



Voonder

technology guidance

Voonder Operating Philosophy
12/8/2010

Overview

Welcome to Voonder!

We are working together because we share the same unique vision and the skills to see it through.

The founders of Voonder created three documents as a philosophical and technical reference guide for those who work with the company. And not shockingly...but perhaps shockingly, the content isn't solely based on the many years of experience we've had in the IT support industry. These ideas have been discussed around dinner tables, absorbed in classrooms, developed during long car rides to unimportant locales and even tested in role playing scenarios. Long story short it's not all perfect, but we do believe this document can and will provide the framework for the best IT support experience currently available.

The Voonder Operating Philosophy

The first document is the Voonder Operating Philosophy, or VOP. The purpose of this document is to clearly explain the role of the Guardian Tech through 5 guiding principles. In the order presented we have "Ok-ness", "Mindfulness", "Understanding", "Demystification" and "Accessibility" or put in another way, OMUDA. This section is blue.

The Standard Operating Procedures

The second document is the Standard Operating Procedures, or SOP. This section details the day to day procedures that make working with Voonder as "voonderful" as possible. Examples include a rundown of how to handle payment, guidelines for when to talk to a manager, and also a what-to-do-checklist in case a computer achieves self-awareness during a routine hardware upgrade.(for transistor's sake don't inflict any more pain than you already have!!)

General Diagnostic Procedures and Solutions

The third part of this document will be referred to as the General Diagnostic Procedures and Solutions, or the GDPS. This document provides a guide to diagnosing and solving common problems that you will encounter in your work.

Let's get started.

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Introduction

There are five words that more or less capture the ideal image of the Guardian Tech, and only one of them is made up; Ok-ness, Mindfulness, Understanding, Demystification and Accessibility – or OMUDA

OMUDA

Ok-ness: The client is comfortable. The Guardian Tech is comfortable.

Mindfulness: The Guardian Tech is active.

Understanding: The Guardian Tech is learning about the client's needs.

Demystification: Presenting the right information the right way.

Accessibility: The Guardian Tech is accountable for the wellbeing of the client.

Many of the ideas in this section might seem obvious, but you would be surprised how often they are overlooked. Hopefully, reading through the VOP from time to time will help us all be mindful of these ideas which in turn will encourage comfortable interactions, whether they occur in personal or work related settings.

A 15 year old signs up for guitar lessons and sits down with his instructor for the first time. After a brief introduction, the instructor, Johan, quickly goes into presenting a few riffs and exercises to Wade, the new student. At the end, Johan assigns some “guitar homework” and the next few lessons follow a similar design. Throughout this period, Wade is given little direction as to where the lessons are headed and is understandably unenthused; after the fourth or fifth lesson he quits learning guitar.

We will return to this first example at the end of VOP after we hope we have developed a clear picture of OMUDA and its usefulness. Let's simply state that Wade was obviously feeling “not ok” in this scenario. More importantly, Johan could have operated in a way that would have allowed Wade to feel “ok” and in doing so, would have produced a more positive outcome.

OK-ness

You're "ok" . . . then I am "ok"

We've all had the unfortunate experience of feeling "not ok" in various situations involving sales or service. As potential buyers in a store for example, the smooth talking salesman puts most of us in a situation where it is difficult to say, "no, I m not ready to buy right now". This is feeling "not ok". When a telemarketer calls and begins describing all of the great reasons to "act now" and buy their product, this most likely will also make someone feel "not ok". And if a landscaper has not made clear to the customer what exactly is covered by a particular service or provides little time frame for how long a service might take, the end result is most likely a customer in a state of "not ok-ness".

Customers or clients respond a certain way when the feel "not ok". More often than not they will decide against going ahead with that person who made them feel "not ok", whatever "going ahead" may mean.. They may show nervousness, they may state "I'll get back to you" or they may even appear perfectly normal and agreeable; people are so used to feeling "not ok" in these types of situations that it's often difficult to tell when you've made someone feel this way. Ultimately, these uneasy customers experience a lack of trust with the service provider and consequently never become loyal to the business.

