

Thinking Pattern Reports

Customer Service Screen

Prepared for

Demo Sample

Thinking is the doorway


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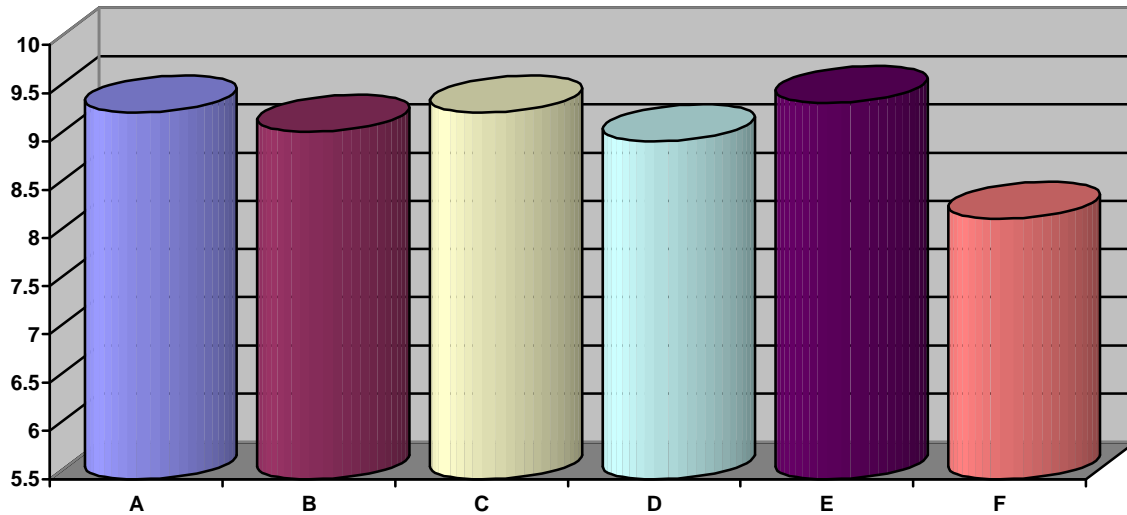
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Customer Service Screen

GLOBAL GRAPH



Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	8.8 to 10.0
Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.5 to 8.79
Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.2 to 8.49
Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.19

A) Relating With Customers (Low Risk) — The ability to see, understand and relate with customers in an objective, unbiased manner.
B) Communicating With Customers (Low Risk) — The ability to listen to customers, evaluate what is important and respond effectively.
C) Handling Customer Rejection (Low Risk) — The ability to maintain a strong sense of inner self worth regardless of circumstances.
D) Job Related Attitudes (Low Risk) — The ability to work within the organizational guidelines, policies and procedures to get things done.
E) Problem Solving Capacity (Low Risk) — The ability to identify potential customer problems and generate effective solutions.
F) Personal Work Attitudes (Conditional Risk) — The ability to feel a sense of purpose and satisfaction in one's work.

Customer Service Screen SYNOPSIS

CAPACITY	LOW RISK	SITUATIONAL RISK	CONDITIONAL RISK	REAL RISK
RELATING WITH CUSTOMERS				
Attitude Toward Customers	ü			
Prejudice/Bias Index	ü			
Reading Customer Needs	ü			
Valuing Future Business	ü			
Patience With Customers	ü			
COMMUNICATING WITH CUSTOMERS				
Listening To Customers	ü			
Evaluating What Is Said	ü			
Developing A Response	ü			
Talking At The Right Time	ü			
Understanding Attitudes	ü			
HANDLING CUSTOMER REJECTION				
Self Esteem	ü			
Self Assessment	ü			
Self Confidence	ü			
Self Control	ü			
Sensitivity To Others	ü			

Customer Service Screen SYNOPSIS

CAPACITY	LOW RISK	SITUATIONAL RISK	CONDITIONAL RISK	REAL RISK
JOB RELATED ATTITUDES				
Meeting Established Standards	ü			
Doing Things Right	ü			
Attention to Policies		ü		
Meeting Deadlines	ü			
Attitude Toward Authority		ü		
PROBLEM SOLVING CAPACITY				
Evaluating What To Do	ü			
Attention To Concrete Detail	ü			
Using Common Sense	ü			
Intuitive Insight	ü			
Seeing Potential Problems	ü			
PERSONAL WORK ATTITUDES				
Job Satisfaction	ü			
Flexibility/Adaptability	ü			
Health-Tension Index			ü	
Persistence				ü
Consistency/Reliability	ü			

Customer Service Screen

CORE STRENGTHS

Attitude Toward Customers: (Relating With Customers) SR-1A

Low Risk

They have a very dynamic, optimistic attitude toward others, can see and understand the positive potential of others, are concerned about and attentive to and available to others.

