

The logo consists of a blue rounded rectangle with a white gradient on the right side. The letters 'CSP' are written in white, sans-serif font in the upper left portion of the rectangle.

Report designed for

Sally Sample

Customer Service Profile™ - Retail Selection Report

Performance Model: Client Service Representative

Performance Model Date: 11/12/13

Assessment Taken: 11/16/13 Printed: 11/16/13

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imagine great people®

The logo features the word 'Profiles' in a blue sans-serif font, followed by a stylized blue 'X' icon composed of two curved lines. To the right of the icon is the word 'International' in a blue sans-serif font. Below this, the tagline 'imagine great people' is written in a smaller blue sans-serif font, with a registered trademark symbol.

Introduction

Service to the customer is a part of the job for virtually every employee. Proficiency in providing this service is related to an individual's Behavioral Characteristics, basic Proficiencies and their own perspective on providing customer service.

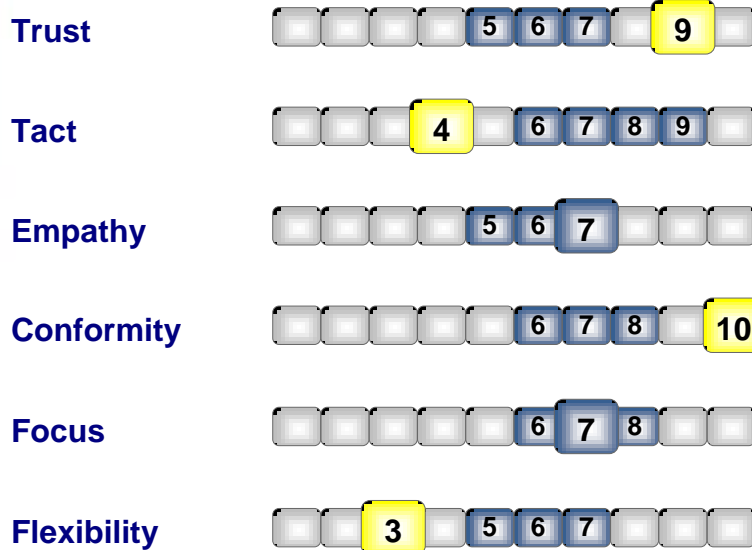
This report reflects the responses provided by Sally Sample when she completed the Customer Service Profile assessment. The information is presented in the following four parts:

- **Summary Graph** – a graphical representation of her scores on each scale of the Selection Report.
- **Behavioral Characteristics** – six behavioral characteristics that have demonstrated relevance to providing effective customer service are discussed in light of her scores on each of the scales.
- **Considerations for Interviewing** – on the scales where Ms. Sample scored outside of the Performance Model, suggestions for interviewing are provided to assist in the selection process.
- **Company Service Perspective** – the degree of alignment between the individual's perspective on providing service to the customer and that expressed by the company.

Please consult the User's Guide for additional information on using these results when working with Sally. As discussed in the User's Guide for this product, the results from this, or any assessment should never make up more than a third of the final decision in placements.

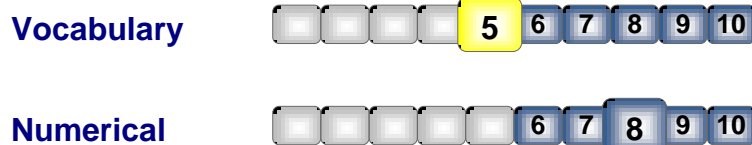
Summary Graph

When viewing the scales on this page and the next, the darker shading represents the Job Performance Model for the role of Widget Bender. The larger box indicates the individual's score.



Behavioral Traits

Distortion for this assessment is within the acceptable range.



Proficiencies

Sally Sample has an Overall Job Match of **65%** for the position of Widget Bender.

