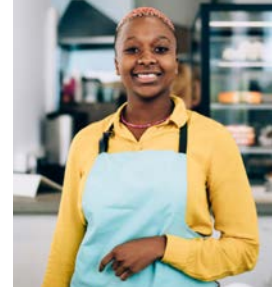


Customer Service Profile[™]

Deliver Remarkable Brand
Experiences—Every Time

WILEY



Are Poor Customer Experiences Hurting Your Bottom Line?

Delivering a negative customer service experience can potentially destroy your organization's reputation. So, how do you meet your customers' needs, win their loyalty, and differentiate your organization from the competition?

The Customer Service Profile™ assessment provides information that customer-facing organizations can use to attract and develop people with the traits and skills to excel in customer service roles. The assessment helps companies maximize their brand recognition, minimize the cost of bad hires, and deliver outstanding brand experiences that positively impact the bottom line.

What Is the Customer Service Profile Assessment?

This assessment measures how well a person's customer service-oriented traits fit specific customer service roles within your organization. It also helps you define what outstanding customer service means for your organization to ensure alignment and consistency in how customer service is delivered. The assessment can be used for general customer service positions or tailored for specialized industries, such as hospitality, healthcare, financial services, and retail.

The Customer Service Profile Helps Your Organization:

- Get an objective look at the skills your customer service organization needs
- Hire the right candidates for customer service roles
- Improve client satisfaction by delivering the service your clients expect
- Minimize the cost of bad hires

How Does the Customer Service Profile Work?

- Our experts help you define your gold standard of customer service
- The candidate takes the online assessment and the system instantly scores and sends the results to the hiring manager
- The hiring manager then uses the results to screen the candidate or assist in the process of interviewing, selecting, and onboarding



Defines	Effective and professional customer service practices and how a candidate or employee aligns with those practices	
Measures	• The customer service perspectives of a candidate or an employee • Individuals' behavioral traits • Trust • Empathy • Focus • Tact • Conformity • Flexibility • Individuals' proficiencies • Vocabulary • Numeric	
The Process	• With the help of a PXT Select expert, the manager creates a performance model and defines their gold standard for customer service • Candidates receive a request to take the online assessment • Assessment results are scored and benchmarked against the performance model to evaluate the degree of Job-Person Fit • Assessment results are provided to the manager in a convenient suite of six reports	
Time to Complete	45 minutes	
Customizable	• Develops a unique company service perspective • Creates performance models that are unique to each department or role	
Industry Versions	• General • Hospitality • Financial • Healthcare • Retail	
Reports	For the Manager • Selection Report • Individual Report • Candidate Matching Report • Multi-Job Match Report • Customer Service Alignment • Coaching Report	Other reports: • Customer Service Perspective Comparison • Performance Model Report • Performance Model Graph • Concurrent Job Performance Model Overview
Validation Studies	2020	
Administration & Scoring	Pencil and paper or digital	

Are you ready to equip yourself and your staff with the objective information you need to confidently hire, select, manage, and engage employees that drive success?

Contact your Authorized Partner at:



John P. Beck, Jr.
 The Assessment Company®
clientcare@assessmentcompany.com
 1-800-434-2630 Or 225-746-0603
www.TheAssessmentCompany.com

Customer Service Profile™

Selection Report

Sally Sample

CONFIDENTIAL

Assessment Taken: 09.28.2020 Printed: 12.07.2021

This report is provided by:

The Assessment Company®

PO Box 797

Donaldsonville, LA 70346

800-434-2630



PXT Select Authorized Partner:

Report provided by The Assessment Company®

For More Information call 800.434.2630

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John P. Beck, Jr. - President/CEO

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 Traits, basic Proficiencies, and their own perspective on providing customer service.

This report reflects the responses provided by Sally Sample when she completed the Customer Service Profile assessment. The information is presented in the following four parts:

- **Summary Graph** - a graphical representation of her scores on each scale of the Selection Report.
- **Behavioral Traits** - six behavioral traits that have demonstrated relevance to providing effective customer service are discussed in light of her scores on each of the scales.
- **Considerations for Interviewing** - on the scales where Ms. Sample scored outside of the Performance Model, suggestions for interviewing are provided to assist in the selection process.
- **Company Service Perspective** - the degree of alignment between the individual's perspective on providing service to the customer and that expressed by the company.

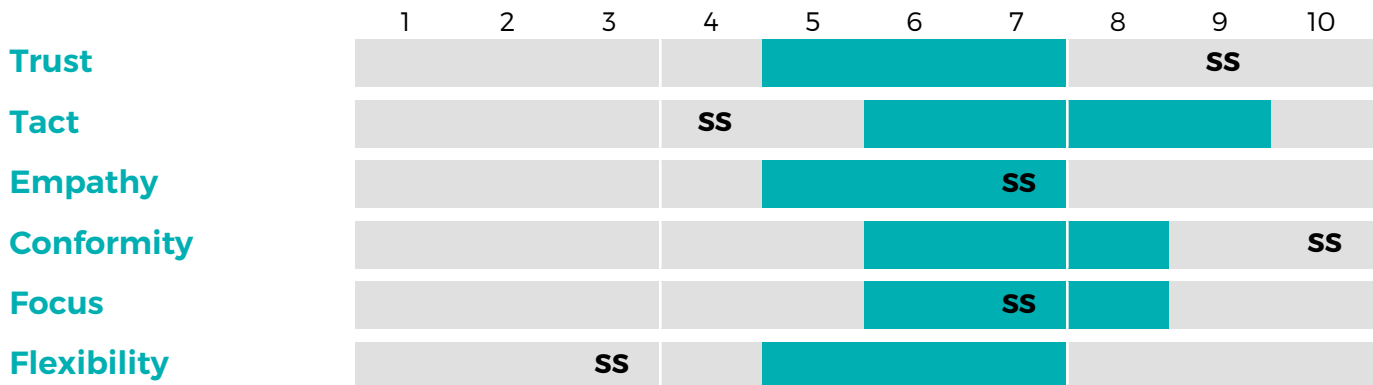
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SUMMARY GRAPH

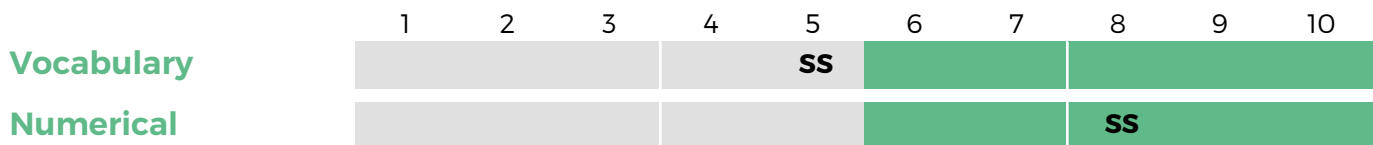
When viewing the scales on this page and the next, the darker shading represents the Job Performance Model for the role of Widget Bender ***SAMPLE FOR CSP***. The initials indicate the individual's score.

Distortion for this assessment is within the acceptable range.

BEHAVIORAL TRAITS



PROFICIENCIES



Sally Sample has an Overall Job Match of **65%** for the position of Widget Bender ***SAMPLE FOR CSP***

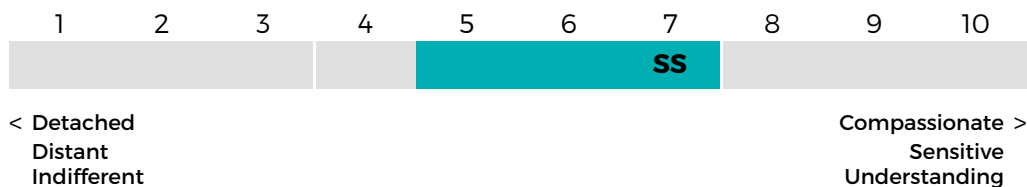
Six behavioral traits have demonstrated relevance to providing effective customer service. These characteristics are presented here with the scores for Ms. Sample. Behavioral Considerations for each scale relate to her actual scores. Note that the statements presented for each end of the scales help identify the extremes of the characteristic. The initials indicate where Sally scored and the comments below each scale reflect what might be expected of her.

Ms. Sample can be rather trusting at times. She genuinely wants to believe that what others say is true and authentic, possibly regardless of evidence to the contrary. She may not be suspicious of another person's motives and she strongly feels that most people are honest.

She can seem inconsiderate regarding the feelings of others as shown by her relatively low level of tact. This may be due to a number of different factors but, whatever the reasons, she may often comment in a less than tactful or diplomatic fashion. Alternatively, situations that call for a direct interpersonal style are suitable for Sally.

EMPATHY

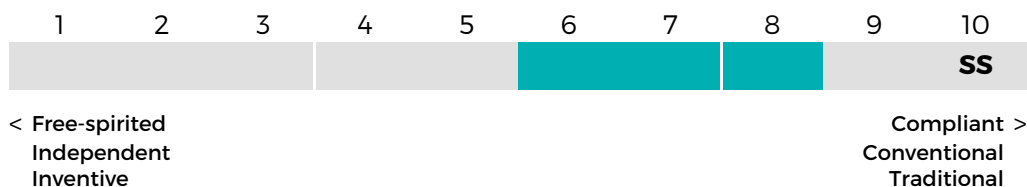
Tendency to understand another's situation and feelings

**Behavioral Considerations**

Ms. Sample generally finds it easy to be sympathetic, understanding and compassionate, to the point of allowing herself to become personally involved in solving the needs of customers. She has a strong need to be helpful to those with whom she has contact.

