



## **Confidential Placement Report**

Friday, May 26, 2006

**Sally Sample**

Demonstration Pattern-NOT FOR ACTUAL USE

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**Building and Retaining the High Performance Workforce**

## 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.

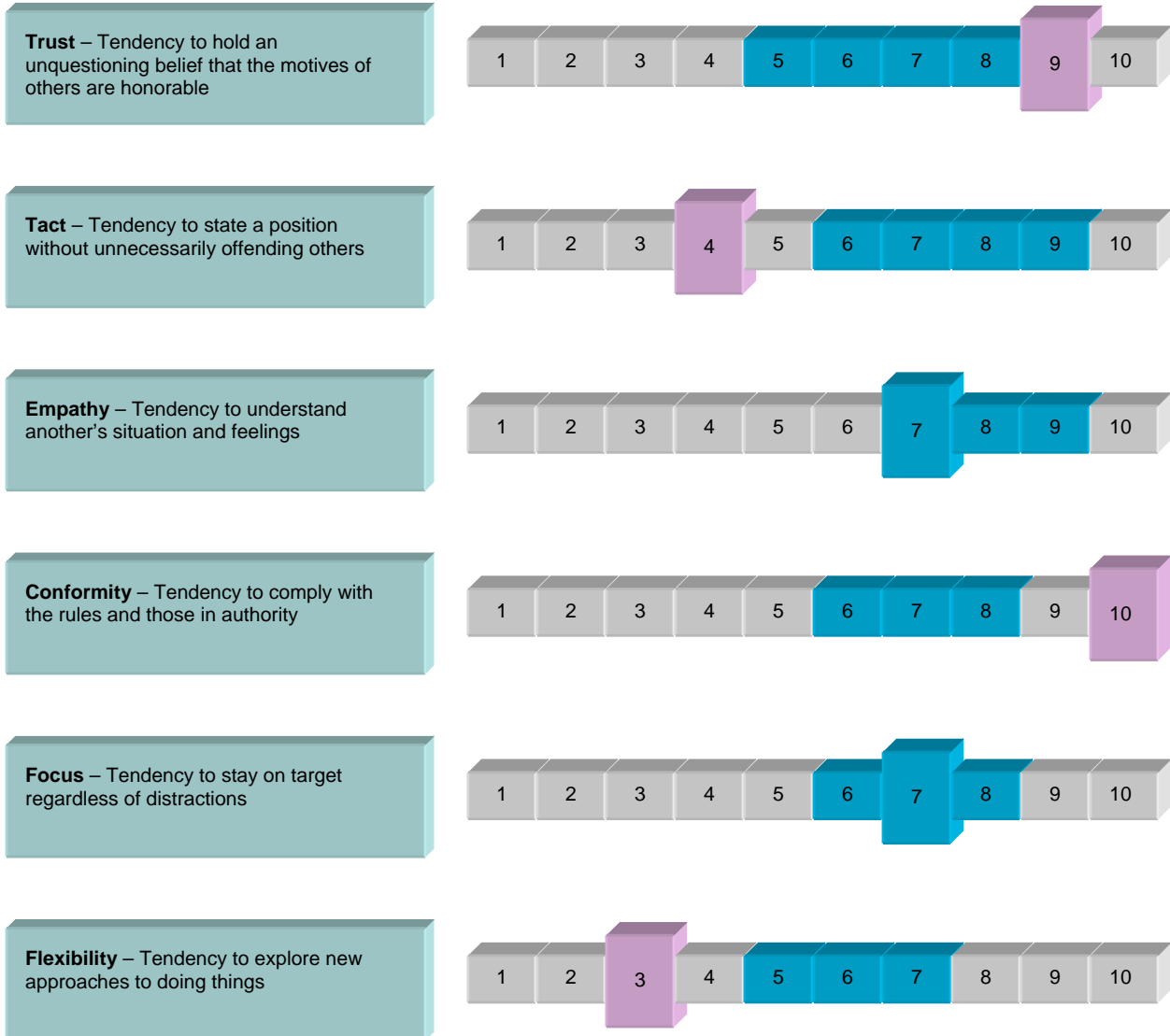
This report reflects the responses provided by Sally Sample when she completed the Customer Service Perspective assessment. The information is presented in the following five parts:

- **Behavioral Characteristics**— six behavioral characteristics that are important factors for success in providing service to customers.
- **Proficiencies**— a view of basic proficiency in mathematics and vocabulary.
- **Job Match Percent**— the degree of match to the Job Match Pattern in both of the Proficiencies and the six Behavioral Characteristics.
- **Considerations for Interviewing**—on the scales where Ms. Sample scored outside of the Job Match Pattern, 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 in working with Sally.

