

Profiles[™] International
Customer Service Profile



Confidential Placement Report

Tuesday, September 11, 2007

Jeff Sample

Customer Service Representative

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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.

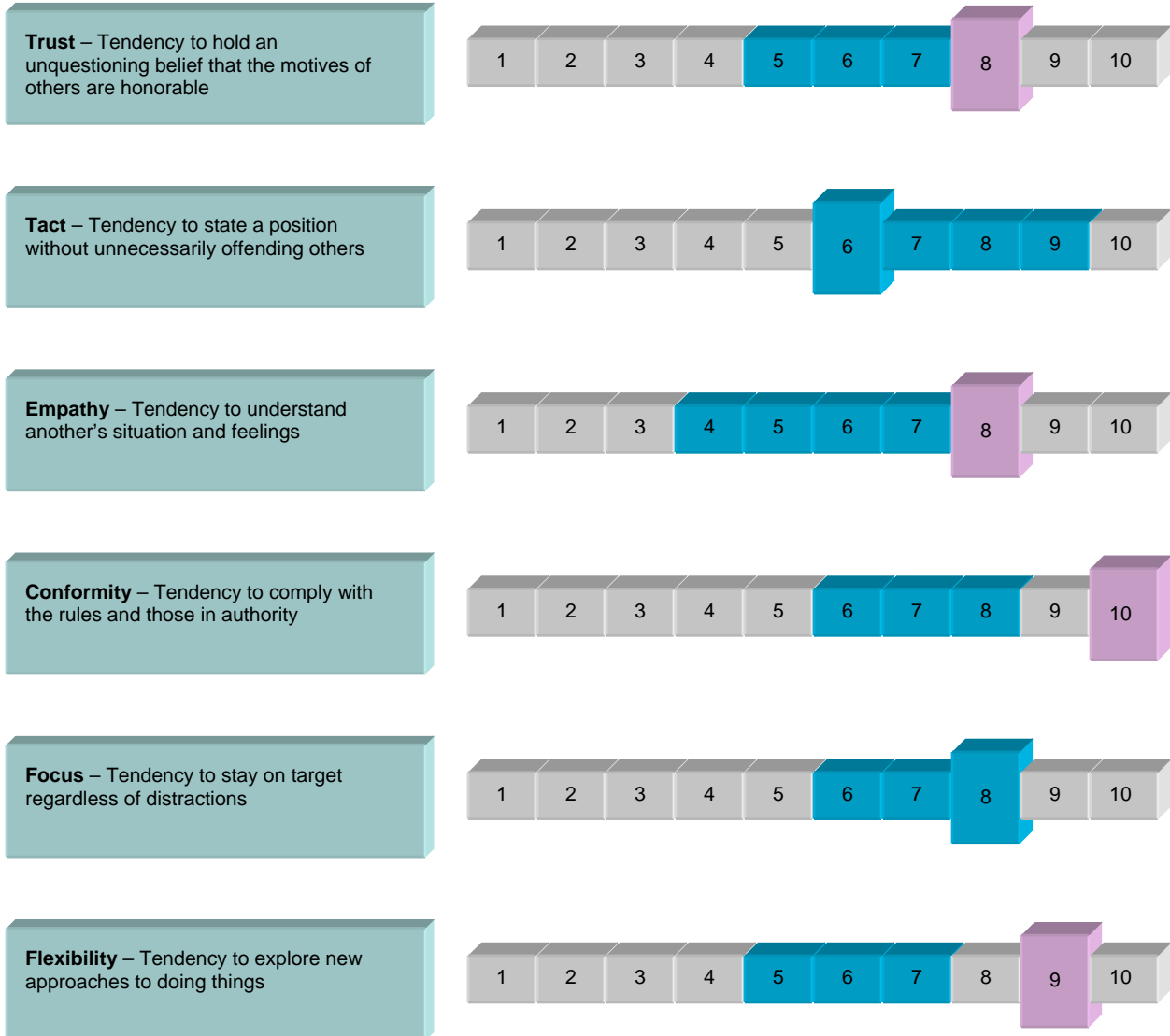
This report reflects the responses provided by Jeff Sample when he completed the Customer Service Perspective assessment. The information is presented in the following five parts:

- **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 Mr. 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 Jeff.

Summary of Behavioral Characteristics

The darker shading represents the Job Match Pattern for the role of Customer Service Representative. The larger box indicates his score.

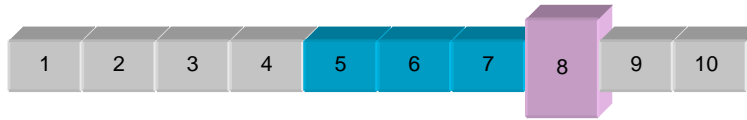


The Distortion Score on this assessment is 10. The Distortion Scale deals with how candid and frank the respondent was while taking this assessment. The range for this scale is 1 to 10, with higher scores suggesting greater candor.

