

MANAGING FOR SUCCESS®

Customer Service Version

*"He who knows others is learned.
He who knows himself is wise."
-Lao Tse*

John Doe

12-4-2003

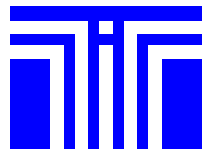
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INTRODUCTION

Successful business depends on Customer Service. It is essential to understand that every employee is involved in customer service. Everyone in every organization is a customer of some kind. It has been proven that customers would rather switch to another company than tolerate poor service. Research indicates, even if there is no conflict, over 60% of all customers quit dealing with a business because of indifference on the part of some employee.

The ability to interact effectively with customers may be the critical difference between success or failure in our work life. Effective customer service begins with an accurate perception of our own work behavioral style. This report was designed to quantify information on how you see your own behavior in the workplace. That information may then be used for you to learn how others perceive your behavior. This knowledge will assist you in formulating strategies in meeting customer needs.

GENERAL CHARACTERISTICS

Based on your responses, the report has selected general statements to provide you with a broad understanding of your Customer Service Style. This section of the report identifies the natural customer service style you bring to the job.

John has great abilities to concentrate on details. This concentration may be intense. Under pressure, John can be extremely tenacious and will stay with his commitments until he is satisfied. When challenged, he becomes more objective. Outwardly, he may appear to be totally accepting of others. He may, however, have deep convictions that are not apparent to others. John is nondemonstrative and wants to be seen as an "anchor of reality" in a "sea of confusion." He requires many good reasons, as well as the benefits involved, before agreeing to making changes. Patience, control and deliberateness characterize his usual behavior. Once John has come to a decision, others may find it difficult to change his mind. If changes are inevitable, and he sees enough benefits, they will be made. John can be open, patient and tolerant of differences. His natural quality of being nonjudgmental is a great strength. Because he is receptive and listens well, he excels in gathering information. He needs time for some study and analysis, particularly when doing new or challenging assignments. This allows him to adjust to the changing environment. He looks to people for support and inner-satisfaction as a way to reach his personal goals. He wins through hard work and persistence. He likes to stay with one task until it is completed.

John prefers to plan his work and work his plan. Others may find it refreshing to have him on their team. He is persistent and persevering in his approach to achieving goals. He tends to make decisions based on past experiences. He prefers the "tried and true." He tries to use balanced judgment. He is the person who brings stability to the entire team. Making plans and following

GENERAL CHARACTERISTICS

those plans is important to him. When faced with a tough decision, he will seek information and analyze it thoroughly. Logic is important when trying to influence him. He pays more attention to logic than emotional "hype." He is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts."

John usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted. Sometimes he will withdraw from a verbal battle. If he feels strong about an issue, he may retreat to gather his resources and then return to take a stand! He is more motivated by logic than emotion. To him, logic represents tangible research. He is not easily triggered or explosive, but he may conceal some grievances because he doesn't always state his feelings. John does not enjoy confrontation for confrontation's sake. He feels he can win through patience and resolve. He is somewhat reserved with those he doesn't trust or know. After trust has been established, he may be open and candid. He can be outgoing at times. Basically introverted, he will "engage" in social conversation when the occasion warrants. Rarely does he display his emotions; that is, he projects a good poker face. Others may get the feeling that he is unfriendly, when in reality he is not.

PERCEPTIONS

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on your self-perception and how, under certain conditions, others may perceive your behavior. Understanding this section will empower you to project the image that will allow you to control the situation.

"See Yourself As Others See You"

SELF-PERCEPTION

You usually sees yourself as being:

Considerate
Good-Natured
Team player

Thoughtful
Dependable
Good listener

OTHERS' PERCEPTION

Under moderate pressure, tension, stress or fatigue, others may see you as being:

Nondemonstrative
Unconcerned

Hesitant
Inflexible

And, under extreme pressure, stress or fatigue, others may see you as being:

Possessive
Detached

Stubborn
Insensitive

DESCRIPTORS

Based on your responses, the report has marked those words that describe your personal behavior. They describe how you solve problems and meet challenges, influence people, respond to the pace of the environment and how you respond to rules and procedures set by others.