Ok-ness and Voonder

As you might be able to tell, the idea of ok-ness is central to this document and indeed to way Voonder operates. It refers to what we believe as being the ideal state of the client. Low stress, comfortable, informed, active self engagement—these are some ideas that can begin to define "ok-ness". If a client feels "ok", he/she is feeling at ease with the entire technology guidance process. He/she feels confident contacting the tech in asking for advice or recommendations. Additionally, the client that is "ok" should hopefully be excited about the future discovery or benefit Voonder provides or at the very least, confident that Voonder will be able improve their attitude towards technology.

It is the responsibility of the Guardian Tech to strive to make his/her client feel ok --from the first phone call to the end of the last appointment.

Not simply for the sake of making the client feel good, "ok-ness" makes working fun and efficacious for **both** the tech and client. In an "ok" relationship, the discussion is honest and focuses on issues that matter most to the client. Because of this, Guardian Techs can spend their time efficiently and can even avoid the hassles created by miscommunication. Tension and misunderstanding are minimized thereby greatly improving the work environment.

A brief example of a client feeling “not ok”:

Jean is taking lessons with Voonder because she wants to learn digital photography. Her Guardian Tech, Alex, introduces some of the basics of the imaging program and asks Jean if she feels confident with some of the basic features. She responds, “sure, I guess” and they move on

In the example above, Jean actually was pretty lost in the process but was unable to open up and voice her concerns and questions. **Being able to establish an honest, open line of communication is a great benchmark in determining if a client is “ok” or not.** Since Alex had failed to do this, Jean was most certainly feeling “not ok”. Specifically, Jean felt that she would have looked stupid or would have been wasting Alex's time.

Another brief example of a client feeling “not ok”:

Alexis is meeting with a V. member named Jake because he is experiencing some spy ware issues. Without much conversation, Alexis delves into the problem and begins scanning the hard drive and researching solutions on forums. It takes Alexis about 3 hours to finally fix the problem. At the end, Jake is visibly disturbed at the time and high cost, spent on to him what seemed like a silly problem.

We can all hopefully empathize with Jake here. He had no real expectations about the time frame or cost of service, nor was he informed of other possible solutions to his problem (a reformat perhaps?). From the Guardian Tech's perspective, Alexis didn't really know how long the spy ware removal would end up taking, however, she failed to inform his client of this uncertainty. If Alexis had made the client feel “ok” and in doing so opened up a line of communication, she could have “broken the ice” and maybe even have brought up the “worst case scenario” that in this case, ended up happening in the form of a very expensive maintenance job.

Let's rework the previous example with a more positive outcome.

Alexis is meeting with a V. member named Jake because he is experiencing some spy ware issues. Before addressing the computer problem, Alexis first engages Jake in some conversation that aims at uncovering his attitude towards the problem. As Jake is responding, he realizes the spyware problem isn't as significant as he imagined and is able to express this to Alexis. She then recommends reformatting the hard drive and the problem is solved shortly thereafter. Jake is a happy customer.

The process of making our members feel “ok” and in turn make ourselves, the Guardian Techs feel “ok” is the aim of the rest of the VOP.

Mindfulness

Keeping your eyes, ears, and mind open

"It is not the nature of the universe for things to simply fall into place. What happens when you neglect cleaning up the house or leave jigsaw puzzle pieces scattered on the coffee table?"

As a Guardian Tech, a major responsibility of your's is to make the client feel "ok". As you will see in the next two chapters, these ideas aren't "things that simply happen". They most certainly require someone who is observant and most of all, conscious of their actions and how these actions will impact the client's experience. Voonder classifies this state as "mindfulness".

It's is not the nature of the universe for things to simply fall into place. What happens when you neglect cleaning up the house or leave jigsaw puzzle pieces scattered on the coffee table? Unfortunately, this kind of neglect is commonplace. Think about mediocre workers who often "zone out". Instead of working in a way that leads to a customer feeling "ok", the emphasis becomes to simply get the job done on "autopilot". This is an unacceptable way to conduct business with Voonder clients as business interactions go sour when left to those workers on "autopilot". Since Voonder aims to reduce the stresses associated with technology, having comfortable, "ok" clients is a priority and being mindful is integral in making this happen.

