

MANAGING FOR SUCCESS®

Customer Service Version

*"He who knows others is learned.
He who knows himself is wise."
-Lao Tse*

Jane Doe

1/7/2003

Working together to point you in the right direction

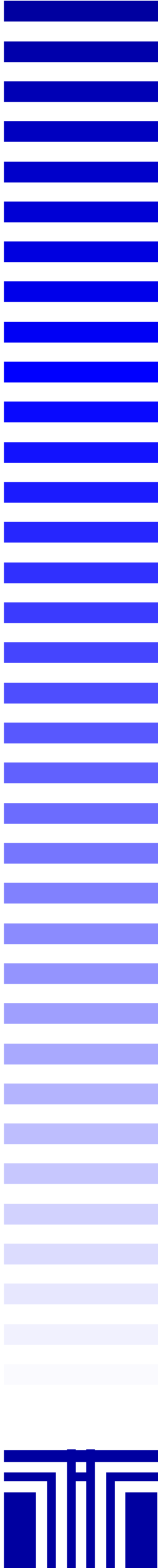
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INTRODUCTION

Successful business depends on Customer Service. It is essential to understand that every employee is involved in customer service. Everyone in every organization is a customer of some kind. It has been proven that customers would rather switch to another company than tolerate poor service. Research indicates, even if there is no conflict, over 60% of all customers quit dealing with a business because of indifference on the part of some employee.

The ability to interact effectively with customers may be the critical difference between success or failure in our work life. Effective customer service begins with an accurate perception of our own work behavioural style. This report was designed to quantify information on how you see your own behaviour in the workplace. That information may then be used for you to learn how others perceive your behaviour. This knowledge will assist you in formulating strategies in meeting customer needs.

GENERAL CHARACTERISTICS

Based on your responses, the report has selected general statements to provide you with a broad understanding of your Customer Service Style. This section of the report identifies the natural customer service style you bring to the job.

Jane likes to win through persistence. She uses her strong, steady tendencies to accomplish her goals. She can be possessive and develop strong attachments for her work group, close friends and family. She likes to start and finish activities. Others who work with her know they can depend on her. She prefers to help and support others rather than compete against them. Jane is good at concentrating in order to listen and learn. She is not easily distracted by peripheral activity. She can be open, patient and tolerant of differences. Her natural quality of being nonjudgmental is a great strength. Because she is receptive and listens well, she excels in gathering information. She tends to be incisive and analytical. She is a good team member, but she will, if forced, go it alone. Jane strives to maintain the status quo, since she tends to resist change, particularly when it is unexpected or sudden. She is family-oriented. She may go to great lengths to insure the "happiness" of her personal or work family. Loyalty and being a team player are usually her goals. She is a good, steady, dependable team member. She wins through hard work and persistence. She likes to stay with one task until it is completed.

Jane may tend to fight for her beliefs or those things she feels passionate about. Logic is important when trying to influence her. She pays more attention to logic than emotional "hype." She may be reluctant to initiate new approaches to doing things. If she is shown the benefits, she will consider new procedures. She may want to think over major decisions before acting. She must be convinced that actions will produce the desired result. Once she makes a decision, she can be organized in carrying it out. Once she has arrived at a decision, she can be tough-minded and unbending. She has made her decision after gathering much data, and she

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GENERAL CHARACTERISTICS

probably will not want to repeat the process. She adheres to company policy and does not break the rules just for the sake of breaking them. She needs to gather data and facts in a logical fashion.

Jane tends to be possessive of information; that is, she does not voluntarily share information with others outside of her team. This may be a blessing, or a curse, to her superiors. She is more motivated by logic than emotion. To her, logic represents tangible research. She can be outgoing at times. Basically introverted, she will "engage" in social conversation when the occasion warrants. She is somewhat reserved with those she does not trust or know. After trust has been established, she may be open and candid. Jane does not enjoy confrontation for confrontation's sake. She feels she can win through patience and resolve. She likes to know what is expected of her in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. Sometimes she will withdraw from a verbal battle. If she feels strong about an issue, she may retreat to gather her resources and then return to take a stand! She may guard some information unless she is asked specific questions. She will not willingly share unless she is comfortable with the knowledge she possesses about the topic.