Behavioral Characteristics

Six behavioral characteristics have demonstrated relevance to providing effective customer service. These characteristics are presented here with the scores for Ms. Sample. Behavioral Considerations for each scale relate to her scores without reference to the Widget Bender Model. Note that the statements presented for each end of the scales help identify the extremes of the characteristic. The larger box indicates where Sally scored and the comments below each scale reflect what might be expected of her.

Trust - Tendency to hold an unquestioning belief that the motives of others are honorable



Wary
Vigilant
Skeptical

Unquestioning
Uncritical
Optimistic

Behavioral Considerations

Ms. Sample can be rather trusting at times. She genuinely wants to believe that what others say is true and authentic, possibly regardless of evidence to the contrary. She may not be suspicious of another person's motives and she strongly feels that most people are honest.

Tact – Tendency to state a position without unnecessarily offending others



Direct
Obvious
Forthright

Discreet
Diplomatic
Restrained

Behavioral Considerations

She can seem inconsiderate regarding the feelings of others as shown by her relatively low level of tact. This may be due to a lack of understanding for a customer's needs but, whatever the reasons, she may often comment in a less than tactful or diplomatic fashion. Alternatively, situations that call for a direct interpersonal style are suitable for Sally.

Empathy – Tendency to understand another's situation and feelings



Detached
Indifferent
Distant

Understanding
Compassionate
Sensitive

Behavioral Considerations

Ms. Sample generally finds it easy to be sympathetic, understanding and compassionate, to the point of allowing herself to become personally involved in solving the needs of customers. She has a strong need to be helpful to those with whom she has contact.

Conformity – Tendency to comply with the rules and those in authority



Inventive
Free-spirited
Independent

Traditional
Compliant
Conventional

Behavioral Considerations

She generally believes in, and is obedient to, the norms of a group or organization. Sally is a strong believer in following the orders or instructions of those in authority. She is apparently one who will adhere to all known rules and regulations expected of employees in this position.

Focus – Tendency to stay on target regardless of distractions



Distractible
Preoccupied
Inefficient

Attentive
Purposeful
Efficient

Behavioral Considerations

Sally demonstrates a relatively strong level of concentration when allowed the opportunity. Only an exceptionally distracting environment should cause her to stray from her focus. The advantage here is that her focus is not so strong as to be completely inflexible. A change of priorities should not be too disrupting for her, if she is given the time to gather her faculties and head in the new direction.

Flexibility – Tendency to explore new approaches to doing things



*Uncompromising
Inflexible
Cautious*

*Adaptable
Accepting
Enjoys new approaches*

Behavioral Considerations

She indicates a preference for routine or repetitious tasks that remain unchanged over time. New ways of doing things are rather disconcerting for her and are probably avoided whenever possible. She may be most effective providing service to the customer if the rules and procedures are clearly defined.

Considerations for Interviewing

Ms. Sample scored outside the Performance Model in the areas listed below. Information and interview questions are provided to facilitate the selection process.

Trust - Tendency to hold an unquestioning belief that the motives of others are honorable



Considerations For Interviewing

Ms. Sample has a score on the Trust Scale above the Performance Model for this position. The issue of interest is whether she is able to discern the motivations of others who may try to take advantage of her. Is too much trust in everyone's motivations a liability that she cannot overcome?

Interview Questions

- How do you feel about co-workers who think that most people are basically dishonest? Is there any truth to such an opinion?
[Interviewer's Notes](#)
- Describe a recent situation in which you discovered that a customer was trying to take advantage of your good nature. Does this happen often?
[Interviewer's Notes](#)

Tact - Tendency to state a position without unnecessarily offending others



Considerations For Interviewing

With a relatively low result on the Tact scale, Ms. Sample scores outside of the Performance Model for this position. Her willingness to adjust her behavior through training should be determined. Since the score is in the lower mid-range, it is possible that only some adjustment is required. Her readiness for training may be determined by interview questions.

