

Spann & Associates

Customer Service Screen

Prepared for:

Demo Sample

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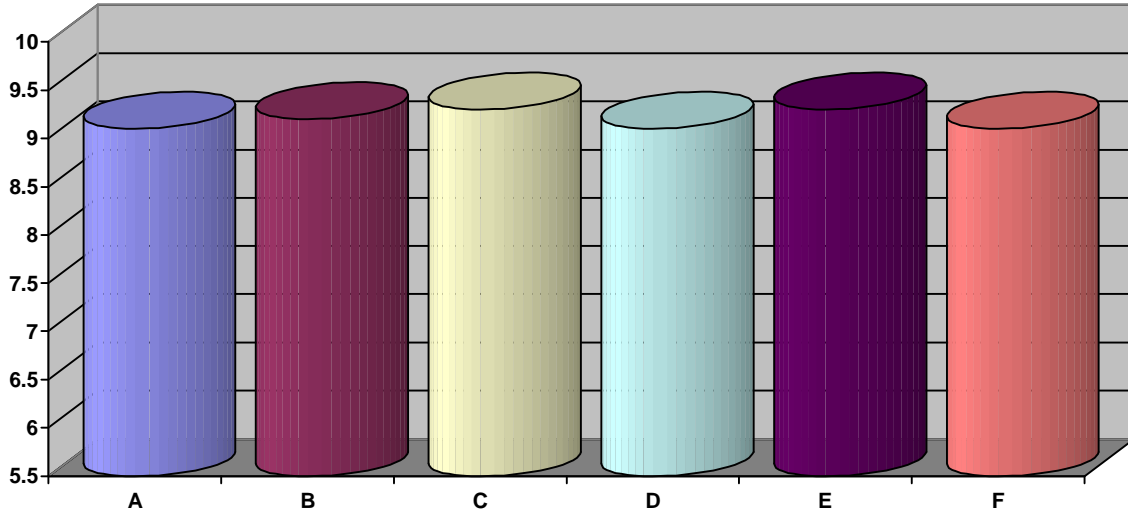
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Customer Service Screen

GLOBAL GRAPH



Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	8.8 to 10.0
Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.5 to 8.79
Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.2 to 8.49
Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.19

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

Customer Service Screen SYNOPSIS

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

Customer Service Screen SYNOPSIS

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

Customer Service Screen

CORE STRENGTHS

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

Low Risk

They have the ability to evaluate the positive and negative potential of others and to maintain a cautiously optimistic, discrete attitude toward others.

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

Low Risk

They have the ability to see and understand the uniqueness and individuality of others but tend to be somewhat cautious about accepting others who do not measure up to their expectations.

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

Low Risk

Their individualism leads them to challenge existing ways of thinking and to anticipate consequences which others may not be willing or able to see.

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

Low Risk

They have the ability to see and understand the unique needs and interests of others, to accept and be tolerant and patient with viewpoints which may be different or opposed to their own.

Listening To Others: (Communicating With Customers) SR-6C

Low Risk

They have the ability to see and understand viewpoints which are either uninteresting or contrary to their own but may tend to readily critique viewpoints different from theirs.

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.

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

Low Risk

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

Customer Service Screen

CORE STRENGTHS

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

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-10C

Low Risk

They have both the ability to see and understand the attitudes and viewpoints of others but they also have a willingness to make certain that others understand what they are saying.

Self Esteem: (Handling Customer Rejection) SR-11G

Low Risk

They have a keen appreciation of their uniqueness and individuality and a realistic assessment of their ability to to perform, their strengths and talent.

Self Assessment: (Handling Customer Rejection) SR-12

Low Risk

They know what they are capable of doing, what it will take to get things done and give them a sense of contribution as well as a sense of satisfaction.

Self Confidence: (Handling Customer Rejection) SR-13I

Low Risk

They have the ability to develop and maintain realistic confidence in their capacity to perform and to live up to social and role images and expectations.

Self Control: (Handling Customer Rejection) SR-14

Low Risk

They have the capacity to maintain their sense of balance and equilibrium when dealing with stressful and emotional situations, responding rationally and objectively.

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

Low Risk

They have the ability to assess the risk involved in their relationships and can develop relationships in a cautiously optimistic manner.

Customer Service Screen

CORE STRENGTHS

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

Low Risk

Their strong sense of individualistic thinking combined with a skeptical attitudes toward authority can lead them to challenge rules and look for creative ways to organize.

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

Low Risk

They understand the need for rules and standards but their individualism will likely lead them to spend time and energy looking for unique, novel and creative ways to get things done.

Attention To Policies, Procedures: (Job Related Attitudes) SR-18E

Low Risk

Their strong sense of individualism maintains respect for the rights of their customers and for the implementation of organizational standards and commitments.

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

Low Risk

Their strong sense of perfectionism for themselves and the world keeps them focused on making certain that things get done according to expectations.

Evaluating What To Do: (Problem Solving Capacity) SR-21

Low Risk

They have an excellent ability for sizing up situations, for identifying problems especially in difficult or confusing situations and for generating constructive alternatives.

Attention To Concrete Detail: (Problem Solving Capacity) SR-22C

Low Risk

They have the ability to see and understand what is happening in a practical, pragmatic way, to identify the flaws in things as well as the positive, functional worth of things.

Using Common Sense: (Problem Solving Capacity) SR-2 C

Low Risk

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

Customer Service Screen

CORE STRENGTHS

Intuitive Insight: (Problem Solving Capacity) SR-24

Low Risk

They have a well developed ability to rely on intuitive insights to decide both where the problems are as well as what solutions are best.

Seeing Potential Problems: (Problem Solving Capacity) SR-25

Low Risk

They have a good capacity for identifying what the crucial issues are in complex and confusing situations and how these issues are integrated into the overall problem situation.

Role Satisfaction: (Personal Work Attitudes) SR-26A

Low Risk

They are confident that what they are doing not only is what is best for them and for society and will likely feel an urgency to get things done and to push ahead.

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

Low Risk

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

Persistence: (Personal Work Attitudes) SR-29A

Low Risk

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

Consistency: (Personal Work Attitudes) SR-30B

Low Risk

Their confidence gives them a sense of personal competence and satisfaction and acts as a springboard to action and as a beacon to keep them on track.

Customer Service Screen
DEVELOPMENT COMMENTS

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

Situational Risk

Their strong individualism will lead them to covertly or overtly disregard existing authority. They feel the need to challenge authority simply for the sake of doing so.

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

Real Risk

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

Customer Service Screen

INTERVIEW GUIDES

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

The Problem

They tend to:

1. Disregard rules, norms and conventions about how things should be done.
2. Tend to go their own way becoming skeptical and cautious about rules and codes of conduct which are different from their own.
3. Develop a 'chip on the shoulder' attitude when things do not work out as they expect.

Interview Comments

The following steps are recommended:

1. Provide them a problem situation from the work environment which has several different alternatives, one which follows company guidelines. Use a company option which is not as functional but represents a more orderly way of solving the problem. Indicate that sometimes employees have to go it their own way to get things done. See how they respond and how much they are willing to go around company guidelines.
2. See how willing they are to rationalize getting around or replacing company policies by appealing to practical thinking.

Customer Service Screen **INTERVIEW GUIDES**

Personal Work Attitudes: (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.