

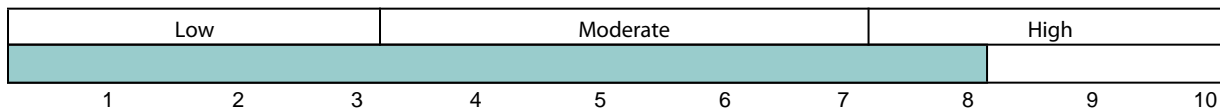
This report evaluates the candidate's customer service potential. The report contains an Overall Service rating and several Customer Relations ratings.

- Use the Overall Service rating to help you make your selection decision.
- Use the Customer Relations ratings as additional information if you decide to continue the selection process with this candidate.

The Test Accuracy Indicator helps you determine the accuracy of this candidate's results.

<b>Test Accuracy Indicator</b>
The candidate's responses indicate that these results can be used with confidence.

Overall Service Rating: 8 (High)



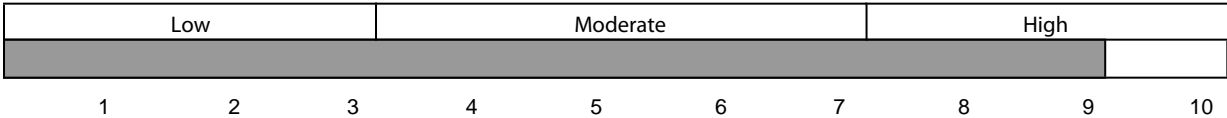
Compared with other candidates, you can expect above average performance from this candidate on service-related tasks that require him or her to be:

- Empathetic - Understands the client's situation and is thus better able to identify and fulfill the client's needs and handle problems
- Personable - Makes situations more comfortable for clients
- Flexible - Adapts quickly to new situations; works effectively in a rapidly changing environment
- Energetic - Approaches tasks eagerly and enthusiastically; does not give up easily
- Sociable - Is friendly and uninhibited; prefers social situations; enjoys meeting new people

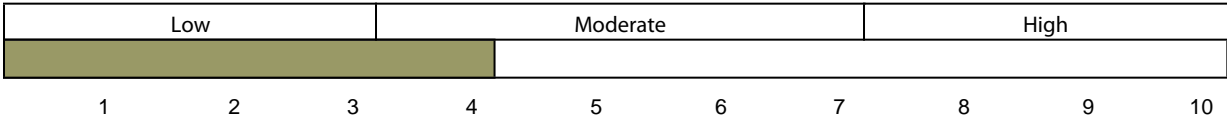
### Customer Relations Ratings

The following pages provide detailed information about this candidate's Customer Relations ratings. Use this additional information and the interview questions as you continue in the selection process with this candidate.

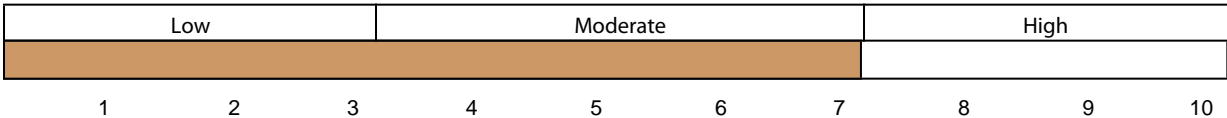
#### Active Service Rating: High



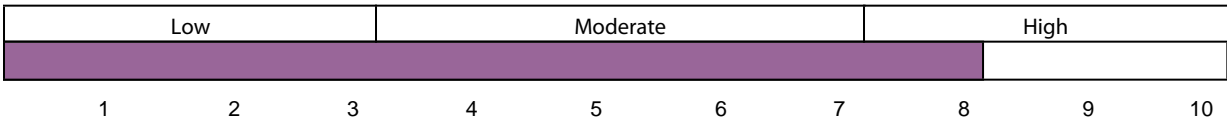
#### Personalized Service Rating: Moderate



#### Polite Service Rating: Moderate



#### Helpful Service Rating: High



## Active Service Rating: High

The Active Service rating measures the candidate's potential to seek out and act on service and sales opportunities with customers. Candidates who receive an Active Service rating of High typically:

- Work on tasks in a highly productive manner
- Work on multiple tasks at a time
- Enjoy a fast work pace
- Excel at identifying cross-selling opportunities

To explore this area further, consider asking the candidate some or all of the following interview questions. Take notes as the candidate responds to each question. Rate the candidate on the strength of his or her answers.