Mindfulness is the fundamental attitude that allows the Guardian Tech to address the needs of the client.

A Mindful Guardian tech:

- Considers his/her actions and how they could potentially effect the "ok-ness" of a Voonder member
- Asks questions if they are uncertain and not simply let the misunderstanding or assumption slip by
- Makes an active effort to consider how OMUDA could be useful
- Changes his/her approach if it feels misguided or ineffective
- Listens to what a client is saying and responds accordingly
- Is particularly observant to his/her surrounds and situation

Understanding

Forming a picture of the client's world

Imagine an artist painting a portrait of well known political figure during the 18th century. The artist is a master of his craft and uses the finest of strokes in bringing out subtle details. When he finishes the painting, he allows the subject of his work to finally view the finished product. As his eyes peer around the frame, the man cries out “you've butchered it, get out at once!!!”. The artist had unknowingly insulted the high official by omitting a war scar for fear some might consider it too “ugly”. The Duke, proud and boastful however, believed the scar represented a very courageous and distinguishing side of his character.

Good ability and good intentions don't guarantee a happy client. In this case, even a skilled artist failed to please his customer because of a simple confusion easily prevented by a simple question. Clients won't necessarily reveal their world to you without the right line of questioning.

What we're getting at here is “understanding.” Before you schedule an appointment with a client or for that matter, begin discussing a client's problem, it is important to *begin* to develop a picture of the client's world. As you'll see, the process of uncovering this world isn't an easy one and demands the ongoing vigilance of the Guardian Tech. The elements that comprise this picture are numerous and include:

Elements of the Client's World

1. Technology's role:
 - a. What the client **ideally desires** from technology. Additionally, the **current role** technology serves for the client and their beliefs about what constitutes the **feasible role** of technology.
 - b. **Problems and benefits** they associate with technology. The degree and nature of any problem or benefit mentioned is significant. A big problem to someone could be rather minor to someone else.
 - c. **Fears** about technology. Examples include identity theft, too much time commitment, feeling incompetent or completely lost etc...

2. The Practical
 - a. The amount of available **time** a client has. This can refer to a single appointment but also can refer to a larger kind of commitment.

*Note: When establishing a time frame for the client, it is most helpful to do so through the use of an **Upfront Contract**. See under **Demystification** for more information.*
 - b. **Location** of a client. The client may work from several locations or may live closer to a tech than their place of work.(sensitivity)
 - c. The importance of **cost** to the client. Don't be afraid to bring up this consideration as it often is the guiding force in a client's decision making.

Regardless your impression of the client, treat cost as important, even if the client says “money is no object”. In the same vein, don't downplay higher cost solutions as many might see this as insulting.

- d. The importance of **expediency** to the client. This relies heavily on the significance of problem, desire and/or fear. Clearly if a member is nervous about a certain issue, rushing through a solution is inappropriate.

3. The Personal

What are the client's **interests, goals, pet peeves** or other **strongly held values**? Knowing these values can prevent certain mishaps or even encourage an exciting new direction.

For example, discovering someone's passion for stamp collecting could spark an interest in learning Internet skills. The trick to discovering member values relies on you asking questions in a curious and honest discussion.

If you find a client isn't really responding wholeheartedly, however, they might prefer to keep the relationship more professional so use discretion.

4. Voonder's role (especially relevant for new members)

Clients may have certain **expectations about Voonder or the service**. If you feel these may be relevant, ask about them. For instance, a member might feel uncomfortable calling their Guardian Tech because they haven't realized the full potential of their Guardian Tech.

We can say we are working towards an **understanding** of the client or potential client when we begin to uncover these various aspects of the person's world. As the picture becomes clearer, the best solution also begins to present itself.

