

Thinking Pattern Reports

Customer Service Screen

Prepared for

SampleB SampleB



Orchestrating Results

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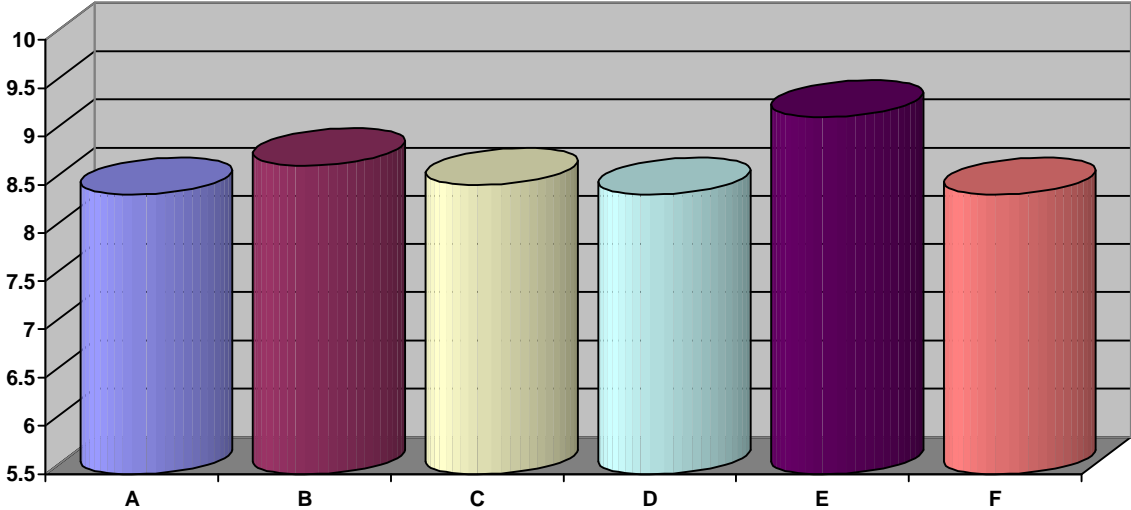
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Customer Service Screen

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 (Conditional Risk) — The ability to see, understand and relate with customers in an objective, unbiased manner.
B) Communicating With Customers (Situational Risk) — The ability to listen to customers, evaluate what is important and respond effectively.
C) Handling Customer Rejection (Situational Risk) — The ability to maintain a strong sense of inner self worth regardless of circumstances.
D) Job Related Attitudes (Conditional 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

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

Low Risk

They have the ability to identify and understand the consequences of their responses and their responses are likely to be objective but cautious and selective.

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.

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 C

Low Risk

They have the ability to see and pay attention to things in a practical, common sense way and they pay attention to staying focused on what needs to be immediately done.

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

DEVELOPMENT COMMENTS

Attitude Toward Customers: (Relating With Customers) SRV-1B

Situational Risk

They tend to have an overly cautious, skeptical attitude toward others which can cause them to be too critical of others and impatient when they do not measure up.

Prejudice/Bias Index: (Relating With Customers) SRV-2C

Conditional Risk

They tend to develop very skeptical, critical biases about others which concentrate on criticizing what is wrong rather than identifying what is right with others.

Reading Customer Needs: (Relating With Customers) SRV-3B

Situational Risk

Their thinking about others can be affected by expectations and biases which can lead them to be overly critical of customers and to overlook critical customer issues.

Valuing Future Business: (Relating With Customers) SRV-4C

Conditional Risk

Their individualism overtly or covertly challenges existing ways of thinking and leads them to be cautious about planning for the future and to overlook the consequences of decisions.

Patience With Customers: (Relating With Customers) SRV-5B

Situational Risk

They tend to constantly measure others against practical, preset biases and expectations and to be very impatient when others do not measure up.

Listening To Customers: (Communicating With Customers) SRV-6C

Situational Risk

They tend to be overly skeptical and critical listening, measuring, and critiquing everything that is said against a preset standard.

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.

Customer Service Screen DEVELOPMENT COMMENTS

Talking At The Right Time: (Communicating With Customers) SRV-9C

Situational Risk

Their thinking tends to be so results and 'now' oriented that they lose a sense of balance and objectivity focusing their sense of timing totally on immediate needs.

Understands Attitudes: (Communicating With Customers) SRV-10D

Situational Risk

Their skepticism can lead them to become overly critical about what is said such that they only see the negative potential even though what is said matches their thinking.

