

Customer Service
Perspective[™]

Confidential Placement Report

for

Linda Sample

Tellers

Wednesday, October 22, 2003

The Payton Company

512-342-8696

www.PaytonCo.com

Pattern Date: 10/15/2003 8:36:07 PM

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 Ella Snitkin when she completed the Customer Service Perspective assessment. The information is presented in the following five parts:

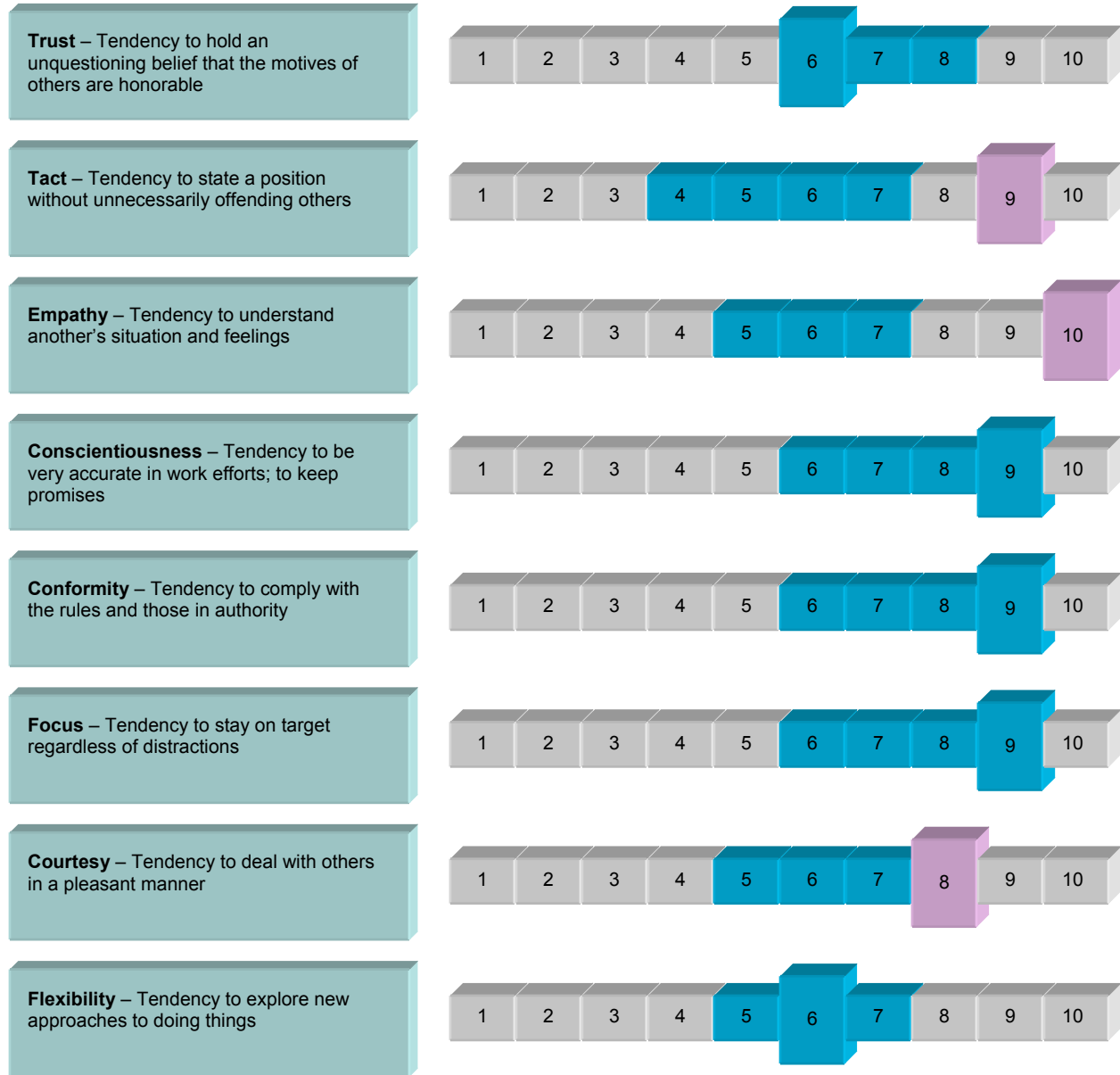
- **Behavioral Characteristics**— eight behavioral characteristics that are important factors for success in providing service to customers.
- **Proficiencies**— a view of basic proficiency in mathematics and vocabulary.
- **Job Match Percent**— the degree of match to the Job Match Pattern in both of the Proficiencies and the eight Behavioral Characteristics.
- **Company Service Perspective**— the degree of alignment between the individual's perspective on providing service to the customer and that expressed by the company.
- **Considerations for Interviewing**— on the scales where Mrs. Snitkin scored outside of the Job Match Pattern, suggestions for interviewing are provided to assist in the selection process.