If we don't have this clear picture, a solution that seems to make sense to us could be of very little use to the client. (think about that unfortunate portrait artist)

Understanding is useful in the following ways:

1. It clarifies what problems are significant and worth addressing.
2. It establishes a framework for what kinds of solutions are best.
3. It allows the client to speak and establishes your concern for their well being.
4. It prevents “mind reading”. (see term defined below)
5. It allows you a confidence in what to say and when to say it.
6. It can help the client discover what his problems and priorities really are.

How to be Understanding

The way by which you actually develop an understanding of the client is dependent on the specifics of the interaction and the type of person with whom you are dealing. Generally speaking, you will be on the receiving end of the conversation, posing questions and doing your best to fill out the picture of who your client is.

ASS-U-ME

The following example will introduce an important concept named “**NO MIND READING**”. This has its roots in the idea that people sometimes learn too much or form assumptions too quickly in a given interaction.

It's quite understandable why people tend to do this; it speeds up conversations, demonstrates knowledge or proficiency and is simply easier than asking back, “what do you mean by that?” If we adhere to **no mind reading** instead of assuming, we are instead actively developing an understanding based on the client's world. Abiding by this prevents your own personal biases or assumptions from conflicting with the values of the client and lets your clients know you understand them.

Let’s look at an example:

A small business is using Voonder to help setup a website, improve their network, and implement a data backup system. In a consultation, Sam, a young strapping Guardian Technician is asked about recommendations for a business server by the company owner. Now Sam hears this and as a well trained tech asks the obvious question, “what do you hope a business server will do for you?” The owner replies, “we’ll I think we really need to get our operations up to speed, improve the way we backup data and make it easier to share application data.” Sam considers this, is a bit uncertain about what “up to speed” really means, but decides the owner’s needs can be met more cheaply and efficiently by simply using one of the office’s existing computers as a file server instead. Accordingly, he tells the owner that an \$\$\$ business server would be a “waste of company money” and starts to explain his reasoning. The owner hears this, understand Sam’s reasoning, but for some strange reason is reluctant to dismiss the idea of getting a “real business server”.

Let’s evaluate how Sam did understanding his client referring to the **elements of the client's world** listed above. In terms of technology's role, Sam did well in discovering the benefits the new server could provide. The nature and degree of these benefits were left in up in the air however. Further questioning such as “why is backing up data to you important” would have been more revealing. Perhaps he could have questioned the owner about any fears or problems he associated with data backup or technology. Maybe the owner experienced data loss in the past and was really concerned about data security. This would have led the Tech to focus on data security rather than say, ease of back up.

In terms of the practical elements, the ideas of cost and expediency are most relevant. Sam needed to better establish how cost impacted his client's decision making by asking more questions. Clearly in the scenario above, cost wasn't the important factor in the owner's decision to back up, though unfortunately Sam came in assuming low cost was the most important consideration.

Finally, we can say a bit about the personal world of the client in this example. As it turned out, the owner wanted the more expensive server because he felt it was more "professional". It would have been great if at Sam had asked a more general question along the lines of "what is important to you about all of this?". He may have then discovered that presenting professionally was a strongly held value of his client. Knowing this, Sam could have made a better recommendation about the best server for the client.

In summary, understanding the client's values enables you to best serve the client in the most efficient and comfortable manner. Learn about the client first, than let the client learn from you!! Don't assume you know what's best for the client. Many times you will have to help the client discover what it is that actually need.

Demystification

Demystifying how Technology Guidance works

If *understanding* describes the ideal process wherein the *tech learns about the client*, **demystification** then really describes the ideal process wherein the ***client learns from the tech***. Importantly, if you've done a good job understanding the client, you'll have a very good starting foundation for what the client is actually interested in learning or knowing.

Demystifying the Process

In the last section we talked in detail about the importance of listening, questioning and learning from the client. Now it is time for you to do some talking and begin by providing potential solutions, personal recommendations and solid expectations about the next steps to be taken.

The demystification step generally occurs after you have developed a thorough understanding of the client; after all, you must know (understand) what you need to teach/say before you actually do so! However, that being said, by no means should you feel that you know “everything” about the client and simply stop asking questions—that in and of itself is a form of “mind reading”. The client’s needs and wants are apt to change, especially when the client has learned of the possible solutions and the realities of what his/her decisions will mean. Hence, **it’s important to follow up** and see if the client’s opinion has changed.