Dominance	Influencing	Steadiness	Compliance
Demanding	Effusive	Phlegmatic	Evasive
Egocentric	Inspiring	Relaxed	Worrisome
Driving	Magnetic	Resistant to Change	Careful
Ambitious	Political	Nondemonstrative	Dependent
Pioneering	Enthusiastic	Passive	Cautious
Strong-Willed	Demonstrative	Patient	Conventional
Forceful	Persuasive	Possessive	Exacting
Determined	Warm	Predictable	Neat
Aggressive	Convincing	Consistent	Systematic
Competitive	Polished	Deliberate	Diplomatic
Decisive	Poised	Steady	Accurate
Venturesome	Optimistic	Stable	Tactful
Inquisitive	Trusting		Open-Minded
Responsible	Sociable		Balanced Judgment
Conservative	Reflective	Mobile	Firm
Calculating	Factual	Active	Independent
Cooperative	Calculating	Restless	Self-Willed
Hesitant	Skeptical	Alert	Stubborn
Low-Keyed	Logical	Variety-Oriented	Obstinate
Unsure	Undemonstrative	Demonstrative	Opinionated
Undemanding	Suspicious	Impatient	Unsystematic
Cautious	Matter-of-Fact	Pressure-Oriented	Self-Righteous
Mild	Incisive	Eager	Uninhibited
Agreeable	Pessimistic	Flexible	Arbitrary
Modest	Moody	Impulsive	Unbending
Peaceful	Critical	Impetuous	Careless with Details
Unobtrusive		Hypertense	

CUSTOMER SERVICE FLEXIBILITY

Since customers are different, the needs they have, and that must be met, are also different. The information in this section will help you identify types of customers and provide you with the strategies to meet their needs.

"Improving Your Interactive Flexibility"

When interacting with a customer who has the following characteristics:

- Fast-paced speech
- Gives a strong first impression
- Impatient
- Direct
- Tries to control the situation

Factors that will improve Service with this Style of Customer:

- Speed up - omit some of the details
- Speak with confidence
- Flatter their ego
- Don't waste their time
- Stress Service - be fast and efficient
- Stress new products and service

Factors that will create tension or dissatisfaction with this Style of Customer:

- Not reacting quickly
- Speaking slowly and deliberately

CUSTOMER SERVICE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with a customer who has the following characteristics:

- Friendly and talkative
- Impulsive
- Uses many hand gestures when speaking
- Gets emotional
- Imprecise about the use of time

Factors that will improve Service with this Style of Customer:

- Be more demonstrative with your facial gestures
- Be flexible with your time schedule....allow time for them to talk
- Let them know you enjoy their company
- Be prepared for them to be emotional
- Let them know you are interested in helping them

Factors that will create tension or dissatisfaction with this Style of Customer:

- Not sharing information freely
- Not displaying a sense of urgency

CUSTOMER SERVICE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with a customer who has the following characteristics:

- Patient
- Easy going
- Uses an unemotional tone of voice
- Reserved
- Deliberate - methodical

Factors that will improve Service with this Style of Customer:

- Maintain a friendly environment
- Show a demonstrated need for urgency
- Present information in a systematic fashion
- If change is necessary, give many reasons and benefits
- Show sincere appreciation
- Stress security
- Assure them that many others are using your product/service

Factors that will create tension or dissatisfaction with this Style of Customer:

- Not demonstrating personal attention
- Being possessive of information

CUSTOMER SERVICE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with a customer who has the following characteristics:

- Speaks slowly
- Asks questions about facts and data
- Deliberate in actions
- Uses few gestures
- Skeptical
- Suspicious

Factors that will improve Service with this Style of Customer:

- Be diplomatic and courteous
- Don't ask probing, personal questions
- Avoid criticism of their comments or choices
- Provide assurances of correct decisions
- Avoid sudden or abrupt changes
- Don't threaten them

Factors that will create tension or dissatisfaction with this Style of Customer:

- Sloppy work environment
- Overselling

SITUATIONAL STRATEGIES

Use this page for ideas on how to control the interaction between yourself and a customer when the following situations arise. When a customer is upset, you must first gain control of the situation - then read the customer's style and apply the appropriate strategy.