## Summary of Behavioral Characteristics

The darker shading represents the Job Match Pattern for the role of Demonstration Pattern-NOT FOR ACTUAL USE. The larger box indicates her score.

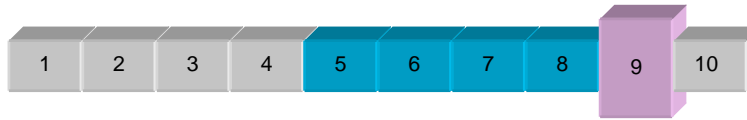


The Distortion Score on this assessment is 10. The Distortion Scale deals with how candid and frank the respondent was while taking this assessment. The range for this scale is 1 to 10, with higher scores suggesting greater candor.

## Behavioral Characteristics

### Trust

- Wary
- Vigilant
- Skeptical



- Unquestioning
- Uncritical
- Optimistic

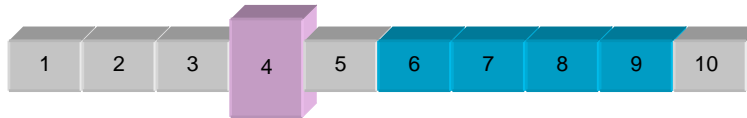
**Pattern 5-8    Score 9**

**Comments on Trust**

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

- Direct
- Obvious
- Forthright



- Discreet
- Diplomatic
- Restrained

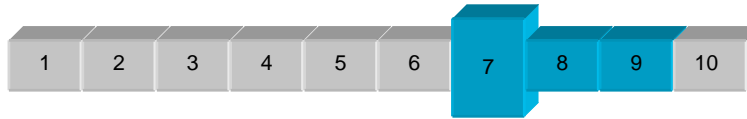
**Pattern 6-9    Score 4**

**Comments on Tact**

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

- Detached
- Indifferent
- Distant



- Understanding
- Compassionate
- Sensitive

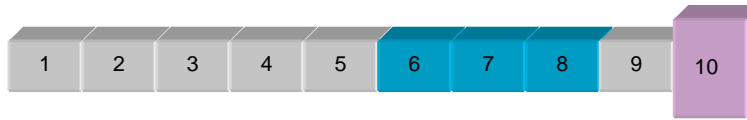
**Pattern 7-9    Score 7**

**Comments on Empathy**

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

- Inventive
- Free-spirited
- Independent



- Traditional
- Compliant
- Conventional

**Pattern 6-8    Score 10**

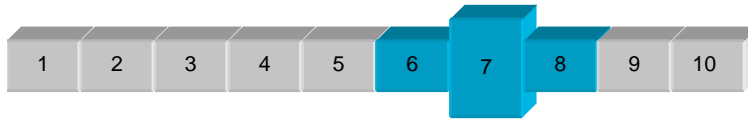
**Comments on Conformity**

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.

## Behavioral Characteristics (cont'd)

### Focus

- Distractible
- Preoccupied
- Inefficient



- Attentive
- Purposeful
- Efficient

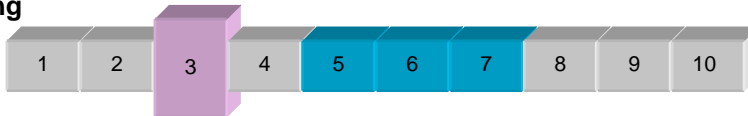
**Pattern 6-8    Score 7**

**Comments on Focus**

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. So 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

