra Meeting Room, Al Bandar Rotana Creek, Dubai, UAE
Session 2: December 14-18, 2025/Meeting Plus 9, City Centre Rotana, Doha, Qatar

Course Reference
SS1082

Course Duration/Credits
Five days/3.0 CEUs/30 PDHs

3.0 CEUs (30 PDHs) AWARD

Course Description

80% of this course is practical sessions where participants will be engaged in a series of interactive small groups, class workshops and role-plays.

This course is designed to provide participants with a detailed and up-to-date overview of Transforming Complaints to Opportunity. It covers the complaint management, voice of the customer (VoC) and psychology behind complaints; the service recovery paradox, customer journey mapping and touchpoints, complaint channels and trends; the effective communication skills and complaint categorization and prioritization; the root cause analysis (RCA) for complaints, de-escalation and conflict resolution techniques; the documentation and reporting standards and emotional intelligence (EI) in complaint handling; and the data analysis of complaints.

Further, the course will also discuss the linking of complaints to KPIs, customer retention strategies and complaint-driven innovation; creating a closed-loop complaint system and building complaint-ready culture; the complaint management policies and procedures, technology tools for complaint handling and cross-functional complaint handling; and the legal, ethical and regulatory considerations, risk management through complaints, internal training and capability building.

During this interactive course, participants will learn the complaint management effectiveness measurement; the customer experience (CX) and complaints; and the internal feedback from complaint handlers and strategic alignment with business goals covering the complaints as a metric in strategic reviews, balanced scorecard integration, customer-centricity in strategic planning and board-level reporting.

Course Objectives

Upon the successful completion of this course, each participant will be able to:-

- Apply and gain an in-depth knowledge on transforming complaints to opportunity

- Discuss complaint management, the voice of the customer (VoC) and the psychology behind complaints

- Explain service recovery paradox, customer journey mapping and touchpoints including complaint channels and trends

- Apply effective communication skills, complaint categorization and prioritization, root cause analysis (RCA) for complaints and de-escalation and conflict resolution techniques

- Implement documentation and reporting standards, emotional intelligence (EI) in complaint handling and data analysis of complaints

- Link complaints to KPIs and apply customer retention strategies and complaint-driven innovation

- Create a closed-loop complaint system, build complaint-ready culture and apply complaint management policies and procedures

- Apply technology tools for complaint handling and discuss cross-functional complaint handling

- Discuss legal, ethical and regulatory considerations, risk management through complaints, internal training and capability building

- Measure complaint management effectiveness and discuss customer experience (CX) and complaints

- Review internal feedback from complaint handlers and apply strategic alignment with business goals covering complaints as a metric in strategic reviews, balanced scorecard integration, customer-centricity in strategic planning and board-level reporting

Exclusive Smart Training Kit - H-STK®

*Participants of this course will receive the exclusive "Haward Smart Training Kit" (**H-STK®**). The **H-STK®** consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

Who Should Attend

This course provides an overview of all significant aspects and considerations of transforming complaints to opportunity for customer service representatives, call center agents and supervisors, customer experience (CX) managers, sales and account managers, quality assurance and service improvement teams, operations and support staff, marketing and brand managers, product and service development teams, supervisors and team leaders and those who involved in complaint resolution or customer retention strategies.

Course Certificate(s)

Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours

Certificate Accreditations

Haward's Certificates are accredited by the following international accreditation organizations:

- **British Accreditation Council (BAC)**

    Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. Haward's certificates are internationally recognized and accredited by the British Accreditation Council (BAC). BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

- **The International Accreditors for Continuing Education and Training (IACET - USA)**

    Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

    Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

    Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:

Mr. **Drag Zic** is a **Senior Management Consultant** with over **30 years** of training and industrial experience. His expertise lies extensively in the areas of **Leading Effective Meetings**, **Leadership & Business**, **Presentation** Skills, **Decision Making** Skills, **Communication** Skills, **Negotiation** Skills, **Coaching & Mentoring**, **Performance** Management, **Customer Service** Management, **Critical Thinking & Creativity**, **Quality** Management, **Risk** Management, **Data Management** Systems, **R&D** and **Research** Management, **Project** Management, **Planning**, **Budgeting & Cost Control**, **Document** Management, **Record** Management and **Contract** Management. Further, he is well-versed in Analytical & Chemical Laboratory Management, Statistical Analysis of Laboratory Data, Statistical Method Validation & Laboratory Auditing, Sample Development & Preparation in Analytical Laboratory, Data Analysis Techniques, Laboratory Quality Management (ISO 17025), Applied Research & Technology, Basic Geology, Quality Assurance Assessment, Quantified Risk Assessment (**QRA**) as well as in Seismic Monitoring Systems, Seismological Software (4di, Xmts, OptiNet and ErrMap), Data Analysis, Rock Mass Stability Analysis, Seismic Budget Planning & Productivity Improvement Analysis, HazMap, ISO Standards as well as Balance Scorecard. He is currently the **Director** & **Principal Consultant** of **DRAMI** wherein he is responsible in formulating and executing the plans for applied research and technology transfer.

