

Thinking Pattern Reports

Customer Service Screen

Prepared for

Sample Sample



Orchestrating Results

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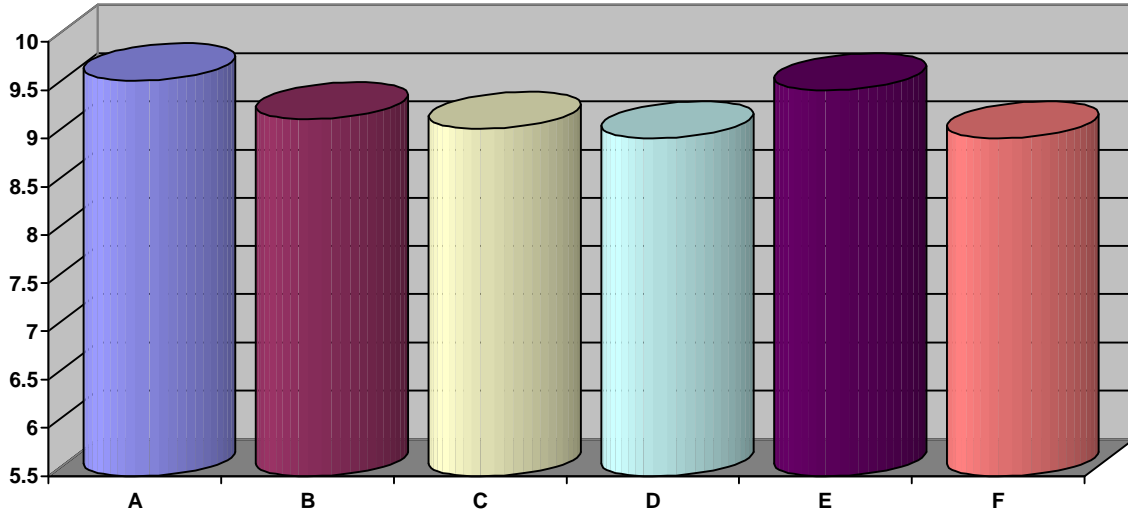
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Customer Service Screen

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 (Low 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-4A

Low Risk

They are a very spontaneous, individualistic thinker and planner who has a knack for seeing outcomes and consequences which others do not see because they think more habitually.

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.

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.

Customer Service Screen

CORE STRENGTHS

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 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-13C

Low Risk

Even though they are currently feeling uncertain and extremely frustrated in their current social\role environment, they can use this opportunity to identify new opportunities.

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.

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-16A

Low Risk

Their strong sense of individualistic thinking can lead them to develop and maintain loyalty to standards which they believe function and will work.

Customer Service Screen

CORE STRENGTHS

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

Low Risk

Their individualism will likely lead them to be insistent on doing things in unique, novel and potentially creative ways which may come in conflict with accepted ways of thinking.

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

Low Risk

They have a strong sense of inner perfectionism which builds a need for things to work out right and attention to developing and implementing timetables and deadlines.

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.

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.

Customer Service Screen **CORE STRENGTHS**

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

Low Risk

They have the ability to see and understand the value of their personal commitment and energy which helps them accept the need to change when things do not work out as they expect.

Persistence: (Personal Work Attitudes) SR-29A

Low Risk

Their strong commitment to their inner ideals, their personal goals and beliefs about the future provides a compulsive need to push ahead and stay on track.

Consistency: (Personal Work Attitudes) SR-30A

Low Risk

Their commitment to personal goals and ideals will function as a source of consistency and constancy even though they may go through temporary doubts, uncertainties, anxiety and despair.

Customer Service Screen

DEVELOPMENT COMMENTS

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

Situational Risk

Because of their focused thinking, they may have difficulty correctly interpreting what others are saying leading them to be either too optimistic or skeptical and biased.

Self Esteem: (Handling Customer Rejection) SRV-11D

Situational Risk

Their tendency to depreciate their inner worth and feel a need to constantly measure up can lead them to promise more than they can deliver and to have difficulty staying in control.

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-20A

Situational Risk

Their unconventional, individualistic thinking can lead them to covertly or overtly challenge authority. They tend to insist on being inventive and doing things their own way.

Role Satisfaction: (Personal Work Attitudes) SRV-26B

Situational Risk

They are currently in social/role transition uncertain about what they want to do and feeling frustrated and dissatisfied about their current circumstances.

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

Real Risk

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

Customer Service Screen **INTERVIEW GUIDES**

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

The Problem

They tend to:

1. Spend too much time in nonproductive activities dealing with unimportant issues.
2. Be unable to read buying signals from customers or have difficulty correctly seeing and understanding the crucial issues and genuine concerns.
3. Impose preset, rigid solutions which either discount or overlook the genuine customer needs and interests.

Interview Comments

The following steps are recommended:

1. Require them to interview you as a customer with a problem. Test their ability to ask key questions, to be responsive to your concerns and to keep the interview on track. Create distractions to challenge their ability to keep the interview on track and handle crucial issues.
2. Ask them to describe what they see as the key steps in the service process. Require them to demonstrate how these steps work to benefit both the customer and the organization.

Customer Service Screen

INTERVIEW GUIDES

Self Esteem: (Handling Customer Rejection) SRV-11D

The Problem

They tend to:

1. Underestimate their worth, blow up their flaws and imperfections.
2. Promise more than they can deliver.
3. Avoid difficult issues and respond impulsively to those issues when they must confront them.
4. Spend too much time with customers who make them feel comfortable.

Interview Comments

The following steps are recommended:

1. Give them a service problem to handle. During their assessment, aggressively challenge their thinking, disagree with their recommendations. Test their willingness and ability to handle your criticisms.
2. Ask them to evaluate the phrase 'The customer is always right'. After their response, use examples which illustrate problems where the customer is in the wrong, is extremely upset with the company and is acting in an aggressive manner. Require them to be specific about how they would handle the customer complaints.

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-20A

The Problem

They tend to:

1. Follow their own priorities and go their own way such that the degree to which they are willing to accept authority and abide by organizational and societal norms and rules depends on whether they feel these conventions are necessary, practical and consistent with their thinking.
2. Develop a 'chip on the shoulder attitude' when things do not work out as they expect.
3. be naturally skeptical and suspicious of norms, rules and standards for conduct.

Interview Comments

The following steps are recommended:

1. Use both indirect and direct suggestions that sometimes it is necessary to get around existing rules, policies and procedures. Test their willingness to agree and how far they are willing to push the issue.
2. Engage them in a conversation about an issue which is in the public eye. Find out their thinking. Challenge them aggressively on the issue.

Customer Service Screen INTERVIEW GUIDES

Personal Work Attitudes: (Role Satisfaction) SRV-26B

The Problem

They tend to:

1. Be inconsistent in their actions and decisions.
2. Overlook opportunities in their current environment.
3. Tend to shift from a compulsive need to be doing things to a lack of urgency to get things done.
4. Tend to develop feelings of boredom or lack of challenge in their current situation.

Interview Comments

The following steps are recommended:

1. Ask them to picture themselves in your service work environment. Require them to describe the tasks they would enjoy, the tasks that would not be appealing and the issues which would be priorities for them.
2. Ask them to describe their feelings of frustration and uncertainty about their social/role image. Explore how these frustrations would not be present in your organization.
3. Ask them to describe the environment which is best for them. Require them to include items about authority, responsibility as well as specific work tasks and physical surroundings.

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.