Behavioral Characteristics

Trust

- Wary
- Vigilant
- Skeptical



- Unquestioning
- Uncritical
- Optimistic

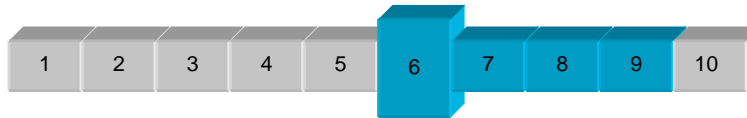
Pattern 5-7 Score 8

Comments on Trust

Mr. Sample does not appear to be a skeptic. He generally believes that customers’ motives are genuinely honorable and worthy of trust. He probably takes others at face value and is not wary of their intentions unless something appears reasonably suspicious.

Tact

- Direct
- Obvious
- Forthright



- Discreet
- Diplomatic
- Restrained

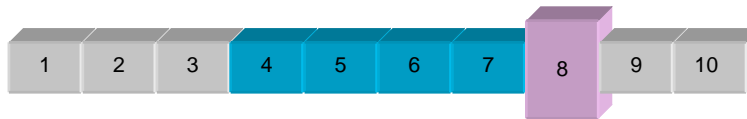
Pattern 6-9 Score 6

Comments on Tact

He is probably aware of others’ sensitivities most of the time but may, when under stress, slip into a manner of saying things that could have been more diplomatically stated. He will probably not be intentionally rude to customers, but training to improve his communication style may be useful.

Empathy

- Detached
- Indifferent
- Distant



- Understanding
- Compassionate
- Sensitive

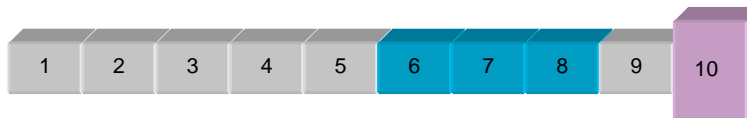
Pattern 4-7 Score 8

Comments on Empathy

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

Conformity

- Inventive
- Free-spirited
- Independent



- Traditional
- Compliant
- Conventional

Pattern 6-8 Score 10

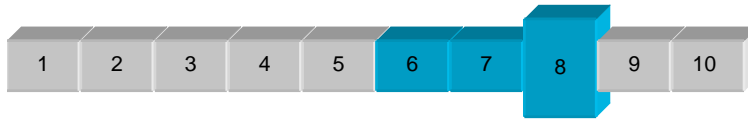
Comments on Conformity

He generally believes in, and is obedient to, the norms of a group or organization. Jeff is a strong believer in following the orders or instructions of those in authority. He 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

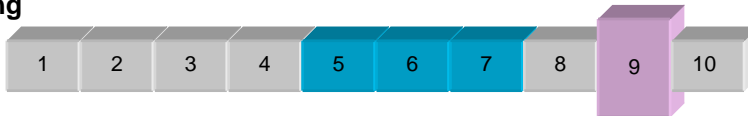
Pattern 6-8 Score 8

Comments on Focus

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

Flexibility

- Uncompromising
- Inflexible
- Cautious



- Adaptable
- Accepting
- Enjoys new approaches

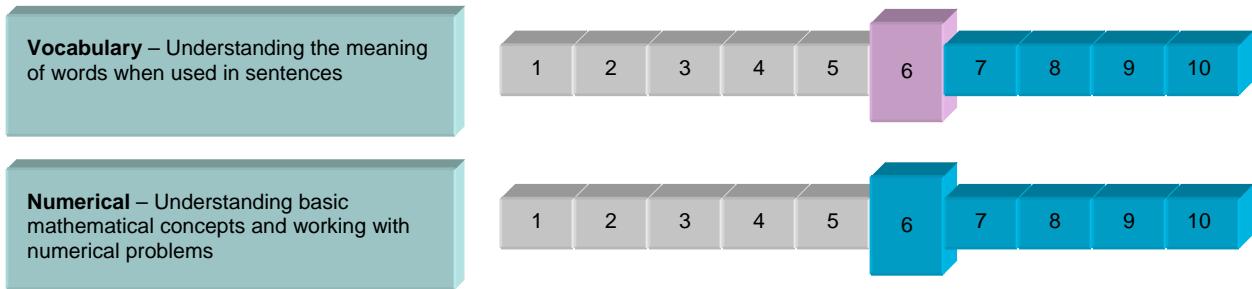
Pattern 5-7 Score 9

Comments on Flexibility

He is so highly open to change that others may consider it a challenge to keep up with him when he suggests new approaches for work accomplishments. He relishes the generation of new ideas, concepts and methods of improving upon how to get things done. He seems to possess quite an innovative attitude.

Proficiencies

The darker shading represents the Job Match Pattern for the role of Customer Service Representative. The larger box indicates this individual's score.