CONFORMITY

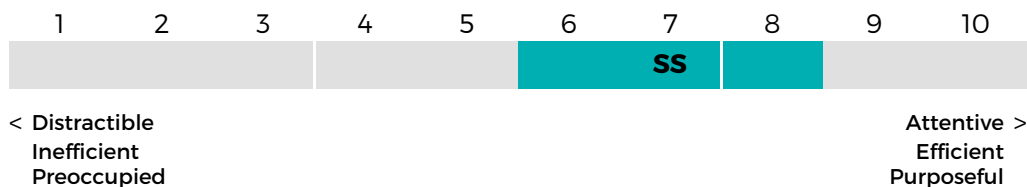
Tendency to comply with the rules and those in authority

**Behavioral Considerations**

She generally believes in, and is obedient to, the norms of a group or organization. Sally 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 position.

FOCUS

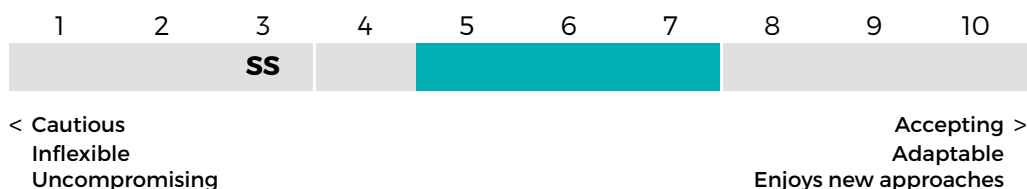
Tendency to stay on target regardless of distractions

**Behavioral Considerations**

Sally demonstrates a relatively strong level of concentration when allowed the opportunity. Only an exceptionally distracting environment should cause her to stray from her focus. A change of priorities should not be too disrupting for her, if she is given the time to gather her faculties and head in the new direction.

FLEXIBILITY

Tendency to explore new approaches to doing things

**Behavioral Considerations**

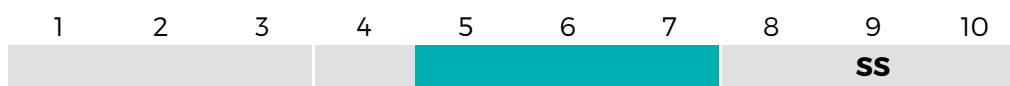
She indicates a preference for routine or repetitious tasks that remain unchanged over time. New ways of doing things are rather disconcerting for her and are probably avoided whenever possible. She may be most effective providing service to the customer if the rules and procedures are clearly defined.

CONSIDERATIONS FOR INTERVIEWING

Ms. Sample scored outside the Performance Model in the areas listed below. Information and interview questions are provided to facilitate the selection process.

TRUST

Tendency to hold an unquestioning belief that the motives of others are honorable



Considerations For Interviewing

Ms. Sample has a score on the Trust Scale above the Performance Model for this position. The issue of interest is whether she is able to discern the motivations of others who may try to take advantage of her. Is too much trust in everyone's motivations a liability that she cannot overcome?

Interview Questions

- How do you feel about co-workers who think that most people are basically dishonest? Is there any truth to such an opinion?

Interviewer's Notes

- Describe a recent situation in which you discovered that a customer was trying to take advantage of your good nature. Does this happen often?

Interviewer's Notes

TACT

Tendency to state a position without unnecessarily offending others

**Considerations For Interviewing**

With a relatively low result on the Tact scale, Ms. Sample scores outside of the Performance Model for this position. Her willingness to adjust her behavior through training should be determined. Since the score is in the lower mid-range, it is possible that only some adjustment is required. Her readiness for training may be determined by interview questions.

Interview Questions

- When a customer requires a delicate touch, what methods do you usually employ? Would learning some new competencies be of interest to you?

Interviewer's Notes

- Provide a recent example of your skill at dealing diplomatically with a customer. How do you feel about this kind of communication style, and what skills would you like to develop to improve in this area?

Interviewer's Notes

CONFORMITY

Tendency to comply with the rules and those in authority



Considerations For Interviewing

Sally is highly motivated to conform to the traditions of an organization but her level of Conformity is higher than the Performance Model for this position. This implies that she may be overly challenged by opportunities to constructively make an exception to the rules. Questions could focus on whether she is overly rule-bound. A few typical questions may include:

Interview Questions

- How do you feel about those who bend the rules or take a casual attitude about procedures?

Interviewer's Notes

- Describe a time when you deviated from the exact interpretation of a procedure to achieve success for the benefit of your team or an organization.

Interviewer's Notes

FLEXIBILITY

Tendency to explore new approaches to doing things

**Considerations For Interviewing**

Ms. Sample has a score on the Flexibility scale outside the Performance Model for this position. Questions in the interview may need to focus on her willingness or ability to be more or less adaptable in her approach to sticking to procedure. Her willingness to try a new approach may need to be discerned.

Interview Questions

- Describe for me the importance of complying with procedures. What if a system seems obsolete or out-of-date? What should be done in that case?

Interviewer's Notes

- Have you recently experienced the need to suggest a new way to do something at work? Tell me more about that experience.

Interviewer's Notes

COMPANY SERVICE PERSPECTIVE

Sally was presented with fifty (50) questions relating to providing service to the customer. The company provided their answers to these same questions and these were compared to the answers Sally provided. Those questions where Sally had a different response are shown below along with her answers.

Sally provided responses that aligned with those of the company at a rate of **46%**.

Perspectives that conflict	Her answers
Certain technical questions should be referred to an internal expert or supervisor.	No
Customers don't care how many people they have to talk to as long as they get the answers they need.	Yes
Customers don't care whether I refer to them by name, as long as they receive good service.	Yes
Customers expect me to be friendly no matter how busy I am.	No
I should follow up with customers to see that they are satisfied with the service I gave them.	No
I can't solve all of a customer's problems; some concerns have to be referred to others or left alone.	No
If a customer wants to chat, I should let them.	No
If I hear a customer speaking badly about our business, I should defend the company.	No
If our product is high quality, customers will come back even if my service is below average.	Yes
I should wait until several people complain about a problem before trying to correct its cause.	Yes
I should give customers what they ask for even if I don't think it will be right for them in the long run.	Yes
It is often possible to satisfy a customer by explaining why he or she is wrong.	No
It isn't necessary to suggest complementary services or products; customers know what they want when they contact us.	Yes
Departmental policies are less important than what I think is best for the customer.	Yes
Once I have a customer's requests fulfilled, I immediately help the next customer waiting.	No

Perspectives that conflict	Her answers
Some customers simply cannot be satisfied.	No
Sometimes I hesitate to let customers know about other products and services since their time is valuable and shouldn't be wasted.	Yes
The more I know about our products and services, the more my customers will trust me.	No
There are times when I should have a supervisor speak to the customer.	No
When a customer asks to speak to the supervisor, the customer relationship can't be salvaged.	Yes
When a customer tells me that I am wrong, I should defend my opinion.	Yes
When calling my supervisor for help, I don't need to let the customer know what's going on.	Yes
If a conversation with a customer is going too long, I should find the most expedient way to break free; others need my attention too.	No
If my supervisor helps me with a customer, I should discuss how the customer was handled so I can learn from the situation.	No
Once their initial request is handled, I should ask the customer if there's anything else I can do.	No
With customers who can't be satisfied by my service, there's no point in finding someone else to address their needs.	Yes
Solving a customer's problem in a professional manner should be more important than sympathizing with their personal situation.	No

Customer Service Profile™

Coaching Report

Sally Sample

CONFIDENTIAL

Assessment Taken: 09.28.2020 Printed: 12.07.2021

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Donaldsonville, LA 70346

800-434-2630



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John P. Beck, Jr. - President/CEO