Please consult the User's Guide for additional information on using these results in working with Ella.

Customer Service Perspective

Summary of Behavioral Characteristics

The darker shading represents the Job Match Pattern for the role of Tellers. The larger box indicates her score.



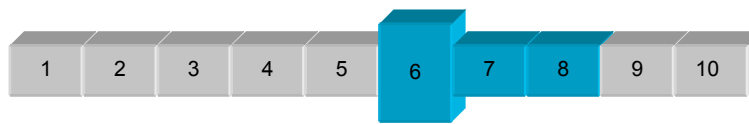
The Distortion Score on this assessment is **9**. The Distortion Scale deals with how candid and frank the respondent was while taking this assessment. The range for this scale is 1 to 10, with higher scores suggesting greater candor.

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Behavioral Characteristics

Trust

- Wary
- Vigilant
- Skeptical



- Unquestioning
- Uncritical
- Optimistic

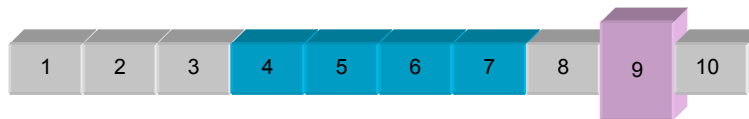
Pattern 6-8 Score 6

Comments on Trust

Mrs. Snitkin probably wants to believe that most customers are quite trustworthy. She may feel that it is hard to trust customers without proof but she should be willing to give them the benefit of the doubt unless there are strong reasons for not doing so. In general her attitude is one of hesitant but yielding trust.

Tact

- Direct
- Obvious
- Forthright



- Discreet
- Diplomatic
- Restrained

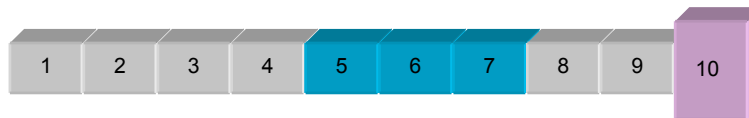
Pattern 4-7 Score 9

Comments on Tact

She appears quite tactful. Ella is apt to make a conscious effort to be extremely diplomatic with customers, sometimes to the extent of saying things she thinks the customer wants to hear, even if not necessarily practical. Ella is a non-confrontational individual who diligently avoids unpleasantness in how she presents herself to others.

Empathy

- Detached
- Indifferent
- Distant



- Understanding
- Compassionate
- Sensitive

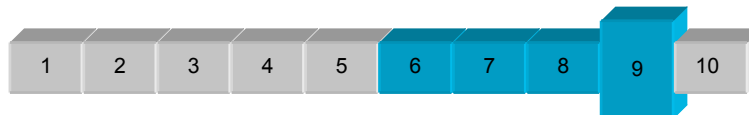
Pattern 5-7 Score 10

Comments on Empathy

Sometimes Mrs. Snitkin may allow herself to become overly involved in attempting to help customers with their concerns. She is a very kind, compassionate person who may even sacrifice her own interests, at times, in an effort to be helpful. She may need to develop customer service skills that include knowing how much to give in the way of service in a practical manner.

Conscientiousness

- Imprecise
- Casual Attitude
- Lackadaisical



- Meticulous
- Particular
- Accountable

Pattern 6-9 Score 9

Comments on Conscientiousness

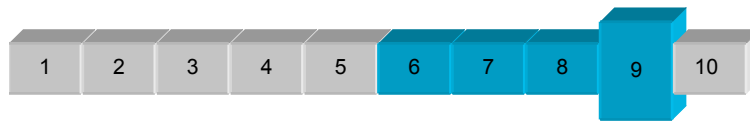
Ella probably considers a commitment to be an indisputable pledge to the customer. She is not likely to consider making excuses for avoiding her responsibility regarding the commitment once it is made. She appears to be a careful, rather meticulous and thoughtful worker.