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PERCEPTIONS

A person's behaviour and feelings may be quickly telegraphed to others. This section provides additional information on your self-perception and how, under certain conditions, others may perceive your behaviour. Understanding this section will empower you to project the image that will allow you to control the situation.

"See Yourself As Others See You"

SELF-PERCEPTION

You usually sees yourself as being:

Considerate
Good-Natured
Team player

Thoughtful
Dependable
Good listener

OTHERS' PERCEPTION

Under moderate pressure, tension, stress or fatigue, others may see you as being:

Nondemonstrative
Unconcerned

Hesitant
Inflexible

And, under extreme pressure, stress or fatigue, others may see you as being:

Possessive
Detached

Stubborn
Insensitive

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DESCRIPTORS

Based on your responses, the report has marked those words that describe your personal behaviour. They describe how you solve problems and meet challenges, influence people, respond to the pace of the environment and how you respond to rules and procedures set by others.

Dominance	Influencing	Steadiness	Compliance
Demanding	Effusive	Phlegmatic	Evasive
Egocentric	Inspiring	Relaxed	Worrisome
Driving	Magnetic	Resistant to Change	Careful
Ambitious	Political	Nondemonstrative	Dependent
Pioneering	Enthusiastic	Passive	Cautious
Strong-Willed	Demonstrative	Patient	Conventional
Forceful	Persuasive	Possessive	Exacting
Determined	Warm	Predictable	Neat
Aggressive	Convincing	Consistent	Systematic
Competitive	Polished	Deliberate	Diplomatic
Decisive	Poised	Steady	Accurate
Venturesome	Optimistic	Stable	Tactful
Inquisitive	Trusting		Open-Minded
Responsible	Sociable		Balanced Judgment
Conservative	Reflective	Mobile	Firm
Calculating	Factual	Active	Independent
Cooperative	Calculating	Restless	Self-Willed
Hesitant	Skeptical	Alert	Stubborn
Low-Keyed	Logical	Variety-Oriented	Obstinate
Unsure	Undemonstrative	Demonstrative	Opinionated
Undemanding	Suspicious	Impatient	Unsystematic
Cautious	Matter-of-Fact	Pressure-Oriented	Self-Righteous
Mild	Incisive	Eager	Uninhibited
Agreeable	Pessimistic	Flexible	Arbitrary
Modest	Moody	Impulsive	Unbending
Peaceful	Critical	Impetuous	Careless with Details
Unobtrusive		Hypertense	

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CUSTOMER SERVICE FLEXIBILITY

Since customers are different, the needs they have, and that must be met, are also different. The information in this section will help you identify types of customers and provide you with the strategies to meet their needs.

"Improving Your Interactive Flexibility"

When interacting with a customer who has the following characteristics:

- Fast-paced speech
- Gives a strong first impression
- Impatient
- Direct
- Tries to control the situation

Factors that will improve Service with this Style of Customer:

- Speed up - omit some of the details
- Speak with confidence
- Flatter their ego
- Do not waste their time
- Stress Service - be fast and efficient
- Stress new products and service

Factors that will create tension or dissatisfaction with this Style of Customer:

- Not reacting quickly
- Speaking slowly and deliberately

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CUSTOMER SERVICE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with a customer who has the following characteristics:

- Friendly and talkative
- Impulsive
- Uses many hand gestures when speaking
- Gets emotional
- Imprecise about the use of time

Factors that will improve Service with this Style of Customer:

- Be more demonstrative with your facial gestures
- Be flexible with your time schedule....allow time for them to talk
- Let them know you enjoy their company
- Be prepared for them to be emotional
- Let them know you are interested in helping them

Factors that will create tension or dissatisfaction with this Style of Customer:

- Not sharing information freely
- Not displaying a sense of urgency

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CUSTOMER SERVICE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with a customer who has the following characteristics:

- Patient
- Easy going
- Uses an unemotional tone of voice
- Reserved
- Deliberate - methodical

Factors that will improve Service with this Style of Customer:

- Maintain a friendly environment
- Show a demonstrated need for urgency
- Present information in a systematic fashion
- If change is necessary, give many reasons and benefits
- Show sincere appreciation
- Stress security
- Assure them that many others are using your product/service

Factors that will create tension or dissatisfaction with this Style of Customer:

- Not demonstrating personal attention
- Being possessive of information

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CUSTOMER SERVICE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with a customer who has the following characteristics:

