

Customer Service Skills Feedback Report

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Introduction

The following information is provided to help you navigate the information that is included in your Customer Service Skills report.

1. Overall summary chart

The summary results chart provides a quick visual representation of your scores in seven competencies that make up the Customer Service Skills profile. The scores to concentrate on are those above 3.5 (strong) and below 2.75 (need further development). Please note that these competency scores are averages; individual question scores can be viewed by clicking on the individual competency link.

2. Category description pages

This report contains three sections for each of the seven competencies. The first of these three sections explains the competency, lists average scores, and then provides high and low score interpretation notes. The second section provides a graphical representation of individual question scores. The third section provides broadly-based improvement actions for those individuals wanting to develop their competencies.

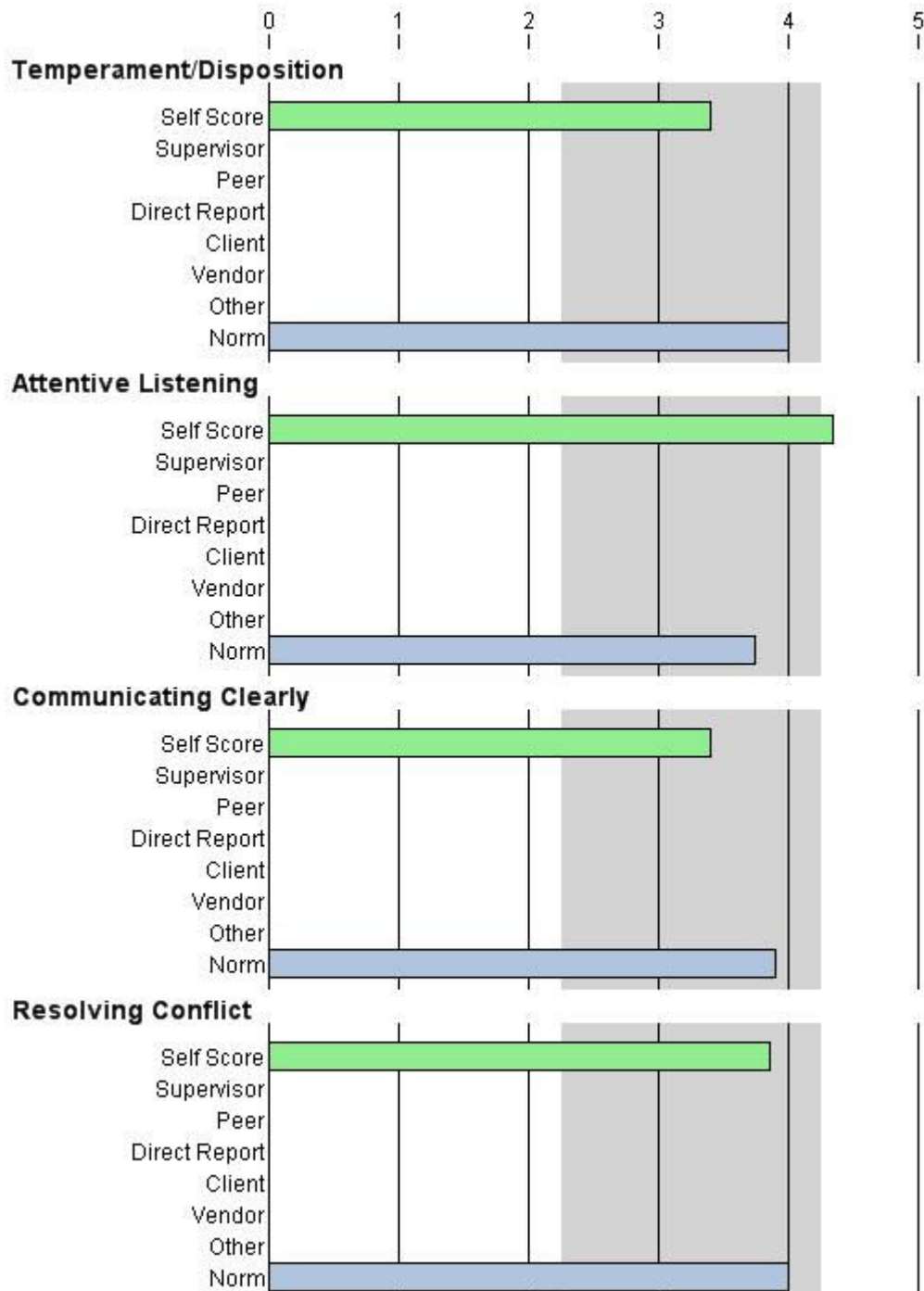
3. 10/10 Report

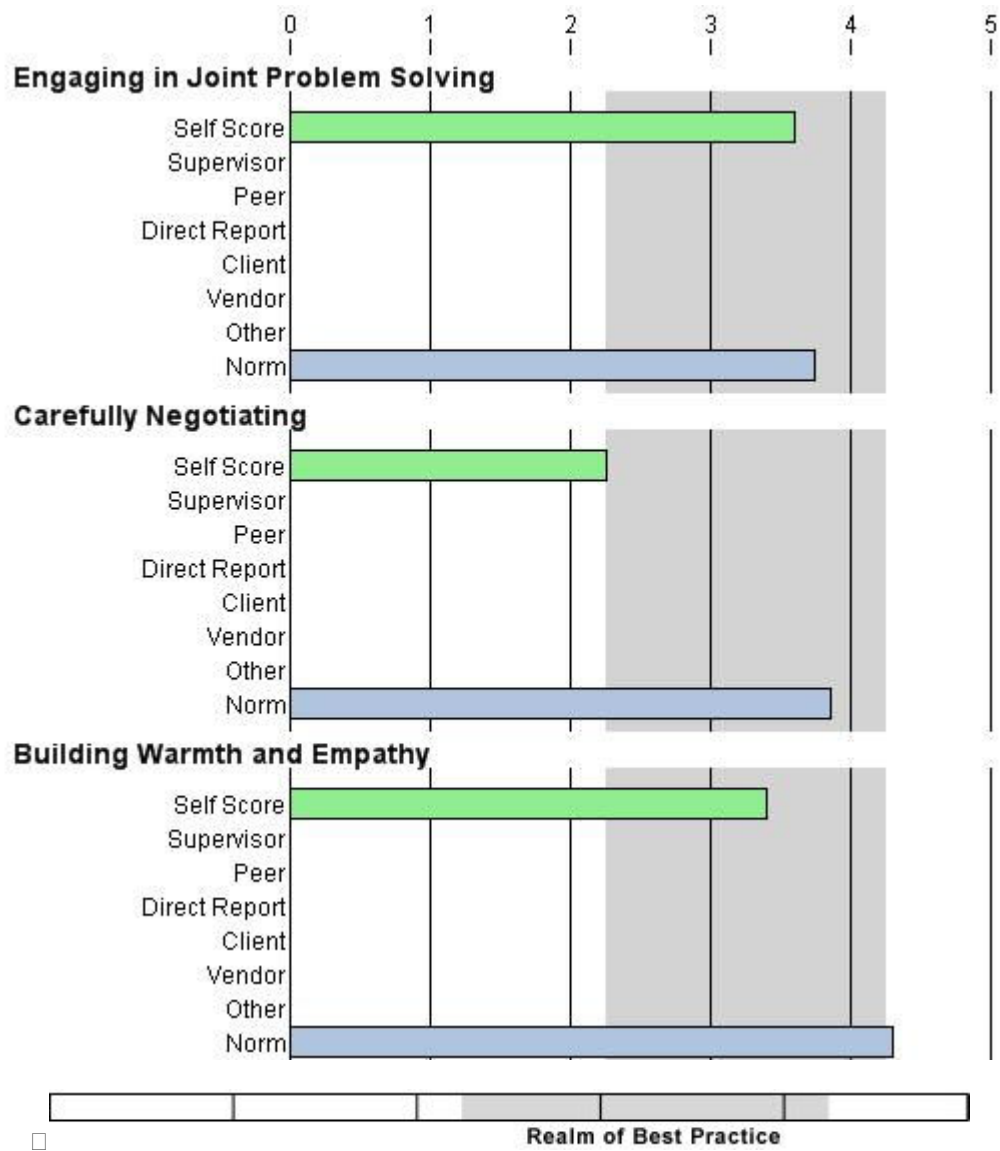
The "10/10" Report page provides the raw scores for the 10 highest scoring questions and the 10 lowest scoring questions out of the 84. It also identifies which competency each questions is from.