Prejudice-Bias Index: (Relating With Customers) SR-2B

Low Risk

They have the ability to see and understand the uniqueness and individuality of others but tend to be more open to viewpoints which match their expectations and ideals.

Reading Customer Needs : (Relating With Customers) SR-3A

Low Risk

They have very keen insight into others, the ability to evaluate their potential for good and bad, and to be aware of the needs and concerns of others.

Valuing Future Business: (Relating With Customers) SR-4B

Low Risk

They have the ability to build a plan or strategy which not only defines the boundaries for future decisions but also fits the pieces together to anticipate consequences of decisions.

Patience With Customers: (Relating With Customers) SR-5A

Low Risk

They have the ability and the willingness to be open and available to others, to see and accept the viewpoints of others and to be patient with others.

Listening To Others: (Communicating With Customers) SR-6B

Low Risk

They have the ability and willingness to listen to what others are saying, to pay attention to their own unique viewpoints, to their needs and concerns.

Evaluating What Is Said: (Communicating With Customers) SR-7

Low Risk

They have the ability to realistically see and evaluate what others are saying and remain open to viewpoints even when they are contrary to their own.

Customer Service Screen

CORE STRENGTHS

Developing A Good Response: (Communicating With Customers) SR-8A

Low Risk

They have the ability to understand the consequences of what and how they respond to others, to make certain that their responses have a positive effect and are understood.

Talking At The Right Time: (Communicating With Customers) SR-9D

Low Risk

They have the ability to correctly and immediately identify both what is the correct or appropriate response and when the time is right to make their point.

Understands Attitudes: (Communicating With Customers) SR-10A

Low Risk

They have the ability not only to see and understand the attitudes of others but they are also extremely concerned about meeting the needs and interests of others.

Self Esteem: (Handling Customer Rejection) SR-11G

Low Risk

They have a keen appreciation of their uniqueness and individuality and a realistic assessment of their ability to to perform, their strengths and talent.

Self Assessment: (Handling Customer Rejection) SR-12

Low Risk

They know what they are capable of doing, what it will take to get things done and give them a sense of contribution as well as a sense of satisfaction.

Self Confidence: (Handling Customer Rejection) SR-13I

Low Risk

They have the ability to develop and maintain realistic confidence in their capacity to perform and to live up to social and role images and expectations.

Self Control: (Handling Customer Rejection) SR-14

Low Risk

They have the capacity to maintain their sense of balance and equilibrium when dealing with stressful and emotional situations, responding rationally and objectively.

Customer Service Screen

CORE STRENGTHS

Sensitivity To Others: (Handling Customer Rejection) SR-15A

Low Risk

they have the capacity to be open and available without risking becoming too trusting or involved. They can see and evaluate positive or negative consequences of relationships.

Meeting Established Standards: (Job Related Attitudes) SR-16C

Low Risk

Their strong sense of individualistic thinking combined with a skeptical attitudes toward authority can lead them to challenge rules and look for creative ways to organize.

Doing Things Right: (Job Related Attitudes) SR-17C

Low Risk

They understand the need for rules and standards but their individualism will likely lead them to spend time and energy looking for unique, novel and creative ways to get things done.

Meeting Schedules And Deadlines: (Job Related Attitudes) SR-19D

Low Risk

They have the ability to understand the importance of schedules and deadlines and the ability to build timetables which reflect personal and organizational expectations.

Evaluating What To Do: (Problem Solving Capacity) SR-21

Low Risk

They have an excellent ability for sizing up situations, for identifying problems especially in difficult or confusing situations and for generating constructive alternatives.

Attention To Concrete Detail: (Problem Solving Capacity) SR-22C

Low Risk

They have the ability to see and understand what is happening in a practical, pragmatic way, to identify the flaws in things as well as the positive, functional worth of things.

Using Common Sense: (Problem Solving Capacity) SR-2 B

Low Risk

They have a well developed ability to see and understand how to get things done in a practical, common sense way but they may not always rely on this capacity.

Customer Service Screen

CORE STRENGTHS

Intuitive Insight: (Problem Solving Capacity) SR-24

Low Risk

They have a well developed ability to rely on intuitive insights to decide both where the problems are as well as what solutions are best.