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Behavioral Characteristics (cont'd)

Conformity

- Inventive
- Free-spirited
- Independent



- Traditional
- Compliant
- Conventional

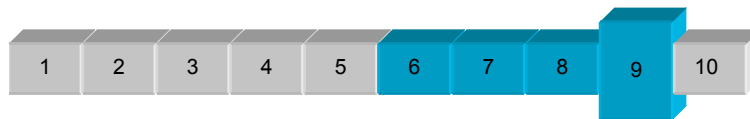
Pattern 6-9 Score 9

Comments on Conformity

She generally believes in – and is obedient to -- the norms of a group or organization. Ella is a strong believer in following the orders or instructions of those in authority. She is apparently one who will adhere to all known rules and regulations expected of employees in this customer service department.

Focus

- Distractible
- Preoccupied
- Inefficient



- Attentive
- Purposeful
- Efficient

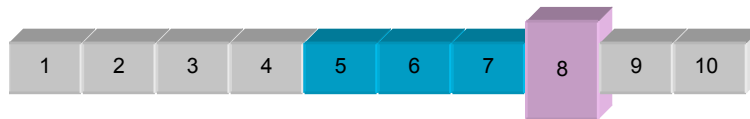
Pattern 6-9 Score 9

Comments on Focus

Mrs. Snitkin has rather strong powers of concentration. She seldom allows anything to interfere with her current priorities until completed. She demonstrates an excellent ability to stay focused and it is difficult to interrupt or distract her from accomplishing the task at hand.

Courtesy

- Forward
- Brash
- Impolite



- Polite
- Civil
- Well-mannered

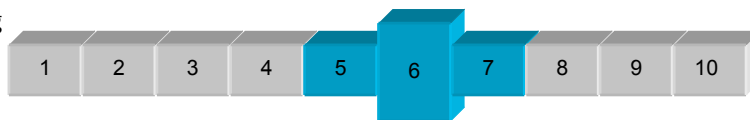
Pattern 5-7 Score 8

Comments on Courtesy

Ella appears to be quite friendly in general. She enjoys talking with just about anyone and will probably make efforts to speak to a customer in soothing, friendly tones. She is apt to avoid getting into arguments or confrontations; listening carefully to a customer's needs and speaking courteously is far more likely.

Flexibility

- Uncompromising
- Inflexible
- Cautious



- Adaptable
- Accepting
- Enjoys new approaches

Pattern 5-7 Score 6

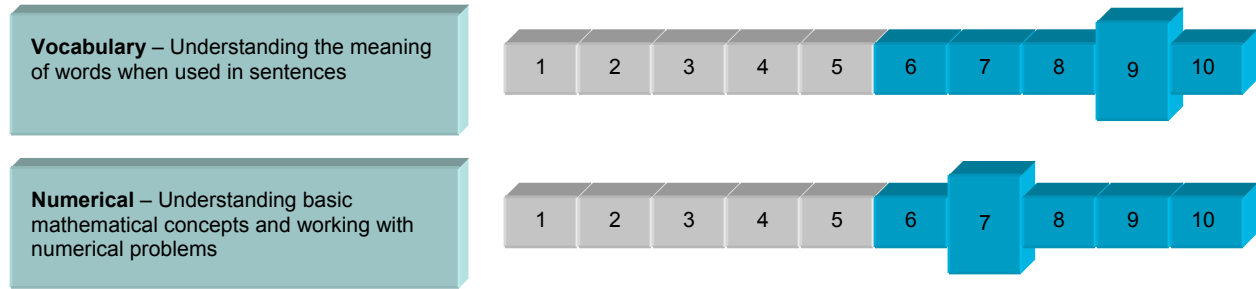
Comments on Flexibility

She may accept new ideas or approaches to customer service procedures when perceived as important or necessary. Nonetheless, she may back away occasionally from the unusual and may not be quick to seek out innovative practices that are seen as change for no good reason.

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Proficiencies

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



Job Match Percent

The Job Match Percent reflects the consistency between the results for Mrs. Snitkin and the Job Match Pattern for the **eight Behavioral Traits and the two Proficiencies**. For Ella, the match to the position of Tellers is 81%.