CUSTOMER

Skeptical, Suspicious

Nervous, irritable, high strung

Pessimistic, grouchy, complaining

Egotistical, opinionated, high hat

Argumentative, blustering

Silent, secretive

STRATEGY

Agree on minor points and expand. Be conservative in assertions.

Use a quiet, tactful, soothing manner.

Listen patiently, ask questions to find out their real concerns.

Flatter their ego. Concentrate on getting results.

Create response by challenging in a sincere manner.

Be more personal than usual to draw them out.

ACTION PLAN

Name: John Doe

Customers I have the most difficult time relating to could be described as:

- 1.
- 2.
- 3.
- 4.

To improve my Customer Service with them, I need to work on the following:

- 1.
- 2.
- 3.
- 4.

Other Customers who cause me discomfort are:

- 1.
- 2.
- 3.
- 4.

To improve my Customer Service with them, I need to work on the following:

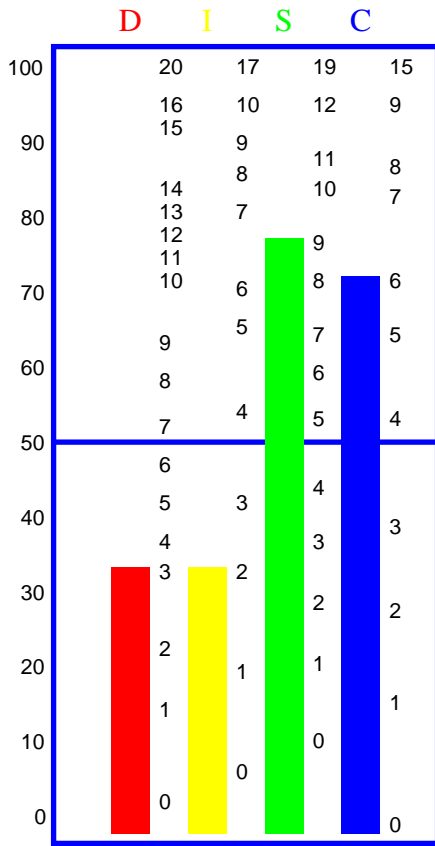
- 1.
- 2.
- 3.
- 4.