- Speaks slowly
- Asks questions about facts and data
- Deliberate in actions
- Uses few gestures
- Sceptical
- Suspicious

Factors that will improve Service with this Style of Customer:

- Be diplomatic and courteous
- Do not ask probing, personal questions
- Avoid criticism of their comments or choices
- Provide assurances of correct decisions
- Avoid sudden or abrupt changes
- Do not threaten them

Factors that will create tension or dissatisfaction with this Style of Customer:

- Sloppy work environment
- Overselling

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SITUATIONAL STRATEGIES

Use this page for ideas on how to control the interaction between yourself and a customer when the following situations arise. When a customer is upset, you must first gain control of the situation - then read the customer's style and apply the appropriate strategy.

CUSTOMER

STRATEGY

Sceptical, Suspicious

Agree on minor points and expand. Be conservative in assertions.

Nervous, irritable, high strung

Use a quiet, tactful, soothing manner.

Pessimistic, grouchy, complaining

Listen patiently, ask questions to find out their real concerns.

Egotistical, opinionated, high hat

Flatter their ego. Concentrate on getting results.

Argumentative, blustering

Create response by challenging in a sincere manner.

Silent, secretive

Be more personal than usual to draw them out.

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ACTION PLAN

Name: Jane Doe

Customers I have the most difficult time relating to could be described as:

- 1.
- 2.
- 3.
- 4.

To improve my Customer Service with them, I need to work on the following:

- 1.
- 2.
- 3.
- 4.

Other Customers who cause me discomfort are:

- 1.
- 2.
- 3.
- 4.

To improve my Customer Service with them, I need to work on the following:

- 1.
- 2.
- 3.
- 4.

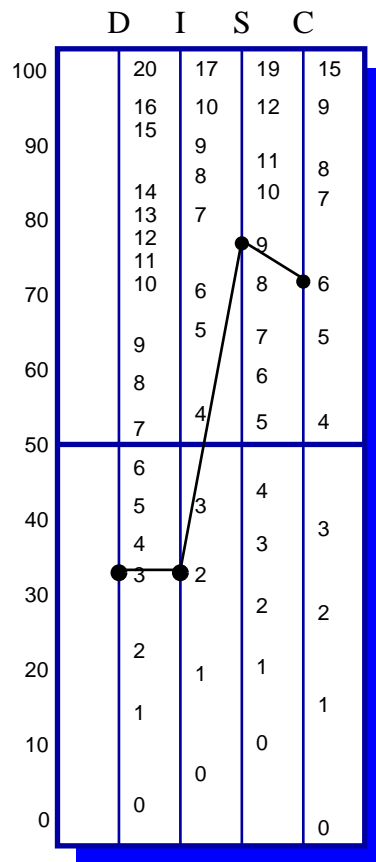
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STYLE ANALYSIS™ GRAPHS

Jane Doe

1/7/2003

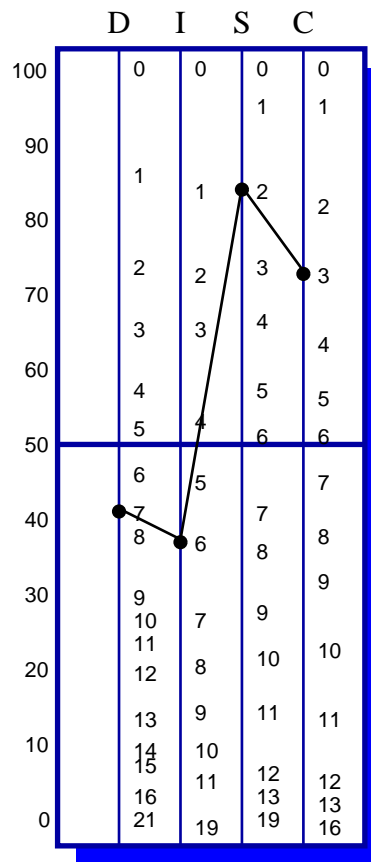
MOST
Graph I
Adapted Style



Score
%

3	2	9	6
34	34	77	72

LEAST
Graph II
Natural Style



7	6	2	3
42	38	84	73

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THE SUCCESS INSIGHTS® WHEEL

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioural style, the Wheel adds a visual representation that allows you to:

- View your natural behavioural style (circle).
- View your adapted behavioural style (star).
- Note the degree you are adapting your behaviour.
- If you filled out the Work Environment Analysis, view the relationship of your behaviour to your job.

Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

If you are part of a group or team who also took the behavioural assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.

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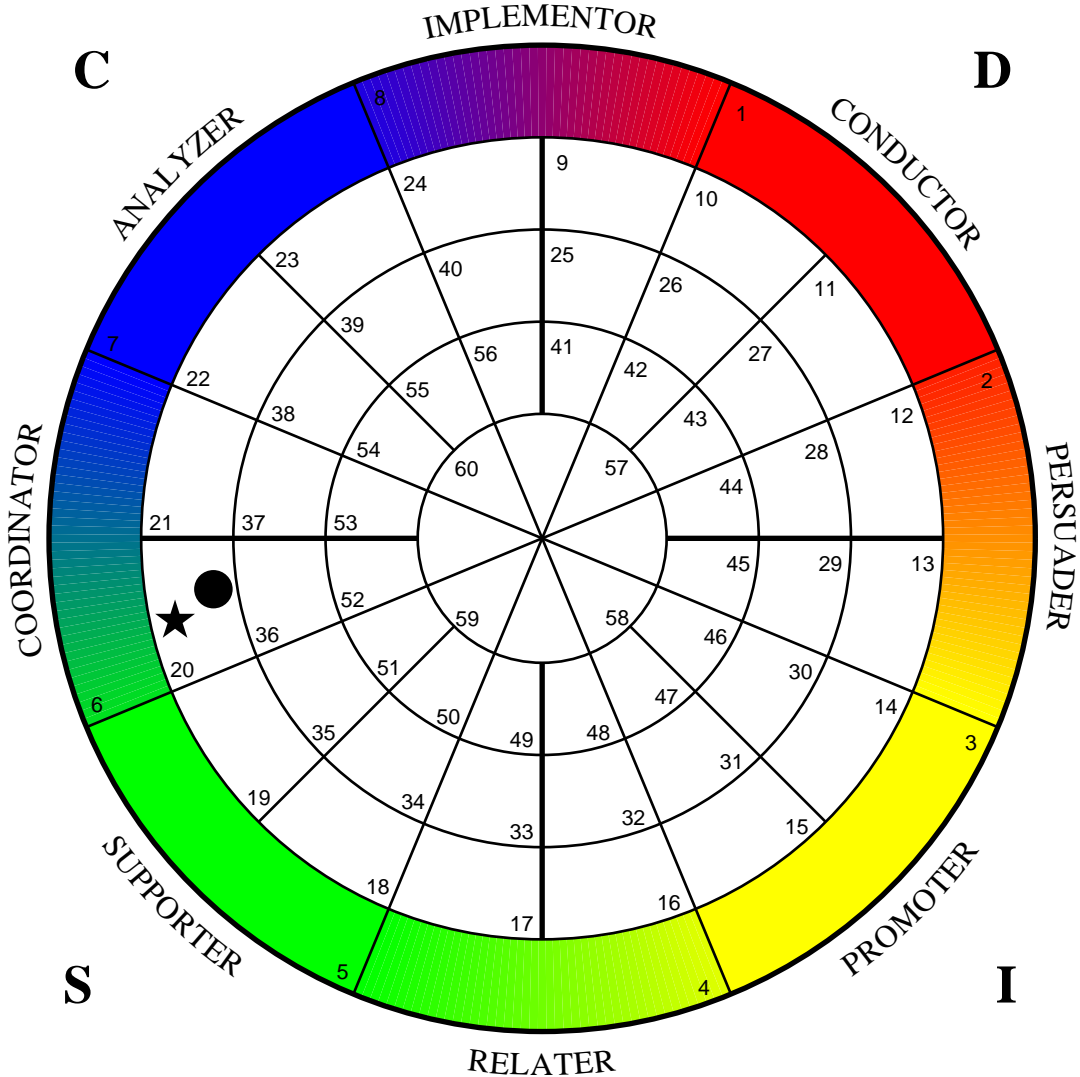
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THE SUCCESS INSIGHTS® WHEEL

Jane Doe

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Adapted: ★ (20) SUPPORTING COORDINATOR

Natural: ● (20) SUPPORTING COORDINATOR

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