During Mr. Zic's career life, he had occupied several significant positions as the **Programme Manager**, **Managing Member**, **Rock Engineering Manager**, **Contract Manager**, **Consultant/Lecturer**, **Mine Seismologist**, **Data Analyst** and **Assistant Analyst** from different international companies.

Mr. Zic is a **Professional Natural Scientist**, has a **Bachelor** degree in **Geology**, a **Diploma** in **Management Development Programme** and currently enrolled for **Phd** in **Wits University**. Further, he is a **Certified Instructor/Trainer**, a **Certified Trainer/Assessor** by the **Institute of Leadership & Management** (**ILM**) and an active member of various professional engineering bodies internationally like the European Geosciences Union (**EGU**), the Canadian Institute of Mining (**CIM**), the Project Management South Africa (**PSMA**), the European Association of Geoscientists and Engineers (**EAGE**), the South African Council for Natural Scientific Professions (**SACNASP**), the International Society for Rock Mechanics (**ISRM**) and the South African Geophysical Association (**SAGA**). He has further delivered numerous trainings, workshops, conferences and seminars internationally.

Training Methodology

This interactive training course includes the following training methodologies as a percentage of the total tuition hours:-

20% Lectures
80% Practical Exercises, Case Studies, Games, Customized Videos, Site Visits, Simulations, Role Play, Group Skill Sessions, Outdoor & Indoor Activities

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

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Course Fee

Dubai	**US$ 5,500** per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.
Doha	**US$ 6,000** per Delegate. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the workshop for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1

Time	Topic
0730 – 0800	*Registration & Coffee*
0800 – 0815	*Welcome & Introduction*
0815 – 0830	***PRE-TEST***
0830 – 0930	***Introduction to Complaint Management*** *Definition and Types of Complaints • Importance of Complaints in Customer-Centric Culture • Complaint Lifecycle Overview • Misconceptions and Fears Around Complaints*
0930 – 0945	*Break*
0945 – 1030	***The Voice of the Customer (VoC)*** *Active Listening Techniques • Capturing Verbal and Written Feedback • Direct versus Indirect Customer Feedback • Integrating VoC into Continuous Improvement*
1030 – 1130	***The Psychology Behind Complaints*** *Emotional Triggers in Complaint Behavior • Customer Expectations and Perception Gaps • Empathy versus Sympathy • Behavioral Response Models*
1130 – 1215	***Service Recovery Paradox*** *Definition and Concept of Turning Failures into Loyalty • Case Studies of Recovery Success • Cost-Benefit of Effective Service Recovery • Link to Brand Reputation*
1215 – 1230	*Break*
1230 – 1330	***Customer Journey Mapping & Touchpoints*** *Identifying Pain Points through Complaints • Mapping Complaints to Customer Journey Stages • Predicting Complaint Triggers • Using Journey Maps for Proactive Service Design*
1330 – 1420	***Complaint Channels & Trends*** *Traditional versus Digital Complaint Channels • Social Media and Online Reviews • Importance of Omnichannel Complaint Capture • Real-Time Complaint Response Models*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day One*

Day 2

0730 – 0830	**Effective Communication Skills** *Active Listening and Paraphrasing • Tone of Voice and Word Choice • Non-Verbal Cues in In-Person and Virtual Settings • Defusing Emotional Situations*
0830 – 0930	**Complaint Categorization & Prioritization** *Urgent versus Non-Urgent Complaints • Risk-Based Categorization • Impact versus Frequency Matrix • Routing and Escalation Paths*
0930 – 0945	*Break*
0945 – 1100	**Root Cause Analysis (RCA) for Complaints** *Problem versus Symptom Differentiation • Tools: 5 Whys, Fishbone Diagram, Fault Tree • Linking RCA to Corrective Actions • Preventive versus Reactive Approaches*
1100 – 1215	**De-escalation & Conflict Resolution Techniques** *Conflict Triggers and Escalation Paths • De-escalation Phrases and Body Language • Handling Aggressive or Irrational Complainants • Building Rapport Under Pressure*
1215 – 1230	*Break*
1230 – 1330	**Documentation & Reporting Standards** *Importance of & Complaint Records • Structuring Complaint Logs • Legal and Compliance Considerations • Reporting for Trend Analysis*
1330 – 1420	**Emotional Intelligence (EI) in Complaint Handling** *Self-Awareness and Self-Regulation • Empathy in Real-Time Interactions • Stress Management Techniques • Building Trust through Authenticity*
1420 – 1430	**Recap** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Two*