Date _____ Signature _____

STYLE ANALYSIS™ GRAPHS

John Doe
12-4-2003

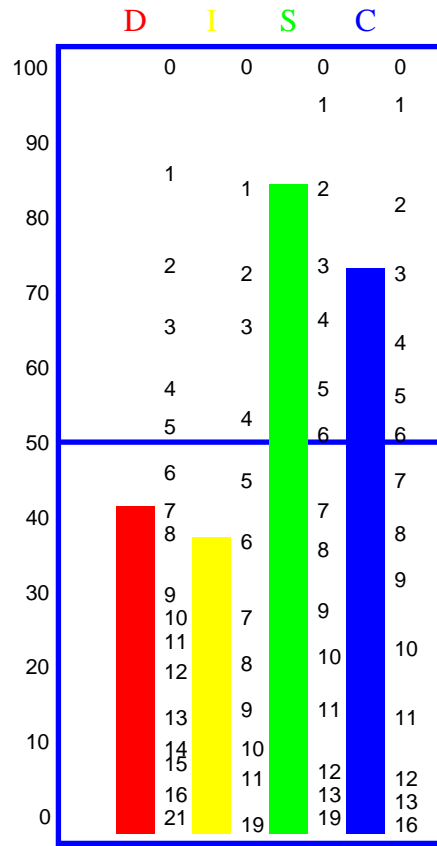
MOST
Graph I
Adapted Style



Score
%

3	2	9	6
34	34	77	72

LEAST
Graph II
Natural Style



7	6	2	3
42	38	84	73

THE SUCCESS INSIGHTS® WHEEL

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

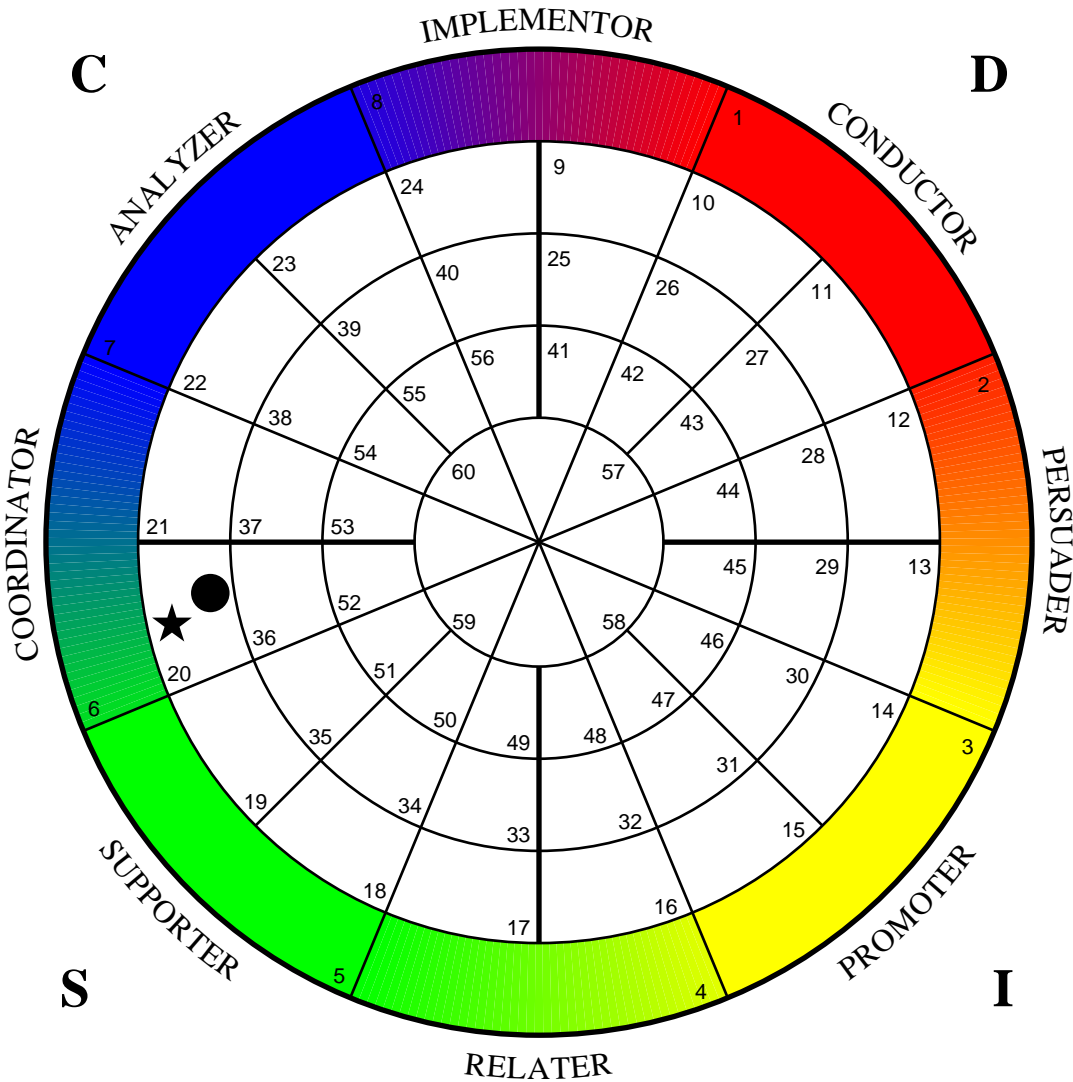
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.

THE SUCCESS INSIGHTS® WHEEL

John Doe
12-4-2003



Adapted: ★ (20) SUPPORTING COORDINATOR

Natural: ● (20) SUPPORTING COORDINATOR