INTRODUCTION

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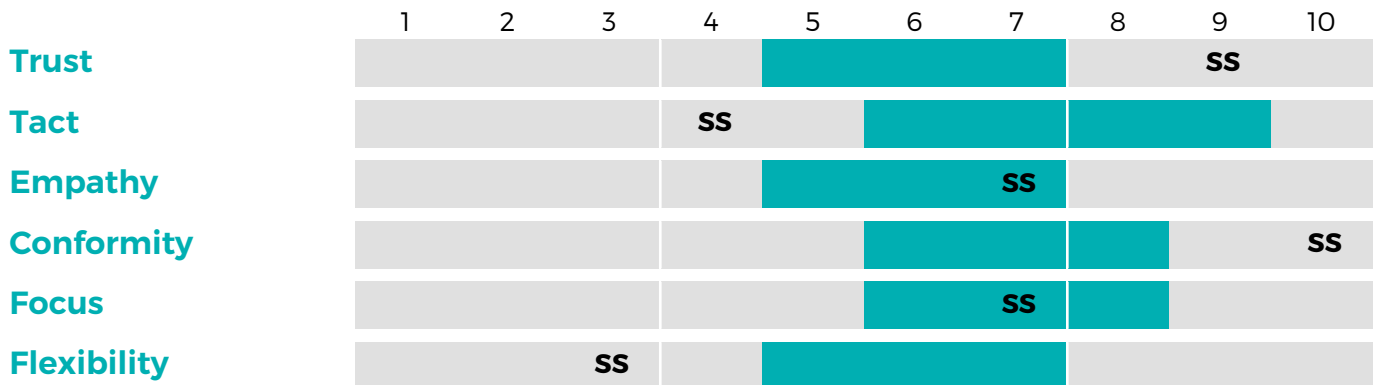
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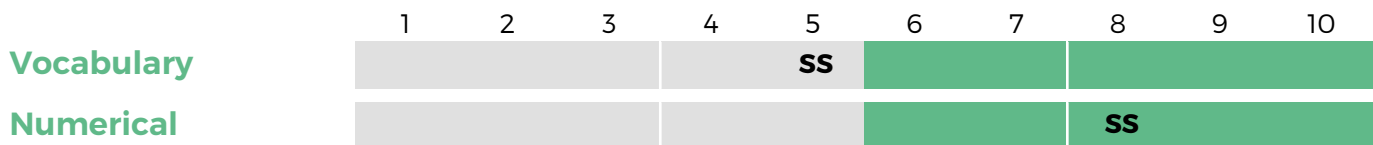
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Distortion for this assessment is within the acceptable range.

BEHAVIORAL TRAITS



PROFICIENCIES



Sally Sample has an Overall Job Match of **65%** for the position of Widget Bender ***SAMPLE FOR CSP***

BEHAVIORAL TRAITS

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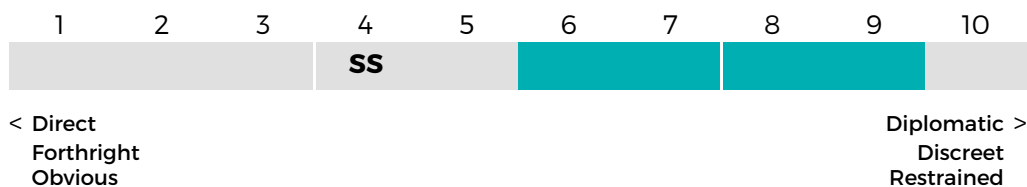


Behavioral Considerations

Ms. Sample can be rather trusting at times. She genuinely wants to believe that what others say is true and authentic, possibly regardless of evidence to the contrary. She may not be suspicious of another person's motives and she strongly feels that most people are honest.

TACT

Tendency to state a position without unnecessarily offending others

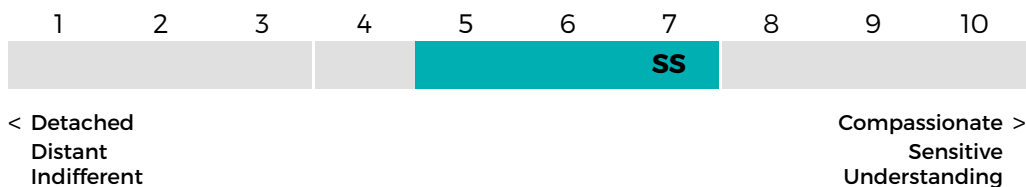


Behavioral Considerations

She can seem inconsiderate regarding the feelings of others as shown by her relatively low level of tact. This may be due to a number of different factors but, whatever the reasons, she may often comment in a less than tactful or diplomatic fashion. Alternatively, situations that call for a direct interpersonal style are suitable for Sally.

EMPATHY

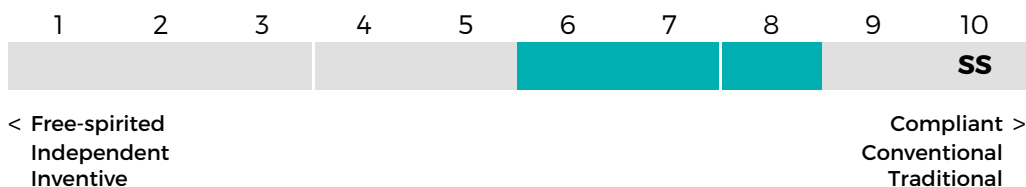
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CONFORMITY

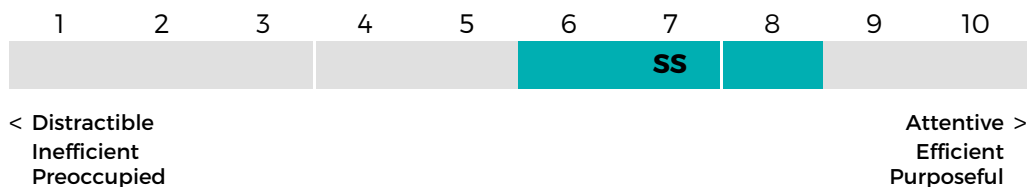
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**Behavioral Considerations**

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FOCUS

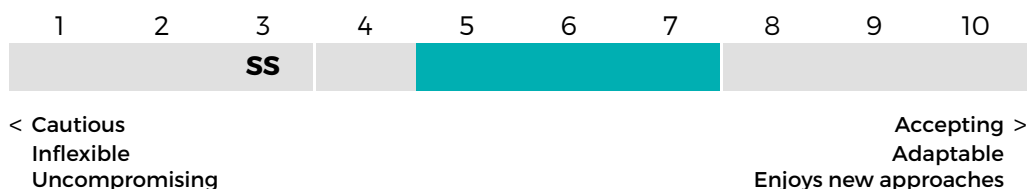
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**Behavioral Considerations**

Sally demonstrates a relatively strong level of concentration when allowed the opportunity. Only an exceptionally distracting environment should cause her to stray from her focus. A change of priorities should not be too disrupting for her, if she is given the time to gather her faculties and head in the new direction.

FLEXIBILITY

Tendency to explore new approaches to doing things

**Behavioral Considerations**

She indicates a preference for routine or repetitious tasks that remain unchanged over time. New ways of doing things are rather disconcerting for her and are probably avoided whenever possible. She may be most effective providing service to the customer if the rules and procedures are clearly defined.

MANAGEMENT CONSIDERATIONS

Ms. Sample scored outside the Performance Model in the areas listed below. Management Considerations are provided to facilitate working with her.

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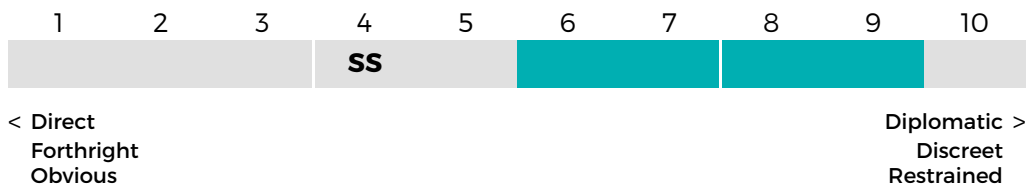


Management Considerations

Ms. Sample demonstrates such a high level of trust in the motivations of others that she may be seen as quite naïve to some customers. To avoid being taken advantage of, she may benefit from training that highlights how to deal with a manipulative customer. Additionally, if lack of experience in this position is an issue, she could learn from more real-world incidents over time.

TACT

Tendency to state a position without unnecessarily offending others

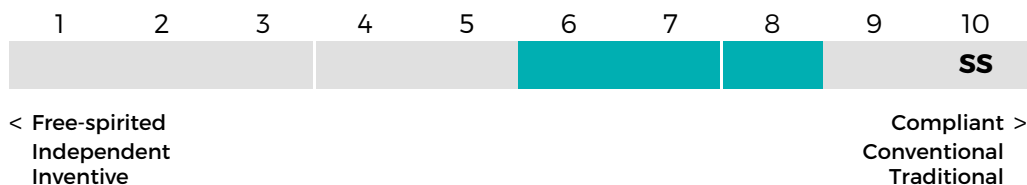


Management Considerations

Assertiveness training that emphasizes diplomacy and etiquette may help to improve what appears to be a low level of tactfulness in Ms. Sample. While probably aware of the basic fundamentals of appropriate social skills, her motivation to put these skills in practice may be the relevant case here. The mentorship of a respected co-worker who has accomplished this skill set may be of the most use for her.

CONFORMITY

Tendency to comply with the rules and those in authority



Management Considerations

Ms. Sample is very dependent upon familiar procedures to achieve her work. Creativity and adaptability may need to be encouraged so that she does not work in an unnecessarily repetitive fashion and can adapt to unforeseen situations that she may encounter. Her sense of conformity may actually be helpful for encouraging her assimilation into the broadminded norms of her work group.

FLEXIBILITY

Tendency to explore new approaches to doing things



Management Considerations

Due to a relatively low appreciation for change, it may be helpful to clearly schedule any changes that may occur to the procedures with which she is familiar. Taking change one step at a time may encourage greater investment in new methods and procedures.

COMPANY SERVICE PERSPECTIVE

Sally was presented with fifty (50) questions relating to providing service to the customer. The company provided their answers to these same questions and these were compared to the answers Sally provided. Those questions where Sally had a different response are shown below along with her answers.