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

Situational Risk

They do not give themselves enough credit, measure themselves against ideals and expectations, blow up their imperfections and be overly sensitive about what others think or say.

Self Assessment: (Handling Customer Rejection) SRV-12

Situational Risk

They tend to bite off more than they can chew, overlook their own potential for mistakes and have difficulty maintaining consistent confidence.

Self Confidence: (Handling Customer Rejection) SRV-13G

Real Risk

They are uncertain about what their goals ought to be and in a holding pattern concerning the future and will likely have difficulty staying on target and maintaining commitment.

Sensitivity To Others (Handling Customer Rejection) SRV-15B

Real Risk

Their cautious, skeptical attitudes toward others can lead them to be indifferent to customer needs and to be too critical and competitive, especially when customers disagree with them.

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

Conditional Risk

Their strong sense of individualistic thinking combined with a cautious, skeptical attitude toward authority, structure and conformity can lead them to challenge existing standards.

Customer Service Screen DEVELOPMENT COMMENTS

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

Situational Risk

Their strong sense of individualism can lead them to covertly or overtly challenge existing ways of doing things and to disregard the need for doing things according to standards.

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.

Meeting Schedules And Deadlines: (Job Related Attitudes) SRV-19H

Situational Risk

Their uncertainty about which direction is best can lead them to see the world in disorder and confusion and to have difficulty meeting schedules and deadlines.

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

Real 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.

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

Conditional Risk

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

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

Conditional Risk

Their uncertainty and indecisiveness about the future can lead to anxiety, frustration and despair when they must deal with major changes in direction.

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

Situational 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
DEVELOPMENT COMMENTS

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.

Consistency: (Personal Work Attitudes) SRV-30A

Conditional Risk

A combination of a compulsive need to push ahead and a feeling of frustration and dissatisfaction about their current circumstances can lead to inconsistencies in their decisions.

Customer Service Screen **INTERVIEW GUIDES**

Attitude Toward Others: (Relating With Customers) SRV-1B

The Problem

They tend to:

1. Be indifferent to the needs and interests of others especially if it is not functional to do so.
2. Potentially misunderstand the intentions of others and misuse or manipulate others.
3. Be too hard on others constantly giving critical advice, blowing up the imperfections and mistakes of others.

Interview Comments

The following steps are recommended: Request the prospective representative handle your service problems. Make certain that you:

1. Are impatient and short with them to test their ability to focus on the problem rather than argue with the customer.
2. Interrupt them to test their ability to be responsive to the needs of the customer.

Customer Service Screen **INTERVIEW GUIDES**

Prejudice/Bias Index: (Relating With Customers) SRV-2C

The Problem

They tend to:

1. Be skeptical and overly cautious with customers.
2. Become too competitive viewing customer relations more as a win-lose than a win-win situation.
3. Become willing to cooperate without conditions if they determine that it is in their best interest.

Interview Comments

The following steps are recommended:

1. Present a situation in which they must work with a team to identify and solve customer problems. Require them to describe how they would motivate the team to work together.
2. Give them a customer problem to handle. Act as the customer. Test their ability to remain positive even in the face of objections and negative attitudes.

Customer Service Screen **INTERVIEW GUIDES**

Valuing Future Business: (Relating With Customers) SRV-4C

The Problem

They tend to be:

1. Cautious and skeptical about the future adopting a show me attitude and a 'chip on the shoulder' attitude when things do not go their way.
2. Focused on doing things in a novel, individualistic way that they overlook opportunities.
3. Overcome by circumstances when things do not work out, caught up in the problems and disorder around them.

Interview Comments

The following steps are recommended:

1. Make the interview confusing and disorganized. Skip from from one idea and topic to another. Test their ability to stay on track.
2. Use illustrations which that are skeptical or negative about the potential for developing business. Suggest that the day to day work of solving customer problems will occupy their time. Test their willingness to readily agree and to offer examples from their work which support your point.

Customer Service Screen **INTERVIEW GUIDES**

Patience With Customers: (Relating With Customers) SRV-5B

The Problem

They tend to:

1. Be impatient with and overly critical of customers potentially making it difficult for customers to trust them and be comfortable with them.
2. Rely too heavily on a preset and preplanned solutions, programs and techniques.
3. Stubbornly insist that their way of thinking is right regardless of circumstances.

Interview Comments

The following steps are recommended:

1. Describe the service situation as a competitive environment in which the organization and customer representative must win at all costs. Test their willingness to agree with you.
2. Give them a list of proposed solutions, some simple and others complex, to a service problem. Test their ability to evaluate these solutions and make recommendations. Challenge their thinking and change the problem to test their flexibility.