### Interview Questions for Active Service

A

Tell me about a specific time when you were not very busy at work.

- What was the situation?
- How did you feel about having time on your hands?
- What did you do with the extra time?

Notes:

B

Tell me about a specific situation at work or at school when you had trouble focusing on a task.

- What was the situation?
- Why did you find it difficult to focus?
- What was the outcome?

Notes:

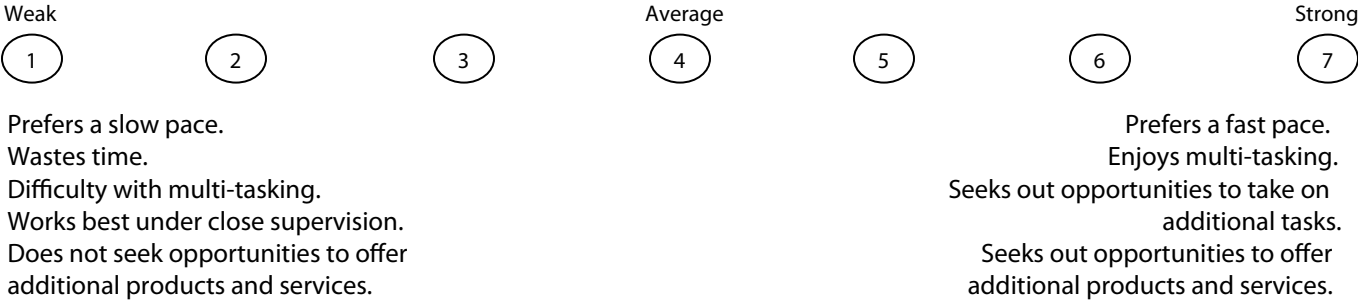
C

Some work settings require you to juggle multiple tasks at the same time. Tell me about a time when you did this effectively.

- What was the situation?
- What strategy did you use to manage the different tasks simultaneously?
- How did you feel about being in this position?

Notes:

### Interview Rating for Active Service



#### Coaching Tips

In general, candidates who receive an Active Service rating of High are likely to succeed in customer service positions, particularly when the job is not highly predictable. They perform best when they are guided to use their natural energy. To manage this candidate effectively, you should allow him or her some independence in scheduling tasks and customer interactions. In addition, you should assign him or her a wide variety of tasks and set increasingly challenging goals.

## Personalized Service Rating: Moderate

The Personalized Service rating measures the candidate's potential to recognize unique customer qualities. Candidates who receive a Personalized Service rating of Moderate typically:

- Sometimes listen attentively to customers
- Enjoy socializing with customers at times
- Sometimes take an interest in the customer's needs

To explore this area further, consider asking the candidate some or all of the following interview questions. Take notes as the candidate responds to each question. Rate the candidate on the strength of his or her answers.

### Interview Questions for Personalized Service

A

It is not always obvious what solution is best suited to a customer's needs. Tell me about a time when you had to work at understanding what a person actually needed.

- What was the situation?
- What made it difficult to diagnose the true need?
- What specific steps did you follow to uncover the need?
- What was the final outcome?

Notes:

B

Tell me about a time when you had difficulty connecting with a customer or a co-worker.

- Describe the situation.
- What was the source of the problem?
- How did you handle it?
- What was the final outcome?

Notes:

C

When trying to do your best to help a customer, it is easy to spend too much time with one individual. Tell me about a time when you were able to provide service that was both personal and quickly resolved.

- What was the situation?
- Describe your approach to helping the customer.
- How was the service you provided personalized to the customer?
- What was the customer's reaction?

Notes:

### Interview Rating for Personalized Service

Weak			Average			Strong
1	2	3	4	5	6	7
Lacks a basic understanding of other people. Tends to remain aloof and distant. Too concerned with completing tasks quickly instead of meeting customer's needs. Listens for generalities, not individual needs.					Takes a genuine interest in others. Has a warm, empathetic nature. Primary concern is meeting the needs of the customer. Resents pressure to keep customer interactions short.	

#### Coaching Tips

In general, candidates who receive a Personalized Service rating of Moderate can succeed in customer service positions if other critical competencies are present. To maximize this candidate's potential, recognize and reward him or her for addressing customers by name. Monitor customer interactions so that you can evaluate the candidate's progress in identifying customer needs.

