

# Thinking Pattern Reports

## Customer Service Screen

Prepared for

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*Orchestrating Results*

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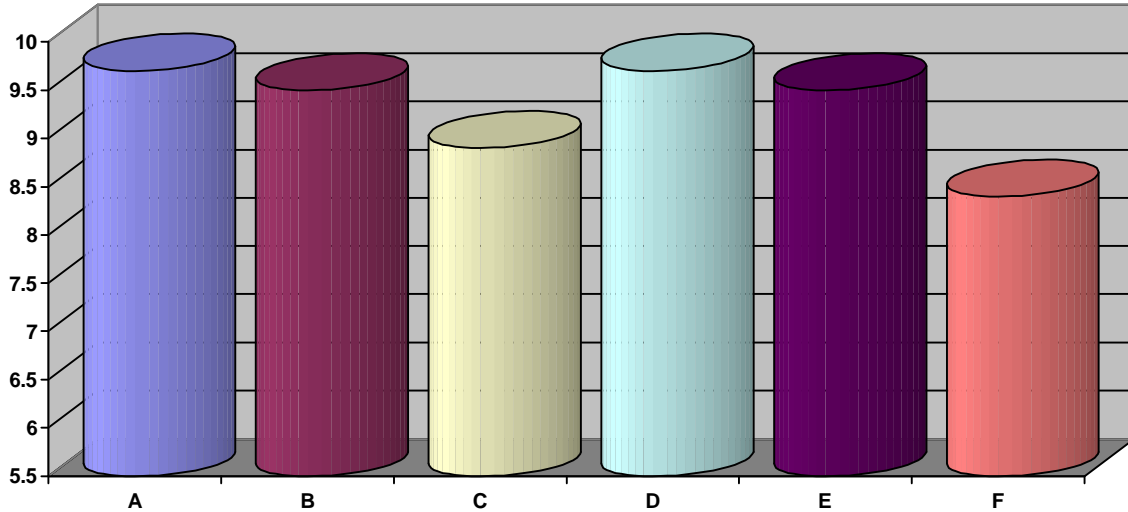
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## Customer Service Screen

### GLOBAL GRAPH



|   |                    |
|---|--------------------|
| <b>Low Risk</b> (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)  | <b>8.8 to 10.0</b> |
| <b>Situational Risk</b> (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) | <b>8.5 to 8.79</b> |
| <b>Conditional Risk</b> (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)             | <b>8.2 to 8.49</b> |
| <b>Real Risk</b> (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)                              | <b>6.0 to 8.19</b> |

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

## **Customer Service Screen SYNOPSIS**

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

## Customer Service Screen SYNOPSIS

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

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## **Customer Service Screen**

### **CORE STRENGTHS**

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#### **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.

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## **Customer Service Screen**

### **CORE STRENGTHS**

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#### **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-9B**

##### **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 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.

#### **Meeting Established Standards: (Job Related Attitudes) SR-16B**

##### **Low Risk**

They have a keen appreciation of standards and norms as well as a willingness to make certain that strategies, standards and expectations are met.

#### **Doing Things Right: (Job Related Attitudes) SR-17B**

##### **Low Risk**

Their insistence on doing things according to standards builds a desire and willingness to spend time and energy developing respect for standards and ways of getting things done.

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## **Customer Service Screen**

### **CORE STRENGTHS**

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#### **Attention To Policies, Procedures: (Job Related Attitudes) SR-18D**

##### **Low Risk**

Their strong sense of doing things right will help them make certain customers rights as well as organizational standards are preserved and implemented.

#### **Meeting Schedules And Deadlines: (Job Related Attitudes) SR-19A**

##### **Low Risk**

Their strong sense of perfectionism generates an approach to schedules and deadlines which is based on preset, preorganized plans and programs.

#### **Attitude Toward Authority: (Job Related Attitudes) SRV-20B**

##### **Low Risk**

Their dogmatic insistence that things must happen according to a preset order and structure can lead them to an insistence on authority and conformity regardless of consequences.

#### **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-22A**

##### **Low Risk**

Their perfectionistic drive and analytical thinking ability will likely build a compulsion for focusing on practical situations and translating expectations into decisions.

#### **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.

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## ***Customer Service Screen*** **CORE STRENGTHS**

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### **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.

### **Flexibility, Adaptability: (Personal Work Attitudes) SR-27A**

#### **Low Risk**

They have a strong personal commitment to what they believe is right and the ability to redirect their energy when they discover their mistakes and when things are not working.

### **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.



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## **Customer Service Screen DEVELOPMENT COMMENTS**

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### **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.

### **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.

### **Sensitivity To Others (Handling Customer Rejection) SRV-15A**

#### **Situational Risk**

Their concern about meeting needs and interests of customers can lead them to be too sensitive about what others think and have difficulty handling objections and difficult situations.

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

#### **Real 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.

### **Consistency: (Personal Work Attitudes) SRV-30A**

#### **Real 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.

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## **Customer Service Screen**

### **INTERVIEW GUIDES**

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#### **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.

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## ***Customer Service Screen*** **INTERVIEW GUIDES**

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### **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.

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## ***Customer Service Screen*** **INTERVIEW GUIDES**

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### **Sensitivity To Others: (Handling Customer Rejection) SRV-15A**

#### **The Problem**

They tend to:

1. Put off objections, decisions and confrontations which make them feel uncomfortable or which threaten them.
2. Do more than is necessary to take care of customers.
3. Become too sensitive to personal criticism.
4. Be distracted by personal issues which do not relate to customer issues.

#### **Interview Comments**

The Following Steps Are Recommended:

1. Give them a typical customer problem to handle. You play the role of the customer. Use personal issues and small talk to distract them from handling the problem. Disagree with them and challenge their thinking to test their ability to handle difficult issues.
2. Ask them to describe their strengths and weaknesses. Pick out at least one of the weak points and suggest that their problem could be a major problem in your organization. Test their ability to handle the criticism and defend their ability to overcome any weak points and perform in your organization.

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## **Customer Service Screen**

### **INTERVIEW GUIDES**

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#### **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.

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## ***Customer Service Screen*** **INTERVIEW GUIDES**

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### **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.

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## ***Customer Service Screen*** **INTERVIEW GUIDES**

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### **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.