Customer Service Screen **INTERVIEW GUIDES**

Listening To Customers: (Communicating With Customers) SRV-6C

The Problem

They tend to:

1. Become so focused on analyzing the problem or deliver a solution that they overlook or discount customer issues, do not pay attention to signals from the customer.
2. Listen in an advice giving or critical manner.
3. Be impatient with customers potentially making them feel uncomfortable, disvalued or controlled.

Interview Comments

The following steps are recommended:

1. Give them a customer problem situation in which the customer is aggressive, angry, distracting and/or upset. Test their ability to handle the problems in a responsive manner.
2. Talk about customers in a negative or demeaning way. Paint the key picture of customers as a necessary evil and suggest that their role will be fix the problem as fast as possible. Test their willingness to join in the customer bashing.

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**

Talking At The Right Time: (Communicating With Customers) SRV-9C

The Problem

They tend to:

1. Be too 'now' oriented, pragmatic and results oriented in their thinking.
2. Overlook signals from the customer and the consequences of what they say on the customer.
3. Become impatient, demanding and critical when customers do accept practical, common sense solutions to their problems.

Interview Comments

The Following Steps Are Recommended:

1. Give them a service problem with a series of possible solutions. Ask them to select the best options which maximize company and customer needs. Challenge their responses, disagree with them and force them to defend their thinking.
2. Give them a specific customer problem to handle. Set time limits for their response, use distractions and challenges to their thinking to test their ability to identify the key issues and to stay on track.

Customer Service Screen **INTERVIEW GUIDES**

Understanding Attitudes: (Communicating With Customers) SRV-10D

The Problem

They tend to:

1. Be indifferent to the needs and interests of customers especially if customer thinking does not match their own.
2. Be too cautious, skeptical, and pessimistic about others focusing more on what is wrong than what is right.
3. Be too critical, demanding and advice giving with others blowing up the imperfections and mistakes of others.

Interview Comments

The Following Steps Are Recommended:

1. Use an example which illustrates a conflict between themselves and a customer. You play the role of the customer. Challenge their thinking, aggressively object to their solutions. Test their willingness to be patient and explain and defend their solutions.
2. Describe customers as a necessary but bothersome step in the day to day business. Use examples which illustrate how frustrating customers can be, especially when they delay productivity. Test their willingness to agree with your thinking and generate examples of their own which illustrate your points.

Customer Service Screen

INTERVIEW GUIDES

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

The Problem

They tend to:

1. Have doubts and questions about their worth which lead them to either overexert to prove they can measure up or feel hesitant about moving ahead.
2. Become too sensitive about what others say about them potentially leading them to avoid difficult issues.
3. 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, Challenge their thinking, be critical of their recommendations and require them to be specific.
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

Self Assessment: (Handling Customer Rejection) SRV-12

The Problem

They tend to:

1. Either overestimate or underestimate what they can accomplish.
2. Have difficulty handling difficult or confrontational issues without becoming either emotional or aggressive.
3. Lack consistency shifting from feelings of confidence and comfort to uncertainty and indecision.
4. Have difficulty seeing their mistakes or understanding what they did wrong.

Interview Comments

The Following Steps Are Recommended:

1. Give them a typical service problem involving a customer complaint. Require them to describe how they would handle the problem. Interrupt them constantly, aggressively challenge their thinking and require them to defend their solutions to the problem.
2. Ask them to describe the typical type of customer who would make a complaint against them.
3. Make certain that you do not hype them about the job. Require them to convince you why you should hire them.

Customer Service Screen

INTERVIEW GUIDES

Self Confidence: (Handling Customer Rejection) SRV-13G

The Problem

They tend to:

1. Be inconsistent shifting from feeling on top of the world to feeling frustrated and despairing.
2. Have difficulty getting things done or staying on track.
3. Develop feelings of being rejected by the world, of not fitting in, of feeling uncertain and apprehensive about the future.
4. Be oversensitive about what others think or say.
5. Shift from demanding too much of themselves to demanding too little allowing opportunities to get by them.

Interview Comments

The following steps are recommended:

1. Ask them to describe a social/role situation which they would enjoy, be confident doing and would give them an opportunity to function at their best. Require them to relate these opportunities to your organization.
2. Ask them to list 5 priorities in their life and relate them specifically to working in your organization.
3. Do not hype them about their opportunities in your organization. Make them sell themselves to you.