Let’s start with an example most of us are familiar with:

As he watches The Discovery Channel, Pedro is spellbound by really mean crocodiles. Tragically, the signal drops out and Pedro immediately calls the cable company to schedule an appointment. The cable guy arrives a few days later, well within the window of his scheduled appointment time that happened to be around 9am – 2pm. The cable guy walks in, says “hi” and asks to see the tv. He begins fuddling with some of the wiring, turns the tv on and off a few times and than asks in a disgruntled tone “where is the basement, gotta check some stuff out”. Now in the basement, the cable guy says to Pedro, “we’ve just upgraded our system and your wiring’s outdated, that’s what is causing your problem, I’ll have to rewire”. Pedro leaves him to do his work and returns in about an hour to discover the cable guy had put a few small holes in a wall and snaked a cable across the length of the basement ceiling. Pedro thinks “Well I am glad this is over with”. Pedro asks “so I can go check my cable reception now, right”? The cable guy responds “well, it may take up to 24 hours to reset the signal, but it usually happens sooner.” Pedro sees the

cable guy outside but not before he is unexpectedly handed a bill for the rewiring labor not covered by the cable company.

This scenario illustrates precisely why we must present clear expectations if we are to make someone feel “ok”. Clearly Pedro was not feeling ok in this example, and who could blame him? He didn’t know what precise time to expect the appointment. He’s clueless as to why the cable guy is “fuddling” with the wiring or turning the tv on and off. This action, in fact, makes Pedro more anxious as he thinks his TV may be broken. Pedro has no clear understanding of the rewiring process and is clearly unhappy upon seeing the small holes in the wall and the droopy, snaking cable.

Throughout the whole process, Pedro has the expectation of being able to watch *Deadly Tropical Insects* later on in the evening and is understandably dismayed when he hears of the possible 24hr delay of service. Finally, under the whole presumption that the repair was a covered cost, he learns that he has to foot the bill. A miserable experience through most eyes to be sure. Our most powerful tool for preventing such situations is the **upfront contract**.

Before we move on to that, however, some clarification is necessary. In the example above, someone might comment, “if Pedro had simply asked a few questions, the ensuing confusion and discomfort would have been way less likely or intense”. There’s no argument there, but in a “professional work environment”, the responsibility of ensuring the clients comfort (“ok-ness”) rests mainly on the shoulders of the contractor, NOT on the customer. If the cable guy had given a better idea of what Pedro could expect in the outcome, the painful surprises could have been reduced to just “expected inconveniences”.

All the cable guy had to do in this situation was kindly mention the additional costs, the possible 24 delay and also receive permission for rewiring the basement. In regards to the uncertain appointment time (“the 9am-2pm window”), the best option for the cable guy would have been to acknowledge the inconvenience and show appreciation for the customer's availability—even though the cable guy had no control over the company's scheduling policies. The Guardian Tech must be mindful of his/her actions and take responsibility for the client's “ok-ness”

The Upfront Contract- A Key Step towards Demystification

An upfront contract is helpful way of encouraging the client to feel “ok” through the following ways:

- It establishes a realistic time frame for the service/discussion and a cost range.
- It allots time for the client to express his/her concerns and needs
- It **briefly** describes the problem, likely or typical outcome(s) and potential solutions. Sometimes it may be the case that the solution lies with the client not using Voonder Don't be afraid to tell the client this if you feel it is the case. For example, since Voonder is a membership

based company, a person certain in only needing a single visit might not qualify as a good “client”. In this case you might mention that “...we're not for everyone and you might find a better experience using...”

- It may bring up difficult subjects for both the client and tech as an “icebreaker” of sorts.
- It “oks” itself with the client after all of the elements have been presented (“so does this sound ok to you”).
- It often summarizes your understanding of the client up to that point. This lets the client know you are listening, caring and additionally, it double checks that what you are talking about matters to the client.

