



*Confidential Report*

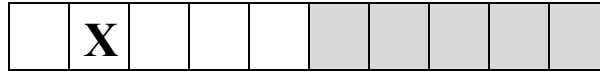
**Jeri Sample**

Wednesday, October 25, 2000



**Knowledge**

- Limited Understanding
- Requires More Training



Limited ←————→ Extensive

**Assertiveness**

- Reserved
- Retiring
- Quiet



Low ←————→ High

- Persuasive
- Confident
- Outgoing

**Persistence**

- Wavers easily
- Undecided
- Sensitive to rejection

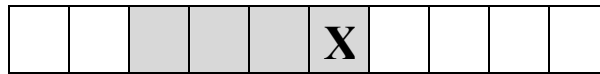


Low ←————→ High

- Persevering
- Unwavering
- Emotionally tough

**Empathy**

- Results-focused
- Task-oriented
- Goal specific

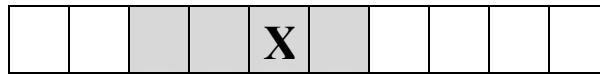


Low ←————→ High

- People-focused
- Relationship-oriented
- Empathic

**Drive**

- Low competitive
- Unassuming
- Wishes to please



Low ←————→ High

- High competitive
- Aggressive
- Opportunistic

**Organization**

- Disorganized
- Prefers variety
- Creative focus

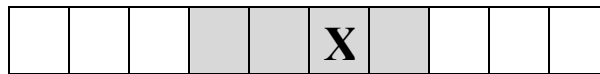


Low ←————→ High

- Organized
- Conforms to procedures
- Routine-focused

**Maturity**

- Unconventional
- Impetuous
- Temperamental

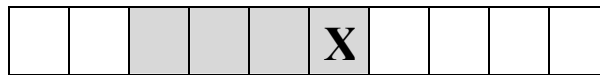


Low ←————→ High

- Sound judgement
- Stable
- Tolerant

**Creativity**

- Structured
- Systematic
- Specific

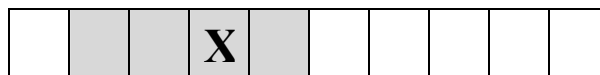


Low ←————→ High

- Inventive
- Unique
- Innovative

**Incentive**

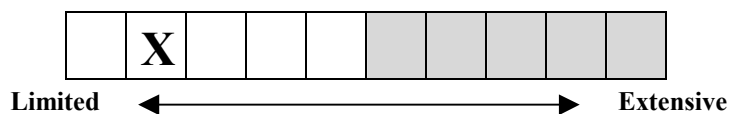
- Security
- Pragmatic
- Internal



Low ←————→ High

- Recognition
- Feedback
- External

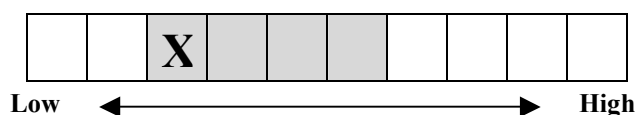
### Knowledge



Ms. Sample scored in the lower range on the Customer Service Survey. This score suggests that the gap between her present understanding of customer-service techniques and the practices actually considered effective is fairly large. Training should emphasize identifying customer needs, educating customers about available products or services, and learning effective ways to handle complaints.

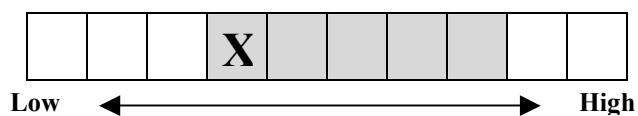
The results of the “CUSTOMER SERVICE KNOWLEDGE” area are calculated by the number of correct answers in the CUSTOMER SERVICE KNOWLEDGE section of the survey. For a list of questions that were answered incorrectly, refer to the back section of this report.

### Assertiveness



- Looks to others for guidance in dealing with customer problems.
- She prefers to work in a customer service team where support and direction are provided.
- Works well in a supportive role, following the lead of those skilled in customer relations

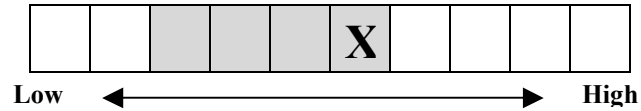
### Persistence



- With support, will ensure that customer projects are completed.
- Will listen and does not disappoint customers.
- She is sensitive to the customers.

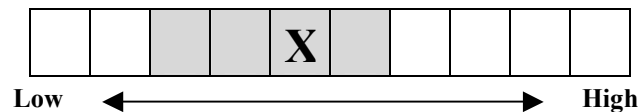
The shaded bars represent the range of characteristics typically found in those who have demonstrated effectiveness in the role of Customer Service Representative. The “X’s” indicate this individual’s scores.

### Empathy



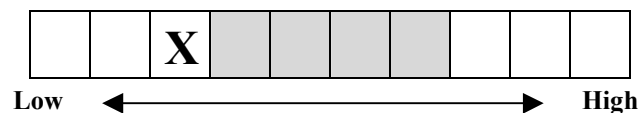
- Tries to balance a concern for completing projects with an interest in the people involved.
- She will work to build effective work relationships with clients.
- Works well with others, both colleagues and clients.

### Drive



- Tries to balance short term costs against long term results in customer satisfaction.
- Leads and directs subordinates in a team effort to build solid customer loyalty.
- She is motivated to achieve results once a project with a customer has begun.