4. Development Plan

The development plan aggregates the five lowest scoring questions and puts them into a one page template. Individuals can use this template to record the specific actions they plan to take, as a result of their feedback, over the next twelve months. Individuals may draw upon the general guidance offered in their feedback report, or draw upon the "coaching tips" (see next section).

OVERALL SUMMARY



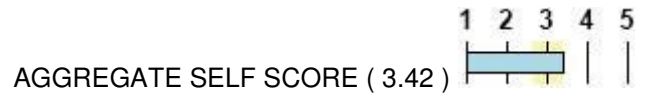


Norm bars shown on this chart are the progressive average scores of all individuals rating themselves on this questionnaire.

Customer Service Skills Profile

TEMPERAMENT/DISPOSITION

This section on Temperament/Disposition refers to an individual's internal desire to derive value and enjoyment from their relationships with other people. This competency area is all about developing an open, give-and-take attitude toward people in general and customers in particular.



Interpretation

LOW (less than 2.75)

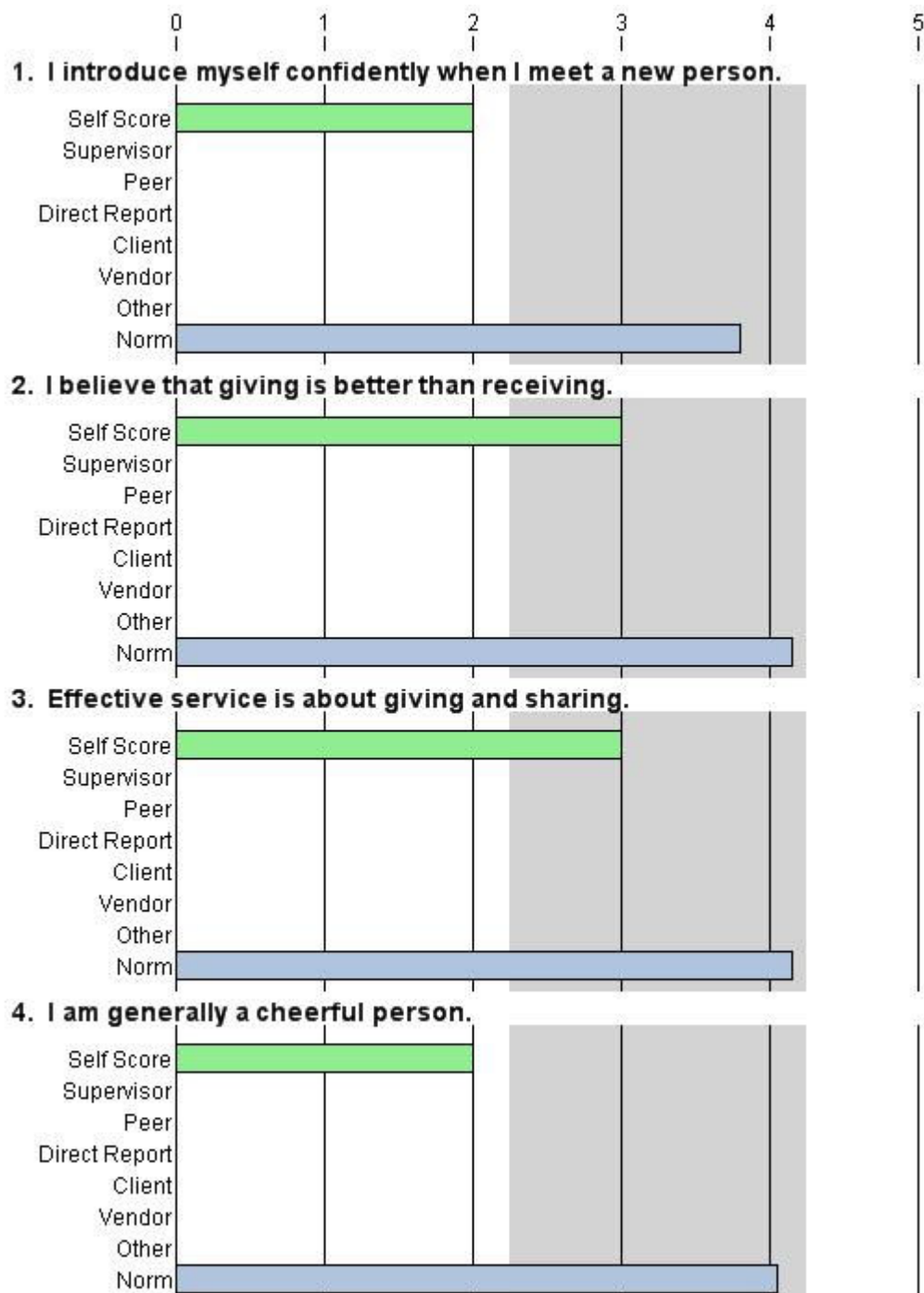
Scores predominantly in the ones and twos ("occasionally" and "almost never") suggest that this individual is basically a loner, doing much more by themselves than with and through other people. He or she is also likely to be selective about who they talk to, and tends to only communicate if there is a specific reason to initiate contact.