Referring back to the previous example, let’s see how an upfront contract could have improved the interaction between the Pedro and the cable guy.

*Before the cable guy walks down to the basement, he has a brief discussion with Pedro: “Well, I couldn't find anything wrong with cable box up here. Typically that means there's a wiring problem somewhere else in the house. Would it be ok for me check the basement?”..... In the basement, the cable guy identifies the problem and provides an **upfront contract: (3)**“Well it looks like your wiring is outdated. **(1,4)**It'll probably take around an hour to do, but I am sorry to say your service might not be back until tomorrow as the signal needs to be reset.**(3,4)** It also looks like I may need to drill a few holes to get the wires in place. **(1,4)** Oh yeah, and I am not sure if you're aware but this type of labor isn't covered by the cable company and should probably come to around \$80. **(2,5)** I know that's a lot, would you like me to go ahead and do all this?”*

Upfront Contracts can occur in a variety of places during the technology guidance process. An important time to employ the technique is during the initial consultation, preferably after you've gotten some understanding of the client's needs.

Consider the following example.

Harold is having some problems getting his computer to turn on. Having been recommended Voonder by a close friend, he calls and begins speaking to Jon, an experienced Voonder Guardian Tech. Jon asks Harold a few questions until he has a sense of the problem and proceeds with an upfront contract:

“(6) So it sounds like your computer is not giving you any response whatsoever. (3) It could be a variety of problems, but from what you told me it sounds like your hard drive isn't starting up. To actually figure what that means and work towards a solution, I'd have to actually schedule an appointment with you. (1) My best estimate is that it would take around an hour to diagnose. That probably means the cost would be in the 70-100 range. (4) However, I want to let you know that the problem might be with the hard drive itself and I might not be able to recover your data. When I was talking to you it sounded like there were some pretty important files on there so you would have to use a data recovery service and they only MIGHT be able to get your data back. I am bringing this up just because I don't want you to have the wrong expectations about what I can do for you. (2) One other thing I'd like to add is that since we are a membership based company, our clients generally take advantage of us as a resource when they feel frustrated or confused around technology. Clients have found that by using our service, they feel more confident in situations like the one you're encountering. This is why our clients more often than not decide use Voonder and become members. That's a lot I know. What would you like to do now?”

Accessibility

Break down the stifled business-consumer relationship

The idea of ACCESSIBILITY is to break down the stifled business-consumer relationship to one that is more comfortable and honest. This isn't simply accomplished by giving them your phone number or email. It is an active process of making your client feel OK about contacting you. Fortunately, much of this has already happened, so long as you have been "mindful" with your client and encouraged him towards an "ok" path.

Thinking like this, accessibility simply becomes an extension of the relationship you've developed through understanding, mindfulness, demystification and ok-ness. Naturally clients will have questions that need to be addressed when the Guardian Tech isn't present.

Providing the precedent of an open, honest relationship during a meeting is the first step towards making the member feel comfortable contacting his/her Guardian Tech.

The second step is actually far simpler. It involves letting the client know it's "ok" to call or contact you with questions. It might be a good idea to refer to past examples of how a client called you with a certain issue. Another tip is to send out the first email to the client, perhaps containing a link to some websites you had mentioned.

Finally, it is also a great idea to contact the client as a way of confirming and following up an appointment or simply checking in. Since Voonder deals with members, the type of service we offer needs to clearly stand apart from the more traditional tech support companies.

Reasons Clients May Call

- Unpaid Consultations (under 5 minutes)
- Product research
- Quick tech tips
- Question about work already done
- Set up an appointment
- Paid Consultation (>30 min)

It may be often be the case that a client calls expecting a quick answer but it becomes apparent that a scheduled appointment is really necessary. Since a client may be taken off guard by this, certain sensitivity is required by the Guardian Tech. Again, go through the steps of OMUDA when approaching whether a problem of the client warrants an actual meeting. Doing this will encourage the client's "ok-ness" and in turn will make the client feel comfortable calling again.