Interview Questions

- Provide a recent example of your skill at dealing diplomatically with a customer. How do you feel about this kind of communication style, and what skills would you like to develop to improve in this area?
[Interviewer's Notes](#)

- When a customer requires a delicate touch, what methods do you usually employ? Would learning some new competencies be of interest to you?
[Interviewer's Notes](#)

Conformity - Tendency to comply with the rules and those in authority



Considerations For Interviewing

Sally is highly motivated to conform to the traditions of an organization but her level of Conformity is higher than the Performance Model for this position. This implies that she may be overly challenged by opportunities to constructively make an exception to the rules. Questions could focus on whether she is overly rule-bound.

Interview Questions

- Describe a time when you deviated from the exact interpretation of a procedure to achieve success for the benefit of your team or an organization.
[Interviewer's Notes](#)

- How do you feel about those who bend the rules or take a casual attitude about procedures?
[Interviewer's Notes](#)

Flexibility - Tendency to explore new approaches to doing things



Considerations For Interviewing

Ms. Sample has a score on the Flexibility scale outside the Performance Model for this position.

Questions in the interview may need to focus on her willingness or ability to be more or less adaptable in her approach to sticking to procedure. Her willingness to try a new approach may need to be discerned.

Interview Questions

- Describe for me the importance of complying with procedures. What if a system seems obsolete or out-of-date? What should be done in that case?
[Interviewer's Notes](#)

- Have you recently experienced the need to suggest a new way to do something at work? Tell me more about that experience.
[Interviewer's Notes](#)

Company Service Perspective

Sally was presented with fifty (50) questions relating to providing service to the customer. The company provided their answers to these same questions and these were compared to the answers Sally provided. Those questions where Sally had a different response are shown below along with her answers.

Sally provided responses that aligned with those of the company at a rate of **40%**.

Perspectives that conflict	Her Answers
I ought to refer certain customer problems to the manager.	Yes
I should defend my company when a customer speaks badly of it.	Yes
Once I have done business with a customer, they ought to expect a higher level of service when they return.	No
If I need to call my supervisor, it is unnecessary to let the customer know about it.	Yes
Good customer service depends on store policies and procedures.	Yes
I have failed at my job if I need to call my supervisor to handle a situation.	Yes
A customer should feel comfortable dealing with any salesperson they talk to.	No
Consumer trust largely depends on my knowledge of our products.	No
No matter how busy I am, it is important for me to be friendly.	No
I should be solely responsible for solving customer problems.	No
Once I have met a client's needs, I should help the next one as soon as I can.	No
Occasionally I may need to flatter the customer to ensure their satisfaction.	Yes
It is not my job to listen to customer complaints; I just need to solve their problem quickly.	Yes
If I ask a lot of questions, the customer will probably become annoyed.	Yes
By providing extra services, I can help the customer in ways they did not expect.	No
If the customer requests to speak to a supervisor, I have failed the customer.	Yes
Most customers do not care if I recognize them as long as they receive good service.	Yes
I try to fulfill a customer's needs quickly, even if I don't understand their request.	Yes

Perspectives that conflict	Her Answers
If I'm serving a customer who wants to chat for a while, I should make time to do so.	No
Some customers appreciate being told that they are wrong, as long as their needs are met in the process.	No
Sometimes, technical questions are best handled by others more familiar with the product or service.	No
Important customers come first, no matter how many other customers are waiting.	Yes
Following procedures accurately will do more for the customer than serving them in my own way.	Yes
There is no need to bother my manager with problems; I should be able to make decisions on my own.	No
The longer I speak to a customer, the greater the chance I could sell more.	Yes
Customers' immediate satisfaction is more important than their long-term satisfaction with the product or my service.	Yes
I like it when I discover something that the customer didn't know they wanted when they contact me.	No
If I don't know something, I shouldn't let my customers figure that out.	No
It is important that I do not seem unskilled or uninformed to the customer.	No
Customers typically know what they want, so suggesting other products or services is not necessary.	Yes