Job Match Percent

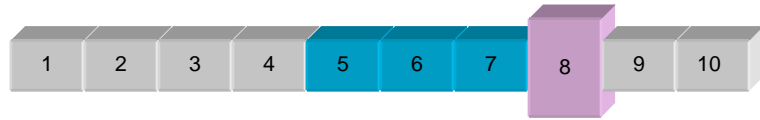
The Job Match Percent reflects the degree of match between the results for Mr. Sample and the Job Match Pattern for the **six Behavioral Traits and the two Proficiencies**. For Jeff, the match to the position of Customer Service Representative is 73%.



Considerations for Interviewing

The darker shading represents the Job Match Pattern for the role of Customer Service Representative. Mr. 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



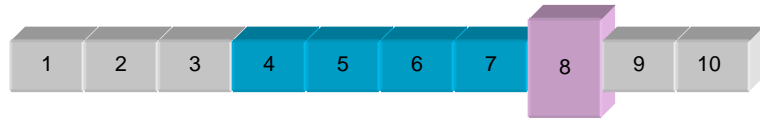
Pattern 5-7 Score 8

Considerations for Interviewing

Jeff has a score on the Trust scale that, while relatively high, is outside the Job Match Pattern for this position. Either he lacks the attitude needed to trust customers implicitly, or too much trust seems apparent in him for this particular role. Interview questions should focus on his adaptability, highlighting a change in attitude that better matches the needs of the job. A few typical questions may include:

- What balance is needed in how much an employee trusts the customer's motives? In what ways can a little prudence be more helpful than a highly positive attitude about every customer?
- How often do you discover that a customer's motives are not as honest as they first seemed? What would you like to do about this kind of situation in the future?

Empathy – Tendency to understand another's situation and feelings



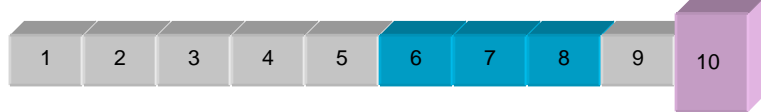
Pattern 4-7 Score 8

Considerations for Interviewing

Mr. Sample achieved a score on the Empathy scale that lies outside the Job Match Pattern for this position. Interviewing may reveal the extent to which Mr. Sample utilizes his power of empathy with customers. Additionally, it may be of interest just how involved (or over-involved) he has become with customer's feelings in the past. What is important to discern is whether he can monitor his involvement with customers and maintain professionalism without unwanted emotional investment. A few typical questions may include:

- How do you address a customer's needs without getting "too involved" with their emotional responses?
- Have you ever observed a co-worker relating so much to a customer's emotional responses that efficient customer service takes a lower priority than dealing with the feelings involved (hostility, frustration, unhappiness)? How would you approach this dilemma if it happened to you instead?

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



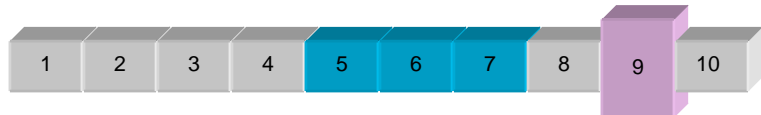
Pattern 6-8 Score 10

Considerations for Interviewing

Jeff is highly motivated to conform to the traditions of an organization, but his level of Conformity is higher than the Job Match Pattern for this position. This implies that he may be overly challenged by opportunities to constructively make an exception to the rules. Questions could focus on whether he 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 9

Considerations for Interviewing

Mr. Sample has accomplished a score quite high on the Flexibility scale. This score is above the Job Match Pattern for this position. Interviewing may need to emphasize his willingness to avert his tendency to change his methods simply for the sake of doing so. Some accommodation to the procedures of the workplace is likely to be required, so determining his readiness to do so could be revealed by his responses to interview questions. A few typical questions may include:

- What use does a procedure have if it's outdated? Give an example of how you have dealt with such a problem recently.
- Tell me about a recent situation in which you went along with the procedures required for the job, despite the fact that there was probably a better and easier way to reach an objective.

Company Service Perspective

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

PERSPECTIVES THAT CONFLICT	HIS ANSWER
Certain technical questions should be referred to an internal expert or supervisor.	No
Customers don't care how many people they have to talk to as long as they get the answers they need.	Yes
Customers don't care whether I refer to them by name, as long as they receive good service.	Yes
Customers don't like to be asked a lot of questions.	No
I can't solve all of a customer's problems; some concerns have to be referred to others or left alone.	No
If a customer wants to chat, I should let them.	No
It is important to track how long I spend with each customer to help decrease wasted time.	No
It is often possible to satisfy a customer by explaining why he or she is wrong.	No
I should never give a customer any reason to think that I don't know something about my job.	Yes
Resolving customers' concerns should start and stop with me.	Yes
Service is enhanced when I have complete authority to act on the customer's behalf.	No
Sometimes disagreeing with a customer will lead to better results for all concerned.	No