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Polite Service Rating: Moderate

The Polite Service rating measures the candidate's potential to be courteous and develop a rapport in personal interactions with customers. Candidates who receive a Polite Service rating of Moderate typically:

- Are sometimes courteous to rude customers
- Can sometimes establish a rapport with customers
- Get along well with customers at times

To explore this area further, consider asking the candidate some or all of the following interview questions. Take notes as the candidate responds to each question. Rate the candidate on the strength of his or her answers.

Interview Questions for Polite Service

A

Dealing with the general public can be challenging but also very rewarding.

Please describe the most positive experience you have had working with the public.  
What was the situation? What was positive about it?

Please describe the most negative experience you have had working with the public.  
What was the situation? What was negative about it?

Notes:

B

Tell me about the most difficult customer you have ever dealt with.

What was the situation?  
What was challenging about the customer?  
How did you handle it?  
What was the final outcome?

Notes:

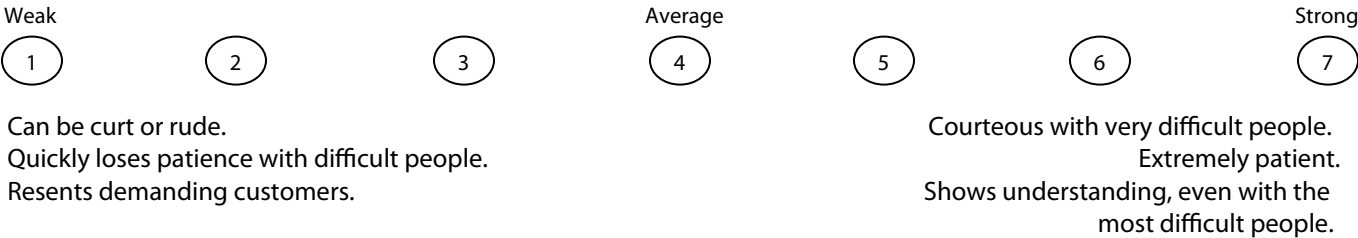
Tell me about a time when you had to be firm with a customer who was too demanding.

C

- What was the situation?
- Describe your behavior.
- How did the customer react?
- What feedback did you receive from your supervisor or co-workers?

Notes:

Interview Rating for Polite Service



Coaching Tips

In general, candidates who receive a Polite Service rating of Moderate can succeed in customer service positions if other critical competencies are present. To maximize this candidate's potential, monitor customer interactions and reinforce polite responses. Work with the candidate on when and how to apologize to customers.

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## Helpful Service Rating: High

The Helpful Service rating measures the candidate's potential to respond to customers' needs by taking extraordinary actions to assist them. Candidates who receive a Helpful Service rating of High typically:

- Go out of their way to satisfy customers
- Get satisfaction out of helping others
- Offer extra help to customers

To explore this area further, consider asking the candidate some or all of the following interview questions. Take notes as the candidate responds to each question. Rate the candidate on the strength of his or her answers.

### Interview Questions for Helpful Service

Describe a time when you "went the extra mile" to offer outstanding service to a customer.

A

What was the situation?

What did you do?

How did the customer react?

Notes:

Tell me about a time when a customer or co-worker requested help that you couldn't provide.

B

What was the request?

Why were you unable to fulfill the request?

How did you handle the situation?

How did the other person react?

Notes:

What was the most demanding or challenging request you ever received from a customer?

C

- Describe the situation.
- What steps did you take to fulfill the request?
- What was the final outcome?
- What was the customer's reaction?

Notes:

## Interview Rating for Helpful Service

Weak

1

2

3

Average

4

5

6

Strong

7

Rarely goes out of the way to help others  
Does not seem to enjoy helping others.  
Tries to do as little as possible in serving a customer.  
Likes to keep customer interactions short, to the point, and on message.

Goes to great lengths to help, regardless of personal convenience.  
Receives great personal satisfaction from helping others.  
Is willing to do whatever it takes.  
Gets frustrated in environments where "going the extra mile" is frowned upon.

### Coaching Tips

In general, candidates who receive a Helpful Service rating of High are likely to succeed in customer service positions. They perform best when they are consistently rewarded for their natural helpfulness and their desire to assist others. To manage this candidate effectively, you should provide rewards for exceptional instances of helpful behavior. In addition, assign this person to coach others who are not naturally skilled in this area.