Seeing Potential Problems: (Problem Solving Capacity) SR-25

Low Risk

They have a good capacity for identifying what the crucial issues are in complex and confusing situations and how these issues are integrated into the overall problem situation.

Role Satisfaction: (Personal Work Attitudes) SR-26A

Low Risk

They are confident that what they are doing not only is what is best for them and for society and will likely feel an urgency to get things done and to push ahead.

Flexibility, Adaptability: (Personal Work Attitudes) SR-27B

Low Risk

They have the ability and willingness to see and accept the mistakes that they make and the ability to change direction when they do not attain the results which they desire.

Consistency: (Personal Work Attitudes) SR-30C

Low Risk

They have the ability to see and understand what course of action is best which can keep them on track even when they are uncertain about which direction is best.

Customer Service Screen **DEVELOPMENT COMMENTS**

Attention To Policies, Procedures: (Job Rel. Attitudes) SRV-18E

Situational Risk

Their individualistic need to challenge existing rules, standards and expectations will likely lead them to disregard policies and procedures which do not meet their needs.

Attitude Toward Authority: (Job Related Attitudes) SRV-20C

Situational Risk

Their strong individualism will lead them to covertly or overtly disregard existing authority. They feel the need to challenge authority simply for the sake of doing so.

Health Tension Index: (Personal Work Attitudes) SRV-28B

Conditional Risk

They currently do not see or value themselves as well as they do the world around them and as a result they are subject to anxiety and stress effects.

Persistence: (Personal Work Attitudes) SRV-29B

Real Risk

They are feeling indecisive and uncertain about which course of action is best for them and as a result will not likely feel an urgency to push ahead.

Customer Service Screen **INTERVIEW GUIDES**

Attention To Policies And Procedures: (Job Related Attitudes) SRV-18E

The Problem

They tend to:

1. Overtly or covertly do things their own way.
2. Undervalue conformity to norms, rules and authority and may actively challenge organizational rules, norms and codes especially those which they feel are unnecessary or impractical.

Interview Comments

The following steps are recommended:

1. Describe a customer situation in which organizational policies and procedures must be either bent or broken to satisfy the client. Ask them to evaluate the problem situation and see how willing they are to accept getting around existing policy to get results.
2. Describe a service situation in which service representatives are utilizing company property for their own use. Make the situation a gray issue where there is no obvious loss and the customers are kept satisfied. Test their response to this situation.

Customer Service Screen

INTERVIEW GUIDES

Attitude Toward Authority: (Job Related Attitudes) SRV-20C

The Problem

They tend to:

1. Disregard rules, norms and conventions about how things should be done.
2. Tend to go their own way becoming skeptical and cautious about rules and codes of conduct which are different from their own.
3. Develop a 'chip on the shoulder' attitude when things do not work out as they expect.

Interview Comments

The following steps are recommended:

1. Provide them a problem situation from the work environment which has several different alternatives, one which follows company guidelines. Use a company option which is not as functional but represents a more orderly way of solving the problem. Indicate that sometimes employees have to go it their own way to get things done. See how they respond and how much they are willing to go around company guidelines.
2. See how willing they are to rationalize getting around or replacing company policies by appealing to practical thinking.

Customer Service Screen **INTERVIEW GUIDES**

Personal Work Attitudes: (Health Tension Index) SRV-28B

The Problem

They tend to:

1. Do the wrong things in order to be taken out of a pressure situation.
2. Develop physical symptoms as a result of their despair and frustration.
3. Be inconsistent in performance depending on their ability to manage their stress and anxiety.

Interview Comments

The following steps are recommended:

1. Ask them to describe what they see as the cause for their stress and anxiety. Require them to relate this information to your organization.
2. Give them a list of service problems and potential solutions. Require them to evaluate the problems and solutions. Give a limited time and press them during their evaluation. When they have reached a solution, aggressively challenge their thinking.

Customer Service Screen **INTERVIEW GUIDES**

Personal Work Attitudes: (Persistence) SRV-29B

The Problem

They tend to:

1. Lack a sense lack of urgency to get things done.
2. Tend to take things easy, to 'let things be', to feel no strong desire or compulsion to push ahead.
3. Have difficulty pushing themselves to do their best.
4. Be uncertain about the future.

Interview Comments

The following steps are recommended:

1. Ask them to examine the service position in your organization. Require them to picture themselves in your organization three years from now. Ask them to describe what they will be doing, how they will feel about their job, what they family will be doing and how their family will feel about the job.
2. Ask them to describe any doubts they have about the future and to give examples of how they will deal with these doubts. Require them to relate these doubts to their ability to perform in your organization.