Customer Service Screen **INTERVIEW GUIDES**

Sensitivity To Others: (Handling Customer Rejection) SRV-15B

The Problem

They tend to:

1. Take criticisms and personal issues too seriously and as a personal affront.
2. Be too quick to criticize customers and to be unfriendly with customers, especially those who disagree with them.
3. Be inflexible with customer requests and impatient with and demanding on customers.

Interview Comments

The Following Steps Are Recommended:

1. Suggest that a customer has complained about their attitude and about their unwillingness to handle their problems. Ask them (1) to describe how they would feel about such a complaint, (2) what they think would lead them to create a problem situation with the customer and (3) how would they handle the situation.
2. Give them a typical service problem to handle. Aggressively challenge their way of handling the problem. Make them defend their thinking. Test their ability to handle your objections without becoming upset or angry.

Customer Service Screen **INTERVIEW GUIDES**

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

The Problem

They tend to:

1. Covertly or overtly find a way to get around rules, policies, procedures and standards for conduct.
2. Feel little obligation to conform.
3. Feel little sense of guilt or wrong doing if they must disobey authority or not conform to norms of conduct in order to get things done.

Interview Comments

The following steps are recommended:

1. Describe a typical service problem in your organization. List alternative solutions to the problem including possibilities which cut corners and sacrifice quality in order to maintain the schedule. Test their willingness to choose expediency and time tables over quality.
2. Ask them to describe the top three principles and standards which would guarantee success and excellence in your organization. Aggressively challenge their thinking and require them to use specific examples of how these standards would improve productivity.

Customer Service Screen **INTERVIEW GUIDES**

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

The Problem

They tend to:

1. Put off planning activities and disregard plans, policies and procedures which they disagree with.
2. Lack a sense of urgency to make certain that standards and procedures are implemented.
3. Act with hindsight constantly putting out fires rather than planning for problems.

Interview Comments

The following steps are recommended:

1. Give them a list of key service tasks. Ask them to prioritize the list and develop an action plan for taking care of the tasks. Challenge their list aggressively and interrupt them frequently to try to throw them off track.
2. Give them a series of potential solutions for a problem in your organization. Illustrate a conflict between getting around company policies to quickly solve the problem and following company guidelines. Test their willingness to get around organizational procedures.

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**

Meeting Schedules And Deadlines: (Job Related Attitudes) SRV-19H

The Problem

They tend to:

1. Be a retroactive or reactive person who focuses on what needs to be done 'now' and will likely overlook consequences of decisions.
2. Tend to do things their own way, to be skeptical and suspicious of ideas other than their own.
3. Develop a 'chip on the shoulder' attitude when things do not work out as expected.

Interview Comments

The following steps are recommended:

1. Ask them to list the key motivations for solving customer problems. Ask them whether they believe the customer is always right and to describe how they would implement organizational rules and policies. Aggressively challenge their thinking. Make them defend each idea.
2. Ask them to list their top goals and how they think that they can accomplish these goals in your organization.

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: (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: (Flexibility-Adaptability) SRV-27B

The Problem

They tend to:

1. Have difficulty adapting to ideas or practices which are different from their own.
2. Become so stubborn about their way of thinking that they rationalize their way as right regardless of circumstances, evidence or reason.
3. Have difficulty learning from their mistakes.

Interview Comments

The following steps are recommended:

1. Require them to evaluate a service problem, generate alternatives and make a recommendation. Set time limits on the exercise. Interrupt them to test their ability to handle distractions.
2. Give them a list of the typical service tasks for your organization. Ask them to evaluate and prioritize these tasks. Test their ability to stay focused on what is important.

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.

Customer Service Screen **INTERVIEW GUIDES**

Personal Work Attitudes: (Consistency) SRV-30A

The Problem

They tend to:

1. Shift from setting goals which are unrealistic or goals which are not challenging. In either case, they may lose interest or become distracted by new directions.
2. Set goals which are not rewarding. They are likely to not gain a sense of satisfaction, fulfillment or achievement by attaining their goals.
3. Shift from demanding too much out of themselves to demanding too little.

Interview Comments

The following steps are recommended:

1. Ask them to describe their past successes and failures. Require them to relate both their successes and mistakes to your current service position.
2. Ask them to describe a normal day's activities for them as a service representative highlighting what they plan to do, what obstacles would get in their way and what they would propose to do about them.
3. Ask them to describe what motivates them, what they are looking for in a job and what makes them feel satisfied and fulfilled.