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It isn't necessary to suggest complementary services or products; customers know what they want when they contact us.	Yes
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Perspectives that conflict	Her answers
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Once their initial request is handled, I should ask the customer if there's anything else I can do.	No
With customers who can't be satisfied by my service, there's no point in finding someone else to address their needs.	Yes
Solving a customer's problem in a professional manner should be more important than sympathizing with their personal situation.	No

Customer Service Profile™

Candidate Matching

Sally Sample

CONFIDENTIAL

Assessment Taken: 03.25.2010 Printed: 12.07.2021

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John P. Beck, Jr. - President/CEO

SUMMARY

WIDGET BENDER ***SAMPLE FOR CSP***

This report provides a comparison of selected candidates to the Widget Bender ***SAMPLE FOR CSP*** Performance Model. This information will help organize your interviews when more than one candidate is being considered for the same job. The percentage match to this model is shown for each candidate. The percent match reflects each candidate's Behavioral Traits and Proficiencies combined.

You should select candidates appropriate for the Widget Bender ***SAMPLE FOR CSP*** Performance Model listed here and view the report(s) specific to each candidate.

Please note that this report does not measure or consider candidates' education, training, or experience, nor does it consider job skill requirements.

Candidates	% Match
SALLY SAMPLE (SS)	65%

NOTE:

Please consult the User's Guide for additional information on using these results. As discussed in the User's Guide for this product, the results from this, or any, assessment should never make up more than a third of the final decision in placements.

SUMMARY

WIDGET BENDER ***SAMPLE FOR CSP***

The shaded boxes represent the Performance Model for this position.

BEHAVIORAL TRAITS

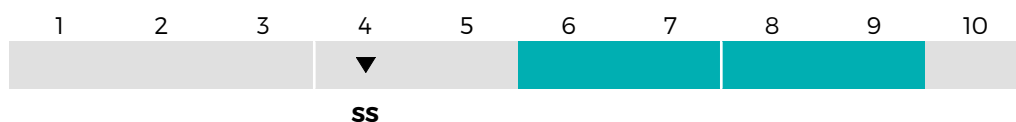
Trust

Those who should be willing to give customers the benefit of the doubt unless there are strong reasons for not doing so.



Tact

Individuals who are likely to be concerned that they be regarded as tactful and considerate.



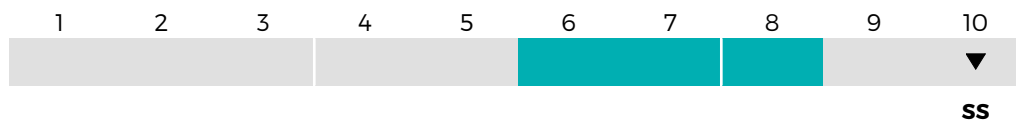
Empathy

Individuals who could express empathy when it is important but may generally prefer to not demonstrate sympathy publicly.



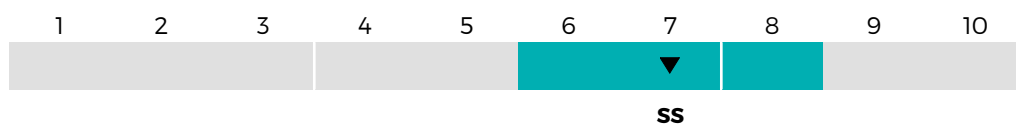
Conformity

Individuals who express a view implying that people should abide by the rules and regulations of the organization where they work.



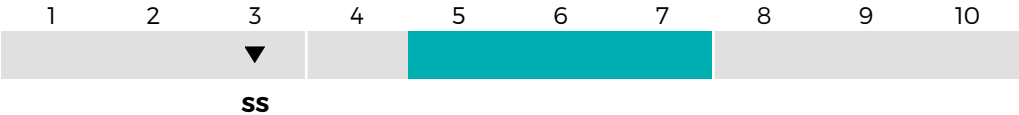
Focus

People who demonstrate a strong level of concentration, yet a change of priorities should not be too disrupting.



Flexibility

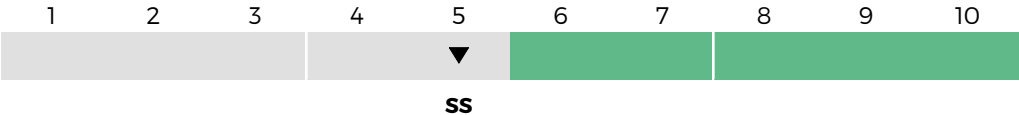
Individuals who may accept new ideas and procedures when they are perceived as important or necessary; avoid unnecessary changes.



PROFICIENCIES

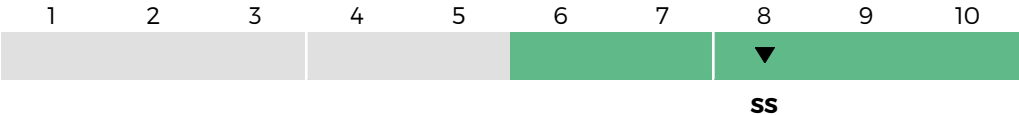
Vocabulary

Understanding the meaning of words when used in sentences



Numerical

Understanding basic mathematical concepts and working with numerical problems



Customer Service Profile™

Multi Job Match

Sally Sample

CONFIDENTIAL

Assessment Taken: 09.28.2020 Printed: 12.07.2021

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Donaldsonville, LA 70346

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John P. Beck, Jr. - President/CEO

SUMMARY

Successful workforce development requires establishing career paths that recognize characteristics key for success in all positions. This is important to employee satisfaction as well as positive organizational growth. Knowing where people may fit in the future can also assist in the building of effective training and development programs.

Your organization has developed customized Performance Models for several positions in the company. This list shows how Sally Sample matches the Performance Models for these different positions. The overall percent match reflects her Thinking Style, Interests, and Behavioral Traits combined.

You should select positions appropriate for Ms. Sample from the Performance Models listed here and view her report specific to each of those positions.

Position	Her Overall % Match
<u>WIDGET BENDER ***SAMPLE FOR CSP***</u>	65%

Distortion for this assessment is within the acceptable range.

NOTE:

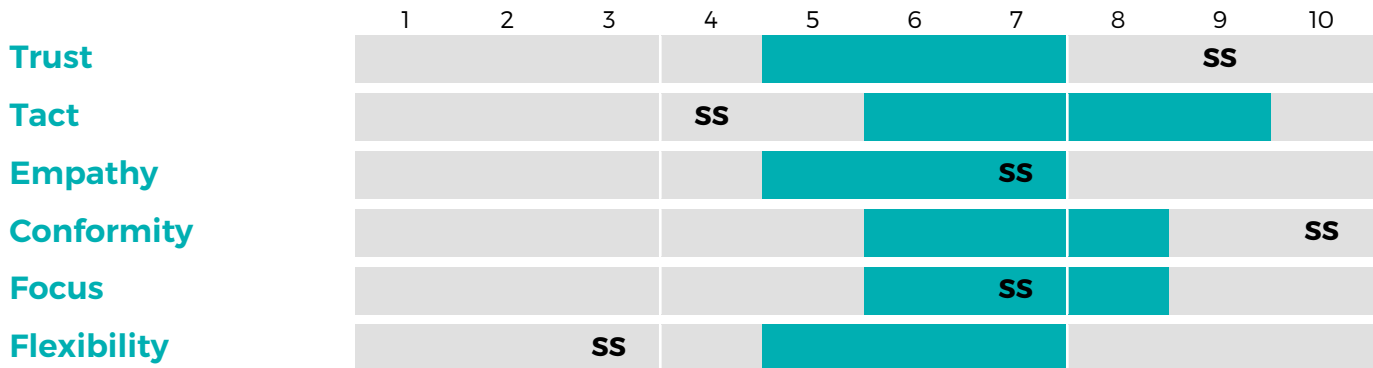
Please consult the User's Guide for additional information on using these results when working with Sally. As discussed in the User's Guide for this product, the results from this, or any, assessment should never make up more than a third of the final decision in placements.

WIDGET BENDER ***SAMPLE FOR CSP***

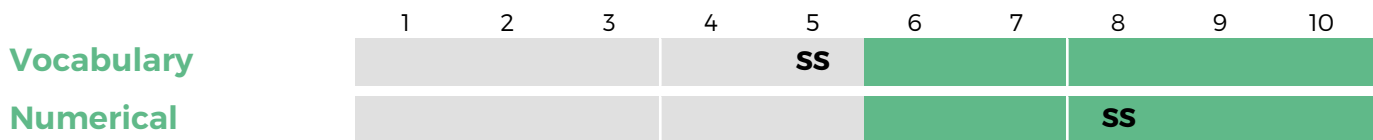
SALLY SAMPLE

Her Overall % Match
65%

BEHAVIORAL TRAITS



PROFICIENCIES



Customer Service Profile™

Individual Profile

Sally Sample

CONFIDENTIAL

Assessment Taken: 09.28.2020 Printed: 12.07.2021

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John P. Beck, Jr. - President/CEO

MESSAGE TO SALLY SAMPLE

This report reflects the responses provided by you when completing the Customer Service Profile assessment. The information is presented in the following part:

- **Behavioral Traits** - six behavioral traits that are important factors for success in providing service to customers.