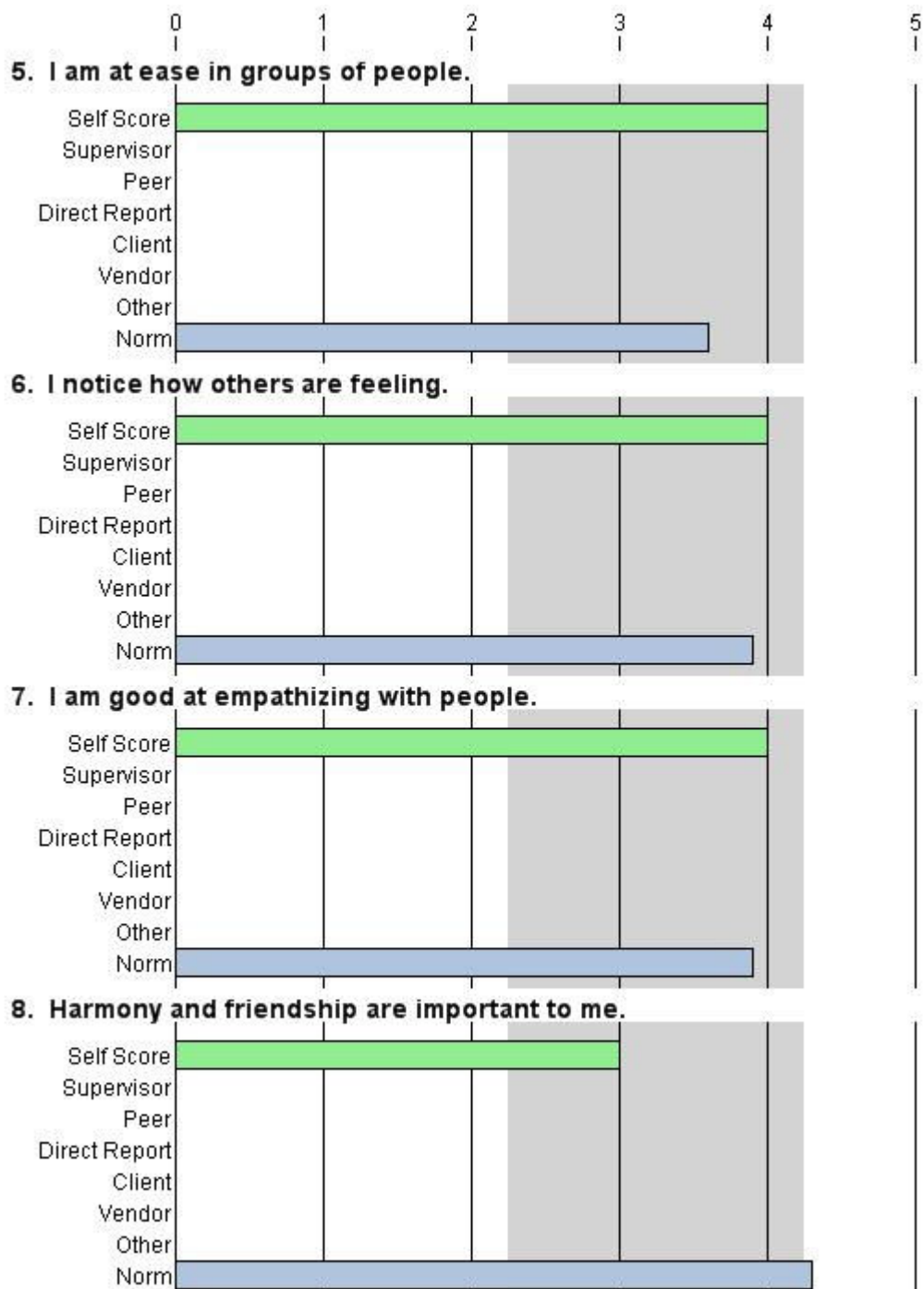
A low scorer is likely to lack general confidence about meeting or dealing with new people and will tend to keep to themselves. This individual is likely to consider most relationships to be transactional or only for the purpose of making an exchange of some kind on a like-for-like basis, rather than for mutual support and help.