- Uncompromising
- Inflexible
- Cautious



- Adaptable
- Accepting
- Enjoys new approaches

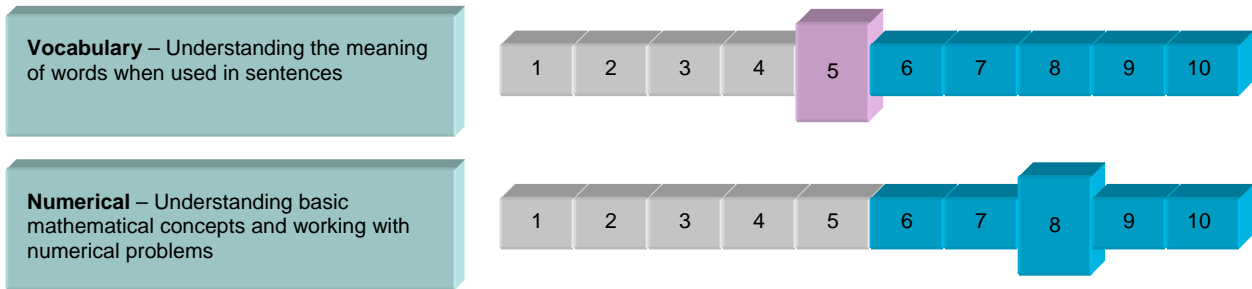
**Pattern 5-7    Score 3**

**Comments on Flexibility**

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.

## Proficiencies

The darker shading represents the Job Match Pattern for the role of Demonstration Pattern-NOT FOR ACTUAL USE. The larger box indicates this individual's score.



## Job Match Percent

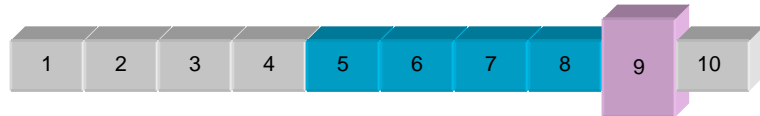
The Job Match Percent reflects the degree of match between the results for Ms. Sample and the Job Match Pattern for the **six Behavioral Traits and the two Proficiencies**. For Sally, the match to the position of Demonstration Pattern-NOT FOR ACTUAL USE is 68%.



## Considerations for Interviewing

The darker shading represents the Job Match Pattern for the role of Demonstration Pattern-NOT FOR ACTUAL USE. Ms. Sample scored outside the Job Match Pattern 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



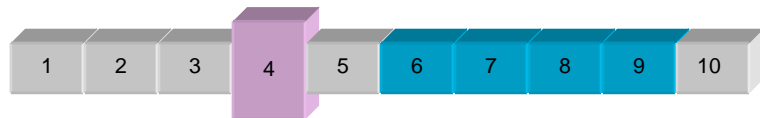
**Pattern 5-8 Score 9**

### Considerations for Interviewing

Ms. Sample has a score on the Trust Scale above the Job Match pattern 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? A few typical questions may include:

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

**Tact** – Tendency to state a position without unnecessarily offending others



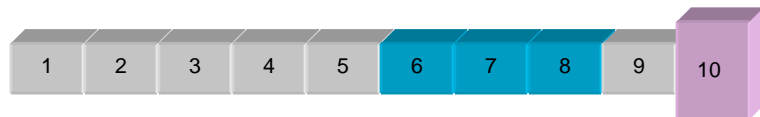
**Pattern 6-9 Score 4**

### Considerations for Interviewing

With a relatively low result on the Tact scale, Ms. Sample scores outside of the Job Match Pattern 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. A few typical questions may include:

- 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?
- When a customer requires a delicate touch, what methods do you usually employ? Would learning some new competencies be of interest to you?

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



**Pattern 6-8 Score 10**

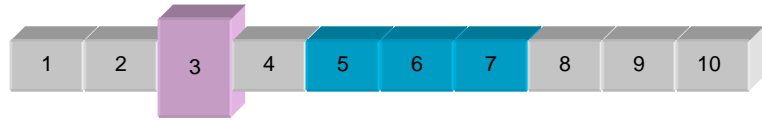
### Considerations for Interviewing

Sally is highly motivated to conform to the traditions of an organization, but her level of Conformity is higher than the Job Match Pattern 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. A few typical questions may include:

- Describe for me a time when you deviated from the exact interpretation of a procedure to achieve success for the benefit of your team or an organization.
- How do you feel about those who bend the rules or take a casual attitude about procedures?

**Flexibility** – Tendency to explore new approaches to doing things



**Pattern 5-7    Score 3**

### **Considerations for Interviewing**

Ms. Sample has a score on the Flexibility scale outside the Job Match Pattern 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. A few typical questions may include:

- 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?
- Have you recently experienced the need to suggest a new way to do something at work? Tell me more about that experience.

## Company Service Perspective

Fifty (50) questions related to providing service to the customer were presented to Sally. The responses to these questions suggest her perspective of providing customer service. The answers provided by the company represent their perspective and are compared to the answers provided by Sally.

| PERSPECTIVES THAT CONFLICT  | HER ANSWER |
|---|------------|
| 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        |
| 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         |