BEHAVIORAL TRAITS

TRUST	Tendency to hold an unquestioning belief that the motives of others are honorable • You seem to be very trusting of the motives of people in general, especially those customers with whom you make personal contact. You appear to genuinely believe that customers are honest and their comments or complaints are authentic.
TACT	Tendency to state a position without unnecessarily offending others • You can be rather outspoken regardless of the sensitivities of others. You may comment in a less than tactful or diplomatic fashion when you feel that being direct and to the point is a better option.
EMPATHY	Tendency to understand another's situation and feelings • You generally find it easy to be empathetic, understanding and compassionate to the point of sometimes allowing yourself to become sympathetic for the needs of a customer. You have a strong need to be helpful to customers with whom you have contact.
CONFORMITY	Tendency to comply with the rules and those in authority • You generally believe in, and abide by, the norms of a group or organization. You are a strong believer in following the orders or instructions of those in authority. You are apparently one who will follow the rules and regulations with respect and devotion.
FOCUS	Tendency to stay on target regardless of distractions • You demonstrate a strong level of concentration when allowed the opportunity. Only an exceptionally distracting environment may cause you to stray from your focus. A change of priorities should not be too disrupting for you, assuming you have the time to regroup and then work toward the new goal.

FLEXIBILITY

Tendency to explore new approaches to doing things

- You indicate a preference for consistent tasks that generally remain unchanged over time. Arbitrarily novel ways of doing things can be rather unnecessary and are probably avoided whenever possible. You will be most effective in your work when the rules and procedures are clearly defined.

Customer Service Profile™

Financial Services: Selection Report

Sally Sample

CONFIDENTIAL

Assessment Taken: 09.28.2020 Printed: 12.07.2021

This report is provided by:

The Assessment Company®

PO Box 797

Donaldsonville, LA 70346

800-434-2630



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John P. Beck, Jr. - President/CEO

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 Traits, basic Proficiencies, and their own perspective on providing customer service.

This report reflects the responses provided by Sally Sample when she completed the Customer Service Profile assessment. The information is presented in the following four parts:

- **Summary Graph** - a graphical representation of her scores on each scale of the Selection Report.
- **Behavioral Traits** - six behavioral traits that have demonstrated relevance to providing effective customer service are discussed in light of her scores on each of the scales.
- **Considerations for Interviewing** - on the scales where Ms. Sample scored outside of the Performance Model, suggestions for interviewing are provided to assist in the selection process.
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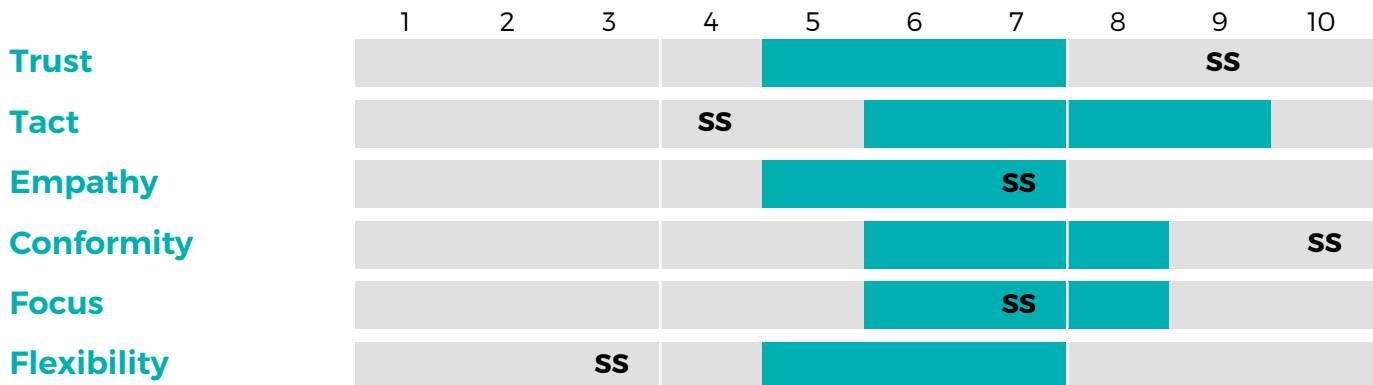
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SUMMARY GRAPH

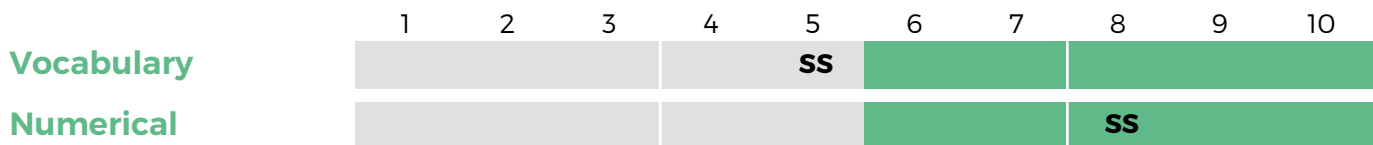
When viewing the scales on this page and the next, the darker shading represents the Job Performance Model for the role of Widget Bender ***SAMPLE FOR CSPFS***. The initials indicate the individual's score.

Distortion for this assessment is within the acceptable range.

BEHAVIORAL TRAITS



PROFICIENCIES



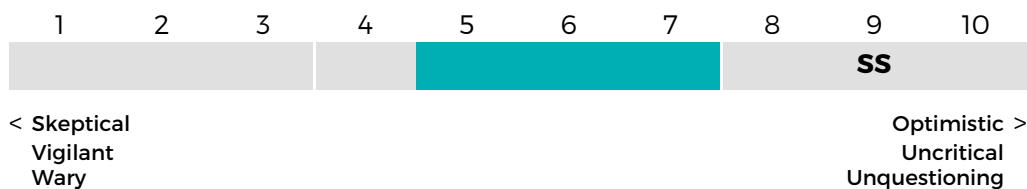
Sally Sample has an Overall Job Match of **65%** for the position of Widget Bender ***SAMPLE FOR CSPFS***

BEHAVIORAL TRAITS

Six behavioral traits have demonstrated relevance to providing effective customer service. These characteristics are presented here with the scores for Ms. Sample. Behavioral Considerations for each scale relate to her actual scores. Note that the statements presented for each end of the scales help identify the extremes of the characteristic. The initials indicate where Sally scored and the comments below each scale reflect what might be expected of her.

TRUST

Tendency to hold an unquestioning belief that the motives of others are honorable

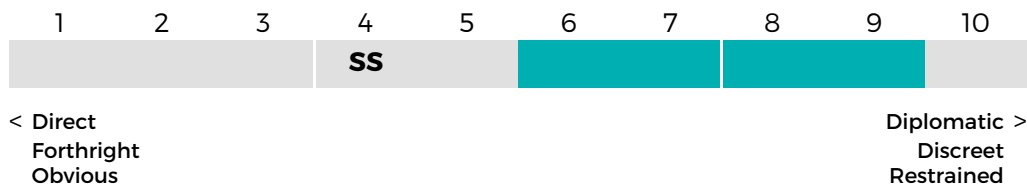


Behavioral Considerations

Ms. Sample can be rather trusting at times. She genuinely wants to believe that what others say is true and authentic, possibly regardless of evidence to the contrary. She may not be suspicious of another person's motives and she strongly feels that most people are honest.

TACT

Tendency to state a position without unnecessarily offending others



Behavioral Considerations

She can seem inconsiderate regarding the feelings of others as shown by her relatively low level of tact. This may be due to a number of different factors but, whatever the reasons, she may often comment in a less than tactful or diplomatic fashion. Alternatively, situations that call for a direct interpersonal style are suitable for Sally.

EMPATHY

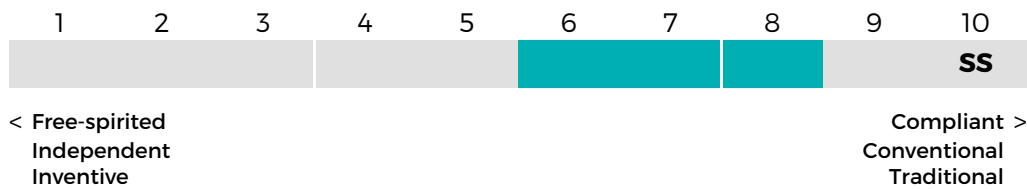
Tendency to understand another's situation and feelings

**Behavioral Considerations**

Ms. Sample generally finds it easy to be sympathetic, understanding and compassionate, to the point of allowing herself to become personally involved in solving the needs of customers. She has a strong need to be helpful to those with whom she has contact.

CONFORMITY

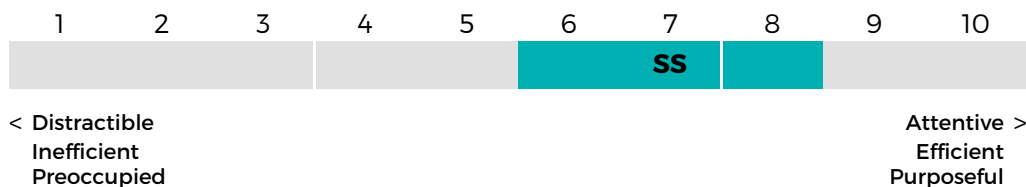
Tendency to comply with the rules and those in authority

**Behavioral Considerations**

She generally believes in, and is obedient to, the norms of a group or organization. Sally 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 position.