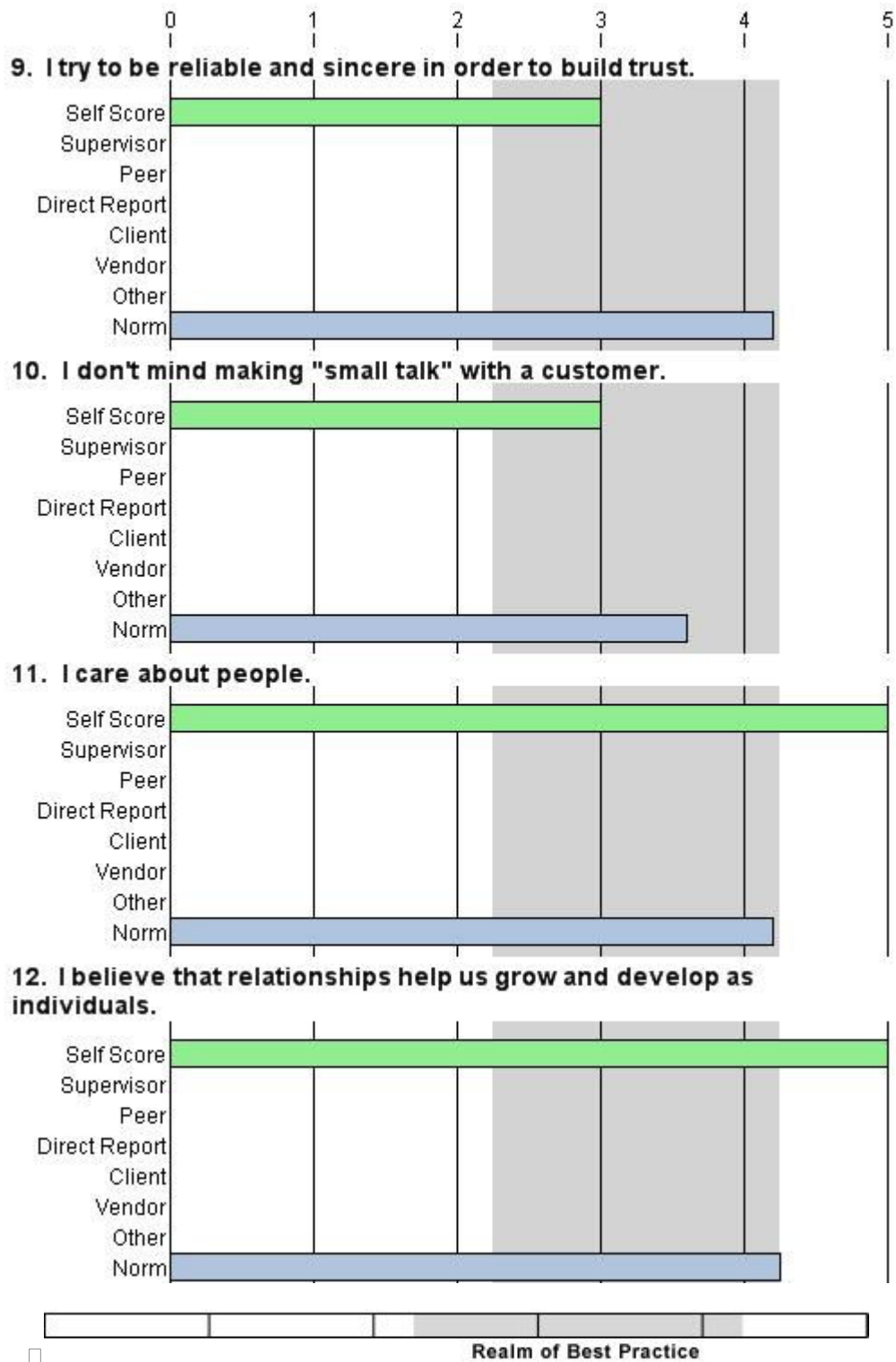
HIGH (greater than 3.5)