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Company Service Perspective

Forty-nine (49) questions related to providing service to the customer were presented to Ella. The responses to these questions suggest her perspective of providing customer service. The answers provided by the company represent their perspective and are compared to the answers provided by Ella. **The score indicates the percent of agreement between her responses and the answers provided by the company.**

Percentage of Agreement



78%

In review of both the company perspective for providing good customer service and the view of Mrs. Snitkin as expressed in her responses, **the following perspectives are in conflict. Some may represent issues that require your attention.**

PERSPECTIVES THAT CONFLICT

HER ANSWER

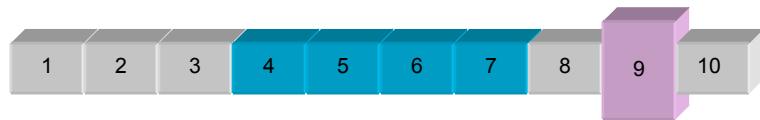
Certain technical questions should be referred to an internal expert or supervisor.	No
Some customers have better knowledge of the solution to a problem than I do.	No
If I hear a customer speaking badly about another area of the company, I should always defend the company.	Yes
If a customer seems to have trouble understanding what I am saying, I will try to get someone else to explain it to them.	No
Serving customers quickly is the most important thing to do.	No
When a customer starts to complain about things you know are wrong about your company, it is time to stop agreeing with the customer and defend your company.	Yes
It is often possible to satisfy a customer by explaining why he or she is wrong.	Yes
It is important to appear to customers as though I have the authority to solve their problems.	No
It is important for me to be able to make a decision on the spot with a customer rather than having to go to my supervisor.	No
Customers don't like to be asked a lot of questions.	No
Sometimes disagreeing with a customer will lead to better results for all concerned.	Yes

Customer Service Perspective

Considerations for Interviewing

The darker shading represents the Job Match Pattern for the role of Tellers. Mrs. Snitkin scored outside the Job Match Pattern in the areas listed below. Information and interview questions are provided to facilitate the selection process.

Tact – Tendency to state a position without unnecessarily offending others



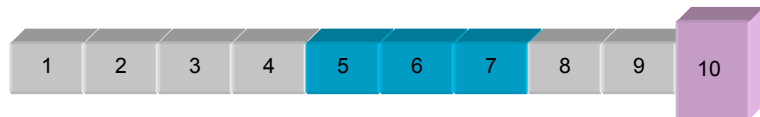
Pattern 4-7 Score 9

Considerations for Interviewing

Mrs. Snitkin achieved a score on the Tact scale that exceeds the Job Match Pattern for this position. If retraining and assimilation of your business's philosophy and traditions is apparent for her, it may be essential to determine through interview questions her willingness and ability to conform. A few typical questions may include:

- Despite your possession of excellent manners and tact, you may discover that less refined approaches can be more effective in some customer service roles. Would such methods be of interest to you in training and what goals would you set for yourself toward that objective?
- Would you say there is ever a time when good manners and delicate phrasing is not a priority when dealing with customers? Explain.

Empathy – Tendency to understand another's situation and feelings



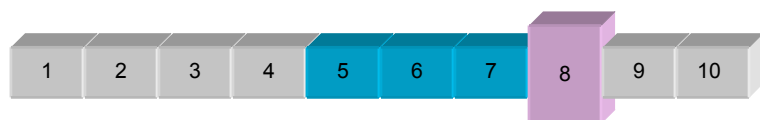
Pattern 5-7 Score 10

Considerations for Interviewing

Ella achieved a score on the Empathy scale above the Job Match Pattern for this position. Therefore, the experiences Mrs. Snitkin has had in dealing objectively with customers may need to be a focal point of her interview. Determining her ability to remain professionally detached when necessary can be informative. A few typical questions may include:

- Which can be the most frustrating experience for you: relating to the feelings of a customer or dealing with their needs in a purely objective and dispassionate way? Explain.
- Describe a situation in the past in which you handled an emotional person's significant customer service needs. Did you sense the emotional issues expressed and how did you approach them from a customer service perspective?

Courtesy – Tendency to deal with others in a pleasant manner



Pattern 5-7 Score 8

Considerations for Interviewing

With a relatively high score on the Courtesy scale, Mrs. Snitkin possesses a score nonetheless outside the Job Match pattern for this position. Either she requires even more courtesy or her willingness to be more straightforward with

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customers is not as strong as expected in this role. The question is, how willing is she to alter her attitude to improve potential performance? A few typical questions may include:

- Describe a recent instance in which you managed to demonstrate the utmost courtesy for an unreceptive customer. How did you feel about the experience?
- When is it inappropriate to maintain a courteous impression when dealing with customers?