FOCUS

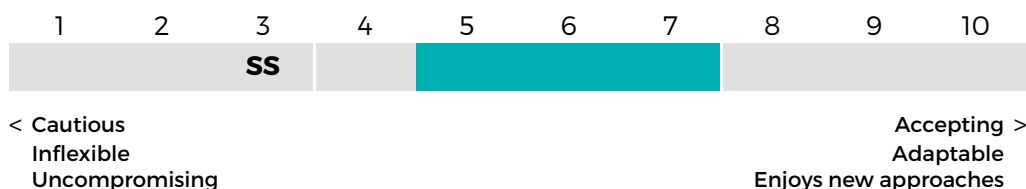
Tendency to stay on target regardless of distractions

**Behavioral Considerations**

Sally demonstrates a relatively strong level of concentration when allowed the opportunity. Only an exceptionally distracting environment should cause her to stray from her focus. A change of priorities should not be too disrupting for her, if she is given the time to gather her faculties and head in the new direction.

FLEXIBILITY

Tendency to explore new approaches to doing things

**Behavioral Considerations**

She indicates a preference for routine or repetitious tasks that remain unchanged over time. New ways of doing things are rather disconcerting for her and are probably avoided whenever possible. She may be most effective providing service to the customer if the rules and procedures are clearly defined.

CONSIDERATIONS FOR INTERVIEWING

Ms. Sample scored outside the Performance Model in the areas listed below. Information and interview questions are provided to facilitate the selection process.

TRUST

Tendency to hold an unquestioning belief that the motives of others are honorable



Considerations For Interviewing

Ms. Sample has a score on the Trust Scale above the Performance Model for this position. The issue of interest is whether she is able to discern the motivations of others who may try to take advantage of her. Is too much trust in everyone's motivations a liability that she cannot overcome?

Interview Questions

- Describe a recent situation in which you discovered that a customer was trying to take advantage of your good nature. Does this happen often?

Interviewer's Notes

- How do you feel about co-workers who think that most people are basically dishonest? Is there any truth to such an opinion?

Interviewer's Notes

TACT

Tendency to state a position without unnecessarily offending others

**Considerations For Interviewing**

With a relatively low result on the Tact scale, Ms. Sample scores outside of the Performance Model for this position. Her willingness to adjust her behavior through training should be determined. Since the score is in the lower mid-range, it is possible that only some adjustment is required. Her readiness for training may be determined by interview questions.

Interview Questions

- When a customer requires a delicate touch, what methods do you usually employ? Would learning some new competencies be of interest to you?

Interviewer's Notes

- Provide a recent example of your skill at dealing diplomatically with a customer. How do you feel about this kind of communication style, and what skills would you like to develop to improve in this area?

Interviewer's Notes

CONFORMITY

Tendency to comply with the rules and those in authority



Considerations For Interviewing

Sally is highly motivated to conform to the traditions of an organization but her level of Conformity is higher than the Performance Model for this position. This implies that she may be overly challenged by opportunities to constructively make an exception to the rules. Questions could focus on whether she is overly rule-bound. A few typical questions may include:

Interview Questions

- Describe a time when you deviated from the exact interpretation of a procedure to achieve success for the benefit of your team or an organization.

Interviewer's Notes

- How do you feel about those who bend the rules or take a casual attitude about procedures?

Interviewer's Notes

FLEXIBILITY

Tendency to explore new approaches to doing things

**Considerations For Interviewing**

Ms. Sample has a score on the Flexibility scale outside the Performance Model for this position. Questions in the interview may need to focus on her willingness or ability to be more or less adaptable in her approach to sticking to procedure. Her willingness to try a new approach may need to be discerned.

Interview Questions

- Have you recently experienced the need to suggest a new way to do something at work? Tell me more about that experience.

Interviewer's Notes

- Describe for me the importance of complying with procedures. What if a system seems obsolete or out-of-date? What should be done in that case?

Interviewer's Notes

COMPANY SERVICE PERSPECTIVE

Sally was presented with fifty (50) questions relating to providing service to the customer. The company provided their answers to these same questions and these were compared to the answers Sally provided. Those questions where Sally had a different response are shown below along with her answers.

Sally provided responses that aligned with those of the company at a rate of **64%**.

Perspectives that conflict	Her answers
No client is more important than another; all should be treated equally.	No
I might neglect to inform clients of our products to avoid wasting their time.	Yes
When a client calls, I think it is their responsibility to have all relevant information available so my time is not wasted.	Yes
It is important that a client feel as comfortable with me as they do with my coworkers.	No
Consumer trust is directly related to my knowledge of the products.	No
I would rather serve many different customers than spend extra time with only one.	Yes
Even if I believe they will be dissatisfied in the long run, it is important to satisfy a client's exact requests.	No
Rather than listen to a client's problems, my job is to solve their financial needs.	Yes
Before getting down to business, it is important that I chat with my customers.	No
Professional standards govern good customer service.	No
It is sometimes necessary to withhold all the facts to keep a client happy.	Yes
It is important to defend my position when a client believes that I am wrong.	No
To better meet a client's needs, I like to develop rapport with them.	No
Even if the client is chatty, it is important to allow him or her as much time as needed.	No
Clients that have been given substandard service will come back if your rates and benefits are good.	Yes

Perspectives that conflict**Her answers**

If I don't know something, I shouldn't let my client realize that fact.	Yes
I should let a customer chat if they want to.	No
It is important to talk to a client as long as possible.	Yes

Customer Service Profile™

Health Care: Selection Report

Sally Sample

CONFIDENTIAL

Assessment Taken: 09.28.2020 Printed: 12.07.2021

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John P. Beck, Jr. - President/CEO

INTRODUCTION

Service to the patient or client 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 patient or client service.

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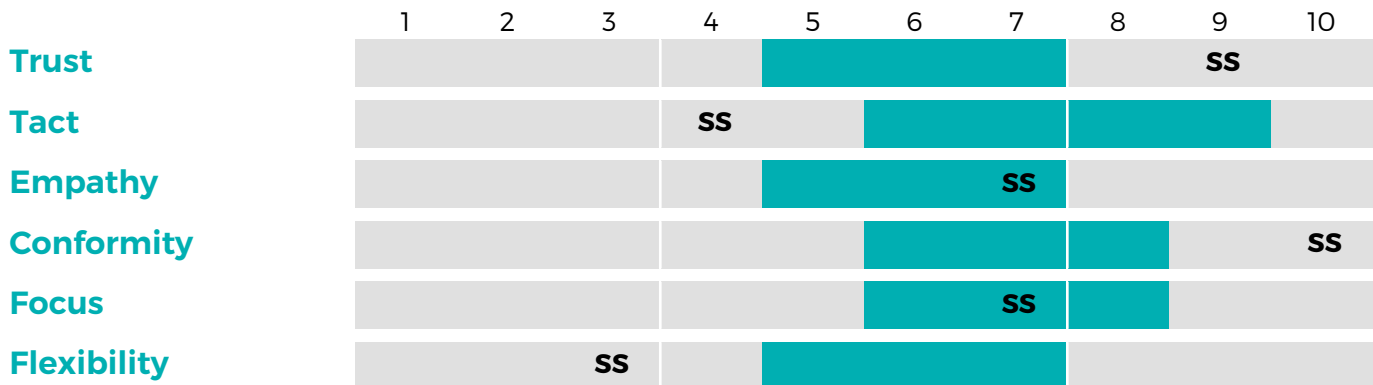
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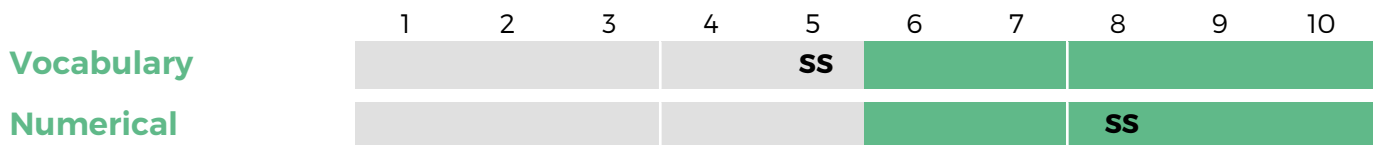
When viewing the scales on this page and the next, the darker shading represents the Job Performance Model for the role of Widget Bender ***SAMPLE FOR CSPHC***. The initials indicate the individual's score.

Distortion for this assessment is within the acceptable range.