Scores predominantly in the fours and fives ("almost always" And "very frequently") suggest that this individual is easygoing and flexible and likes to work with and through people on a regular basis. He or she is likely to freely offer support and help and is open to sharing personal concerns and challenges, particularly when in need of advice and support.

A high scorer is likely to go out of his or her way to develop relationships with a wide range of people, offering support to them as well as appreciating the opportunity relationships provide for personal growth and learning. Many of their relationships will be deep and long-lasting friendships based on a spirit of giving and sharing.







Norm bars shown on this chart are the progressive average scores of all individuals rating themselves on this questionnaire.

This section on Temperament/Disposition refers to an individual's internal desire to derive value and enjoyment from their relationships with other people. This competency area is all about developing an open, give-and-take attitude toward people in general and customers in particular.

Improvement actions

Low scorers need to find ways to feel more comfortable simply talking to people and ways to become more open to accepting personal feedback, support, and help. It is not easy to change quickly, but low scorers will find it helpful to try to see things from the other person's point of view, and should do things that will increase their empathy for others.

Temperament/Disposition

- Develop the ability to look at issues and situations from the other person's perspective (rather than your own).
- Brainstorm and write down as many ways as you can think of to be more helpful or supportive when you are talking with people who ask for your advice and assistance.
- Practice comfortably engaging in small talk when you meet with people casually or informally.
- Develop an abundance mentality in which you offer your help without being asked.
- Make a commitment to network widely in order to meet and assist other people; this will help you develop your overall service skills.

ATTENTIVE LISTENING

This section on Attentive Listening refers to an individual's ability to hear and understand other people, and to quickly discover their full communication or message. This competency area is all about listening attentively in order to gain understanding and help the communicator successfully convey what they think and feel.