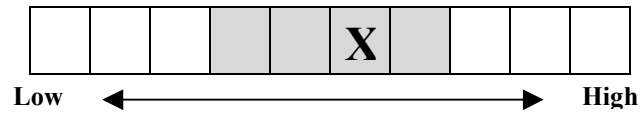
### Organization



- She is able to comply with structure and customer service guidelines, but often needs to be re-directed.
- Is able to change direction quickly when a customer develops new needs.
- May develop customer service plans that do not recognize limited resources.

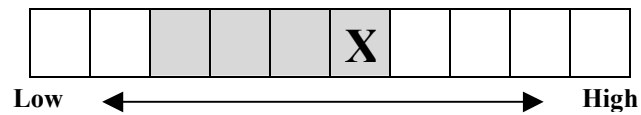
The shaded bars represent the range of characteristics typically found in those who have demonstrated effectiveness in the role of Customer Service Representative. The "X's" indicate this individual's scores.

### Maturity



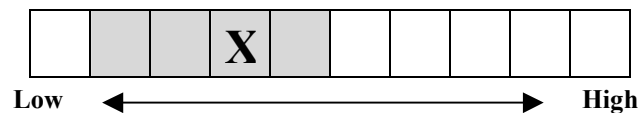
- Has a good basic level of maturity in dealing with customers.
- Helps others develop effective timelines for work.
- She will recognize the appropriate actions to benefit customers.

### Creativity



- She is able to accept risk and uncertainty; not always bound to a structured solution.
- Looks to direct creative impulses into feasible customer service tactics.
- Is open to diverse opinions concerning customer matters.

### Incentive



- Manages and works for consistency and steady growth in meeting client needs.
- She functions well independently.
- Enjoys challenging opportunities in customer service.

## SUITABILITY RATINGS

Ms. Sample's overall suitability match to Customer Service is MODERATE.

### KEY:

**Good** – A good rating suggests that she is a strong match when her scores are compared to the reference characteristics for Customer Service.

**Moderate** – A moderate rating suggests an average match when she is compared to the reference characteristics for Customer Service.

**Poor** – A poor rating suggests a weak match when she is compared to the reference characteristics for Customer Service.

### IMPORTANT

The pattern initially supplied with this report was developed from actual results obtained from a wide variety of companies. The individuals used to develop this pattern had demonstrated effective performance in a customer service position. Typically, the higher the match to this pattern, the more you might expect the individual to be successful.

### PLEASE NOTE:

The pattern now included in the report has been modified. The overall suitability rating provided reflects a match to this modified pattern.

### TO THE CLIENT:

The decision to hire or promote an individual should be made on the basis of a complete employee selection system comprising many factors. The Profiles International, Inc. evaluation component (this report) should be used as a decision support tool in the context of the selection system appropriate for your organization. The rating system is designed to provide a comparison between the candidate's results and the pool of Profiles' reference data. In order to maximize the effectiveness of this evaluation, the report should always be used in the broader context of identifying this individual's training, management, and development needs. When using this report for decision-making, its contents should only be used as the basis for one-third of any decision. Profiles is only responsible for the contents of this report and is not liable for any unauthorized disclosure or misuse of the information contained herein.

The shaded bars represent the range of characteristics typically found in those who have demonstrated effectiveness in the role of Customer Service Representative. The "X's" indicate this individual's scores.

**INCORRECT ANSWERS**

The following is a list of the questions that were answered incorrectly in the **CUSTOMER SERVICE KNOWLEDGE** section of this survey. The correct T/F answer is located immediately following each question in ().

2. If I hear a customer speaking badly about another area of my company, I should always defend the company. (F)
8. Serving customers quickly is the most important thing to do. (F)
10. It is important to notice when a customer looks good and comment on it. (T)
12. Customers should be just as comfortable dealing with me as with one of my coworkers. (T)
13. Most unhappy customers will never be satisfied regardless of what you do for him or her. (F)
14. Your job is to solve your customer's problems, not to be a sympathetic ear. (T)
15. 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. (F)
17. Never let a customer see that you don't know something. (F)
19. It is often possible to satisfy a customer by explaining why he or she is wrong. (F)
21. When a customer tells you that you are wrong, the best thing to do is to defend your original position. (F)
23. It is my company's responsibility to keep me informed about our products. (F)
25. Customers seek low prices, not high value. (F)
26. Customers expect you to be friendly no matter how busy you are. (T)
27. It is better to wait until several people complain about a problem before trying to correct its cause. (F)
28. An important part of my job is to constantly look for new ways to serve my customers. (T)
29. I should serve important customers before others, even if it isn't their turn. (F)
30. The more I know about my product, the more my customers will trust me. (T)
36. It is more important to give a customer a fast answer than one that is entirely accurate. (F)
38. Customers don't care whether you call them by name, as long as they get good service. (F)
39. If I am dealing with a customer and an irate customer interrupts, I should immediately deal with the irate customer. (F)
40. 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 manager. (F)
47. The better I dress, the more customers will respect me. (T)
48. I cannot be expected to know about every product we carry. (F)
50. I'd rather appear to be busy than serve a customer I don't like. (F)
51. It is my responsibility to look at the way other companies serve their customers to see if I can learn anything from them. (T)
52. Giving good service is a quality that people either have or they don't - it can't really be taught. (F)
54. It is important to always address customers as Mr., Ms., Miss or Mrs. (F)