BEHAVIORAL TRAITS



PROFICIENCIES



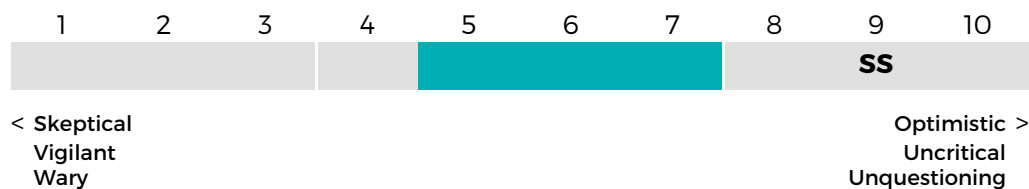
Sally Sample has an Overall Job Match of **65%** for the position of Widget Bender ***SAMPLE FOR CSPHC***

BEHAVIORAL TRAITS

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TRUST

Tendency to hold an unquestioning belief that the motives of others are honorable

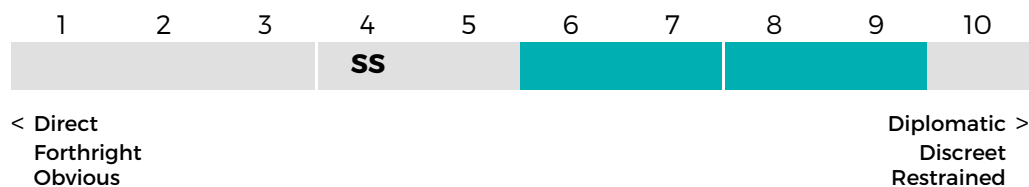


Behavioral Considerations

Ms. Sample can be rather trusting at times. She genuinely wants to believe that what others say is true and authentic, possibly regardless of evidence to the contrary. She may not be suspicious of another person's motives and she strongly feels that most people are honest.

TACT

Tendency to state a position without unnecessarily offending others

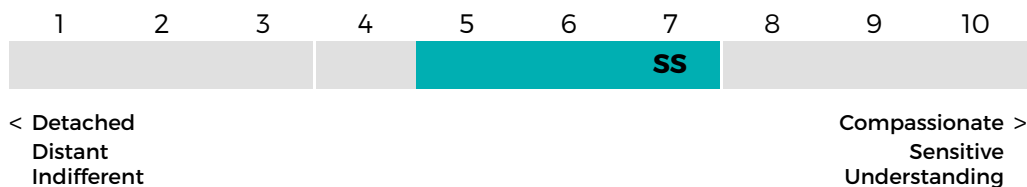


Behavioral Considerations

She can seem inconsiderate regarding the feelings of others as shown by her relatively low level of tact. This may be due to a number of different factors but, whatever the reasons, she may often comment in a less than tactful or diplomatic fashion. Alternatively, situations that call for a direct interpersonal style are suitable for Sally.

EMPATHY

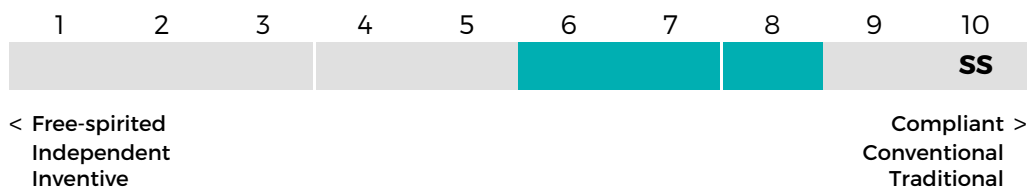
Tendency to understand another's situation and feelings

**Behavioral Considerations**

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CONFORMITY

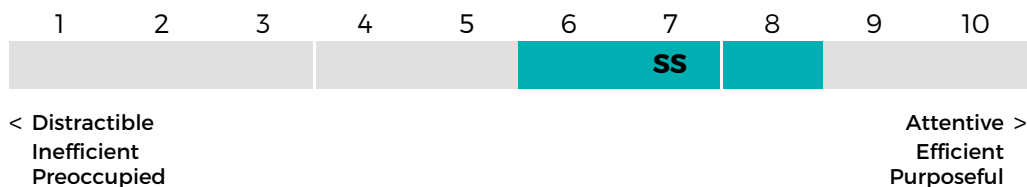
Tendency to comply with the rules and those in authority

**Behavioral Considerations**

She generally believes in, and is obedient to, the norms of a group or organization. Sally 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 position.

FOCUS

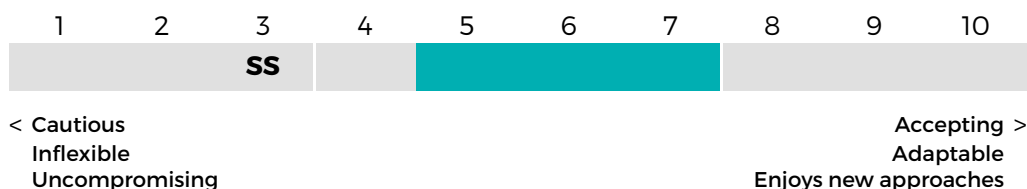
Tendency to stay on target regardless of distractions

**Behavioral Considerations**

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FLEXIBILITY

Tendency to explore new approaches to doing things

**Behavioral Considerations**

She indicates a preference for routine or repetitious tasks that remain unchanged over time. New ways of doing things are rather disconcerting for her and are probably avoided whenever possible. She may be most effective providing service to the patient or client if the rules and procedures are clearly defined.

CONSIDERATIONS FOR INTERVIEWING

Ms. Sample scored outside the Performance Model in the areas listed below. Information and interview questions are provided to facilitate the selection process.

TRUST

Tendency to hold an unquestioning belief that the motives of others are honorable



Considerations For Interviewing

Ms. Sample has a score on the Trust Scale above the Performance Model for this position. The issue of interest is whether she is able to discern the motivations of others who may try to take advantage of her. Is too much trust in everyone's motivations a liability that she cannot overcome?

Interview Questions

- How do you feel about co-workers who think that most people are basically dishonest? Is there any truth to such an opinion?

Interviewer's Notes

- Describe a recent situation in which you discovered that a patient or client was trying to take advantage of your good nature. Does this happen often?

Interviewer's Notes

TACT

Tendency to state a position without unnecessarily offending others

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- Provide a recent example of your skill at dealing diplomatically with a patient or client. How do you feel about this kind of communication style, and what skills would you like to develop to improve in this area?
Interviewer's Notes
- When a patient or client requires a delicate touch, what methods do you usually employ? Would learning some new competencies be of interest to you?
Interviewer's Notes

CONFORMITY

Tendency to comply with the rules and those in authority



Considerations For Interviewing

Sally is highly motivated to conform to the traditions of an organization but her level of Conformity is higher than the Performance Model for this position. This implies that she may be overly challenged by opportunities to constructively make an exception to the rules. Questions could focus on whether she is overly rule-bound. A few typical questions may include:

Interview Questions

- How do you feel about those who bend the rules or take a casual attitude about procedures?

Interviewer's Notes

- Describe a time when you deviated from the exact interpretation of a procedure to achieve success for the benefit of your team or an organization.

Interviewer's Notes

FLEXIBILITY

Tendency to explore new approaches to doing things

**Considerations For Interviewing**

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Interviewer's Notes

COMPANY SERVICE PERSPECTIVE

Sally was presented with fifty (50) questions relating to providing service to the patient or client. The company provided their answers to these same questions and these were compared to the answers Sally provided. Those questions where Sally had a different response are shown below along with her answers.

Sally provided responses that aligned with those of the company at a rate of **66%**.

Perspectives that conflict	Her answers
Using a supervisor to help with a difficult patient or client suggests that I do not know what I am doing.	Yes
Most patients or clients know what they want; they don't have time for extra questions or paperwork.	No
Patients and clients expect me to be accommodating, no matter how busy I am.	No
It isn't appropriate to offer special treatment to certain patients and clients; procedures should always dictate services.	No
It is better to wait until several people complain about a problem before trying to correct its cause.	Yes
It is appropriate to involve my supervisor when problems arise in areas unfamiliar to me.	No
I should never allow a patient or client to believe that I am unsure about something.	Yes
Patients and clients don't care whether you call them by name, as long as they receive good service.	Yes
It is often important to remind a patient or client of their next visit before they leave.	No
Unless dictated by procedures, no patient or client should be given special or individualized service.	No
I don't need to let the patient or client know what's going on when I call my supervisor for help.	Yes
All patients should be treated the same; no client is more important than any other.	No
Whenever my supervisor helps me serve a patient or client, I should discuss how they were handled so I can learn more.	No
Sometimes disagreeing with a patient or client will lead to better results for all concerned.	No
It is important to regularly review how much time I spend with each client or patient; quantity is as important as quality.	No

Perspectives that conflict**Her answers**

If I hear a patient or client complaining about our services, I should try to determine if this issue is valid enough for our attention.	No
In order to keep a patient or client calm, I should realize that I may need to say something that isn't entirely frank.	Yes

Customer Service Profile™

Hospitality: Selection Report

Sally Sample

CONFIDENTIAL

Assessment Taken: 09.28.2020 Printed: 12.07.2021

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John P. Beck, Jr. - President/CEO