Conclusion

So let's return to the first example given at the very beginning of the VOP involving the guitar instructor names Johan:

A 15 year old signs up for guitar lessons and sits down with his instructor for the first time. After a brief introduction, the instructor, Johan, quickly goes into presenting a few riffs and exercises to Wade, the new student. At the end, Johan assigns some "guitar homework" and the next few lessons follow a similar design. After the fourth or fifth lesson, Wade, unenthused and uncertain about his direction, quits learning guitar.

After having explored and revealed the concepts outlined by OMUDA, how then can we explain what happened to Johan's student? As Wade discontentedly left his instructor, he clearly was not feeling "ok" with the situation. From the perspective of **understanding**, Johan did very little to figure out why Wade was taking lessons in the first place. Was Wade interested in playing in a band, reading music or developing massive skills? Johan never asked the right questions so this was something he was never able to determine. Because of this, Johan had little knowledge of where Wade was coming from. He couldn't possibly have known how to design and progress with a meaningful lesson plan for Wade; in other words, the **demystification** step was approached incorrectly by Johan. The scales and exercises that Johan taught were meaningless to Wade and only served to frustrate. In terms of **accessibility**, Johan made no attempt to offer himself as a resource outside of the lesson studio. No phone number, no email, nada. Perhaps even more importantly, Johan failed to present himself as a resource **inside** of the lesson studio. The questions and problems Wade had were left unvoiced as a result. Ultimately, Johan could have been aware of all of this actually. He might have known the importance of understanding Wade and proper demystification. However, without the final piece of OMUDA, **mindfulness**, he most definitely would have overlooked or ignored the rest of the OMUDA process and the end result would have been the same.

Let's end on a positive note and replay the example with Johan taking the OMUDA approach.

A 15 year old signs up for guitar lessons and sits down with his instructor for the first time. Johan begins and says, "Hey Wade, nice to meet you, would you mind telling me what you're interested in learning or accomplishing here?" Wade replies, "I

don't know, I guess I just want to get better". Not assuming anything, Johan answers back, "Sounds good, when you say better, does that mean you want to sound like Van Halen or perhaps just get comfortable with a few songs you enjoy? Taken a bit by surprise, Wade furls his brow and ponders out loud, "Uhh, well I guess actually when you mention it I'd like to get good enough to play in the jazz band at school and also get together with a few friends to jam". Now with a better understanding of how to proceed, Johan continues "Alright, I think I hear you. We'll basically have to work then on your technique, knowledge of chords and also learn some songs along the way. The goals you've mentioned definitely take commitment and it could be a few months to be well on our way. Does that ok?" "Sure" replies Wade. Johan says, "Cool. Since we'll be working on a lot of stuff, you might want to contact me by email @....."

Over the following months, Wade makes good progress and eventually is able to join the school jazz band. Eventually, he becomes so good that he's featured on youTube playing the Super Mario Bros. theme on a 20 string guitar. He then goes on to heal deep political tensions across the globe through his beautiful music. One of his most famous albums was dedicated to Johan and inscribed, "Johan, my first inspiration. Without his proper understanding of OMUDA, my success could never have been as brilliant".

Some Final Notes

Almost done!

You set the tone in you relationships. Be mindful and UNDERSTAND your clients' expectations and needs with regards to this tone. Some people feel better when they have someone who they feel is more of a friend then a technician. Some people may not want a friend helping them. They may feel better keeping the relationship very professional.

If you're unsure about some of these ideas please come and talk to us and we'll be more than happy to try our best at making this make sense in your own terms. Also, if you have any ideas that you feel should be included or conversely, found something in the material confusing or misleading, don't hesitate to bring it up with us.

Most importantly, this document has been created because Voonder believes developing competent and happy Guardians Techs is crucial to our combined success. With this in mind, you deserve the same respect and consideration that you offer to your clients. A client that is consistently disrespectful to you or behaves inappropriately is not someone you must endure. If you find yourself unable to work with such a client despite your best efforts, contact us and we will make the situation right, whether that means assigning the client to another tech or dropping the client from Voonder altogether.