Interpretation

LOW (less than 2.75)

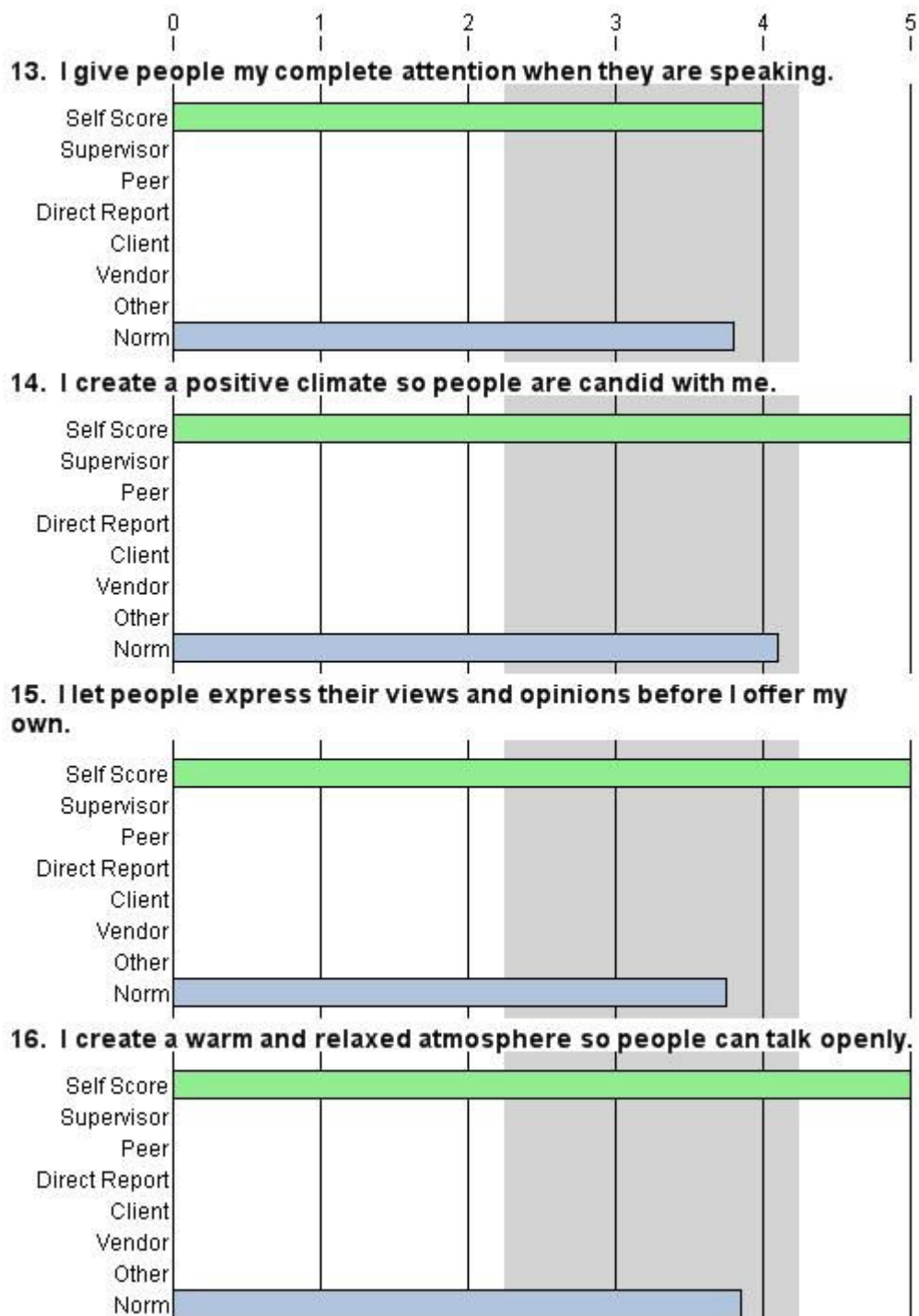
Scores predominantly in the ones and twos ("occasionally" and "almost never") suggest that this individual is unlikely to give their full attention to customers offering feedback, requests, or concerns, focusing more on what they want to say than on understanding the customer. They generally choose an inappropriate listening climate, interrupt people before they finish speaking, and let their mind wander off track.