INTRODUCTION

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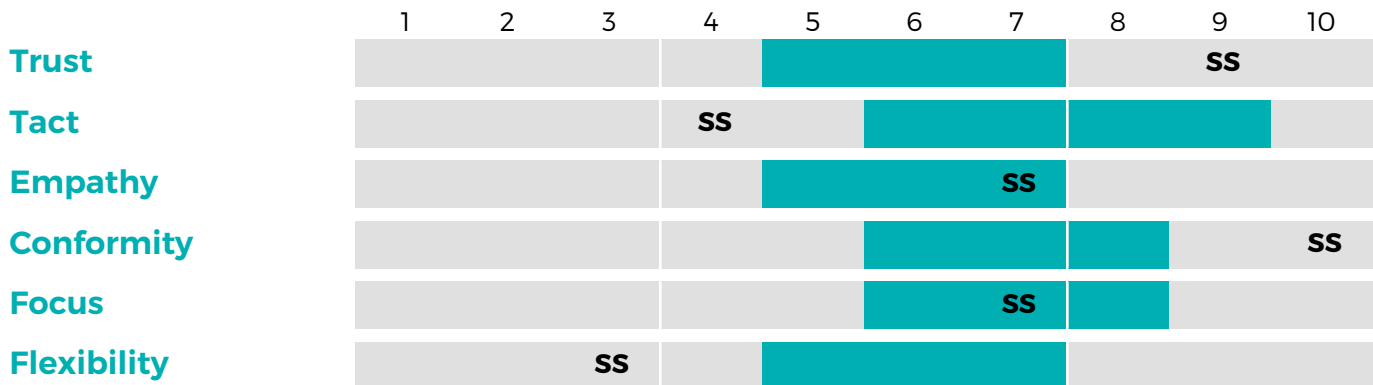
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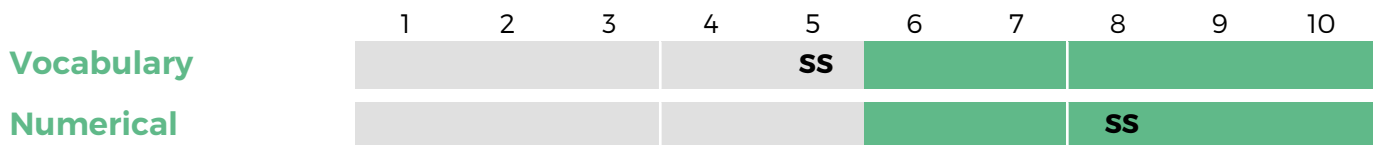
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Distortion for this assessment is within the acceptable range.

BEHAVIORAL TRAITS



PROFICIENCIES



Sally Sample has an Overall Job Match of **65%** for the position of Widget Bender ***SAMPLE FOR CSPHS***

BEHAVIORAL TRAITS

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TRUST

Tendency to hold an unquestioning belief that the motives of others are honorable

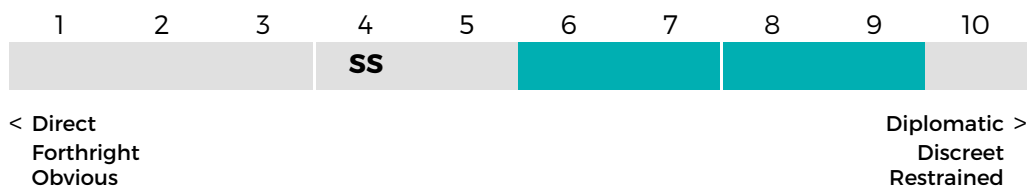


Behavioral Considerations

Ms. Sample can be rather trusting at times. She genuinely wants to believe that what others say is true and authentic, possibly regardless of evidence to the contrary. She may not be suspicious of another person's motives and she strongly feels that most people are honest.

TACT

Tendency to state a position without unnecessarily offending others

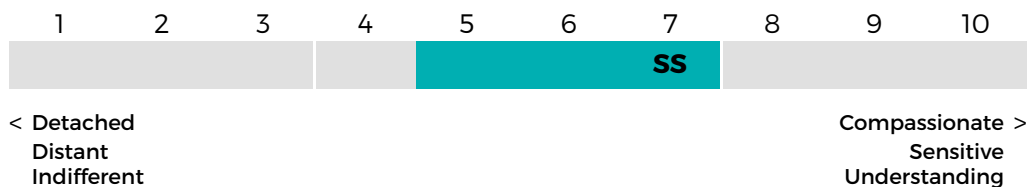


Behavioral Considerations

She can seem inconsiderate regarding the feelings of others as shown by her relatively low level of tact. This may be due to a number of different factors but, whatever the reasons, she may often comment in a less than tactful or diplomatic fashion. Alternatively, situations that call for a direct interpersonal style are suitable for Sally.

EMPATHY

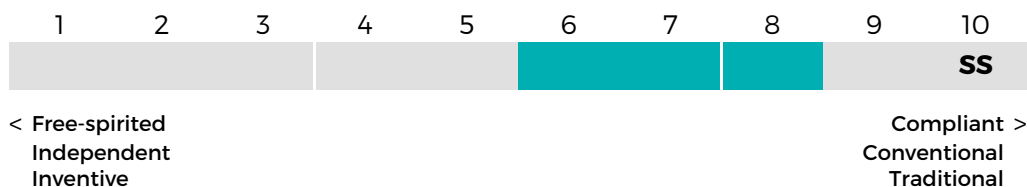
Tendency to understand another's situation and feelings

**Behavioral Considerations**

Ms. Sample generally finds it easy to be sympathetic, understanding and compassionate, to the point of allowing herself to become personally involved in solving the needs of customers. She has a strong need to be helpful to those with whom she has contact.

CONFORMITY

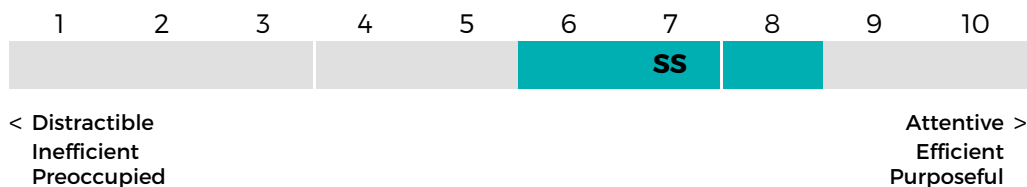
Tendency to comply with the rules and those in authority

**Behavioral Considerations**

She generally believes in, and is obedient to, the norms of a group or organization. Sally 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 position.

FOCUS

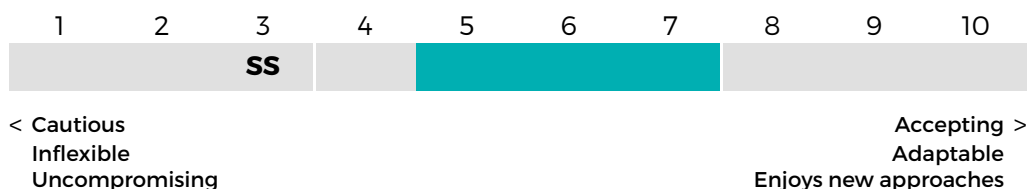
Tendency to stay on target regardless of distractions

**Behavioral Considerations**

Sally demonstrates a relatively strong level of concentration when allowed the opportunity. Only an exceptionally distracting environment should cause her to stray from her focus. A change of priorities should not be too disrupting for her, if she is given the time to gather her faculties and head in the new direction.

FLEXIBILITY

Tendency to explore new approaches to doing things

**Behavioral Considerations**

She indicates a preference for routine or repetitious tasks that remain unchanged over time. New ways of doing things are rather disconcerting for her and are probably avoided whenever possible. She may be most effective providing service to the customer if the rules and procedures are clearly defined.

CONSIDERATIONS FOR INTERVIEWING

Ms. Sample scored outside the Performance Model in the areas listed below. Information and interview questions are provided to facilitate the selection process.

TRUST

Tendency to hold an unquestioning belief that the motives of others are honorable



Considerations For Interviewing

Ms. Sample has a score on the Trust Scale above the Performance Model for this position. The issue of interest is whether she is able to discern the motivations of others who may try to take advantage of her. Is too much trust in everyone's motivations a liability that she cannot overcome?

Interview Questions

- How do you feel about co-workers who think that most people are basically dishonest? Is there any truth to such an opinion?

Interviewer's Notes

- Describe a recent situation in which you discovered that a customer was trying to take advantage of your good nature. Does this happen often?

Interviewer's Notes

TACT

Tendency to state a position without unnecessarily offending others

**Considerations For Interviewing**

With a relatively low result on the Tact scale, Ms. Sample scores outside of the Performance Model for this position. Her willingness to adjust her behavior through training should be determined. Since the score is in the lower mid-range, it is possible that only some adjustment is required. Her readiness for training may be determined by interview questions.

Interview Questions

- Provide a recent example of your skill at dealing diplomatically with a customer. How do you feel about this kind of communication style, and what skills would you like to develop to improve in this area?

Interviewer's Notes

- When a customer requires a delicate touch, what methods do you usually employ? Would learning some new competencies be of interest to you?

Interviewer's Notes

CONFORMITY

Tendency to comply with the rules and those in authority



Considerations For Interviewing

Sally is highly motivated to conform to the traditions of an organization but her level of Conformity is higher than the Performance Model for this position. This implies that she may be overly challenged by opportunities to constructively make an exception to the rules. Questions could focus on whether she is overly rule-bound. A few typical questions may include:

Interview Questions

- Describe a time when you deviated from the exact interpretation of a procedure to achieve success for the benefit of your team or an organization.

Interviewer's Notes

- How do you feel about those who bend the rules or take a casual attitude about procedures?

Interviewer's Notes