Day 3

0730 – 0830	**Data Analysis of Complaints** *Identifying Patterns and Hotspots • Statistical Tools for Complaint Trends • Heatmaps and Dashboards • Segmentation by Customer Type*
0830 – 0930	**Linking Complaints to KPIs** *Service Level Indicators Affected by Complaints • Customer Satisfaction versus Complaint Rate • Complaint Resolution Time Metrics • Use in Performance Appraisals*
0930 – 0945	*Break*
0945 – 1100	**Customer Retention Strategies** *Recovery Strategies Post-Complaint • Personalized Follow-Ups • Loyalty Programs for Recovered Customers • Complaint-to-Promotion Transitions*
1100 – 1215	**Complaint-Driven Innovation** *Using Complaints as Input for Product/Service Improvement • Examples of Innovation Born from Negative Feedback • Customer Co-Creation from Complaint Resolution • Idea-to-Implementation Tracking*
1215 – 1230	*Break*

1230 – 1330	**Feedback Loop Design** *Creating a Closed-Loop Complaint System • Tracking Actions Taken • Internal Communication of Lessons Learned • Demonstrating Change to Customers*
1330 – 1420	**Building Complaint-Ready Culture** *Leadership's Role in Complaint Readiness • Aligning Values and Behavior • Removing Stigma from Complaints • Encouraging Proactive Feedback*
1420 – 1430	**Recap** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Three*

Day 4

0730 – 0830	**Complaint Management Policies & Procedures** *Policy Framework • Roles and Responsibilities • Escalation Paths • Auditing Complaint Processes*
0830 – 0930	**Technology Tools for Complaint Handling** *CRM Platforms and Ticketing Systems • AI-Powered Complaint Routing • Chatbots and Automated Responses • Integration with Customer Data*
0930 – 0945	*Break*
0945 – 1100	**Cross-Functional Complaint Handling** *Collaboration Between Departments • Internal SLAs for Complaint Resolution • Training Other Teams on Complaint Sensitivity • Feedback Ownership*
1100 – 1215	**Legal, Ethical & Regulatory Considerations** *Consumer Protection Laws • Confidentiality and Data Protection • Regulatory Reporting of Serious Complaints • Transparency and Disclosure*
1215 – 1230	*Break*
1230 – 1330	**Risk Management through Complaints** *Risk Identification through Customer Issues • Risk Prioritization Matrix • Complaints as Early Warning Indicators • Case Documentation for Litigation*
1330 – 1420	**Internal Training & Capability Building** *Training Programs for Frontliners and Leaders • Simulation and Role-Playing • Creating Complaint Handling Toolkits • Evaluation and Certification*
1420 – 1430	**Recap** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Four*

Day 5

0730 – 0830	**Measuring Complaint Management Effectiveness** *Key Metrics (Resolution Time, Repeat Complaints, etc.) • Net Promoter Score (NPS) Post-Complaint • Feedback Surveys for Complainants • Benchmarking with Industry Peers*
0830 - 0930	**Customer Experience (CX) & Complaints** *Relationship Between CX and Complaints • Enhancing CX through Complaint Touchpoints • Emotional Journey Mapping • Voice of Customer Initiatives*
0930 – 0945	*Break*
0945 – 1030	**Internal Feedback from Complaint Handlers** *Surveys and Interviews with Employees • Burnout and Support Systems • Empowerment and Decision-Making Autonomy • Recognition for Complaint Resolution Success*

1030 – 1130	**Strategic Alignment with Business Goals** *Complaints as a Metric in Strategic Reviews • Balanced Scorecard Integration • Customer-Centricity in Strategic Planning • Board-Level Reporting*
1130 - 1230	**Creating Success Stories** *Real-Life Turnaround Case Studies • Celebrating Recovered Customers • Internal Storytelling and Culture Building • Branding and PR Impact*
1230 - 1245	*Break*
1245 - 1345	**Capstone: Complaint Transformation Simulation** *Role-Play of Real-World Complaint Scenarios • Team Analysis and Resolution Planning • Presentation of Solutions and Lessons Learned • Feedback and Debrief from Instructors*
1345 – 1400	**Course Conclusion** *Using this Course Overview, the Instructor(s) will Brief Participants about t Topics that were Covered During the Course*
1400 – 1415	**POST-TEST**
1415 – 1430	*Presentation of Course Certificates*
1430	*Lunch & End of Course*

Practical Sessions

80% of this highly-interactive course is practical sessions. Theory learnt (20%) will be applied using various role-plays, case studies and practical sessions.

Course Coordinator

Mari Nakintu, Tel: +971 2 30 91 714, Email: mari1@haward.org