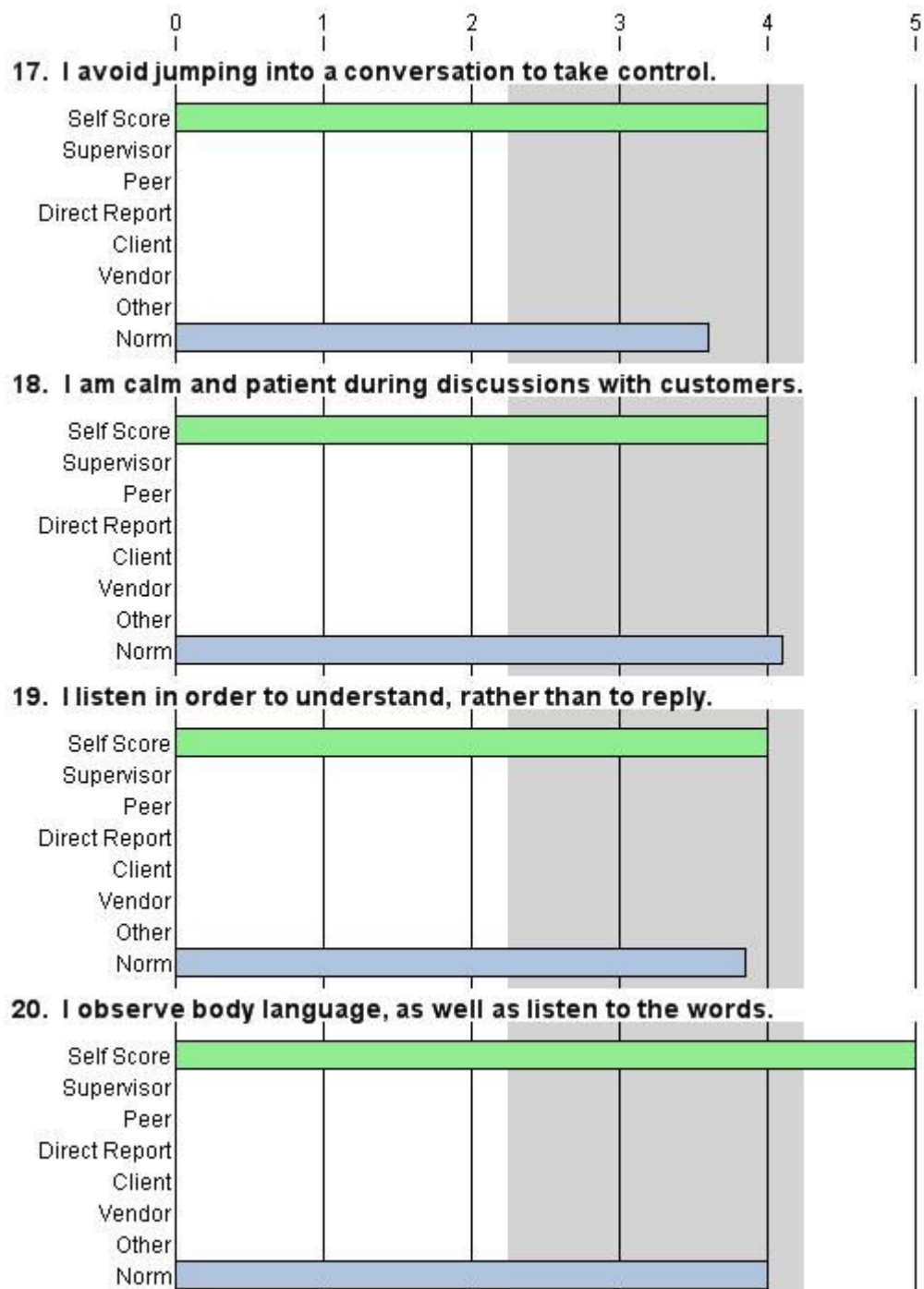
A low scorer is someone customers tend to avoid contact with because they do not believe their feedback will be fully valued or used to resolve the problem. Low scorers often give the impression that they are impatient and distracted, and therefore have only limited time to offer good service or support.

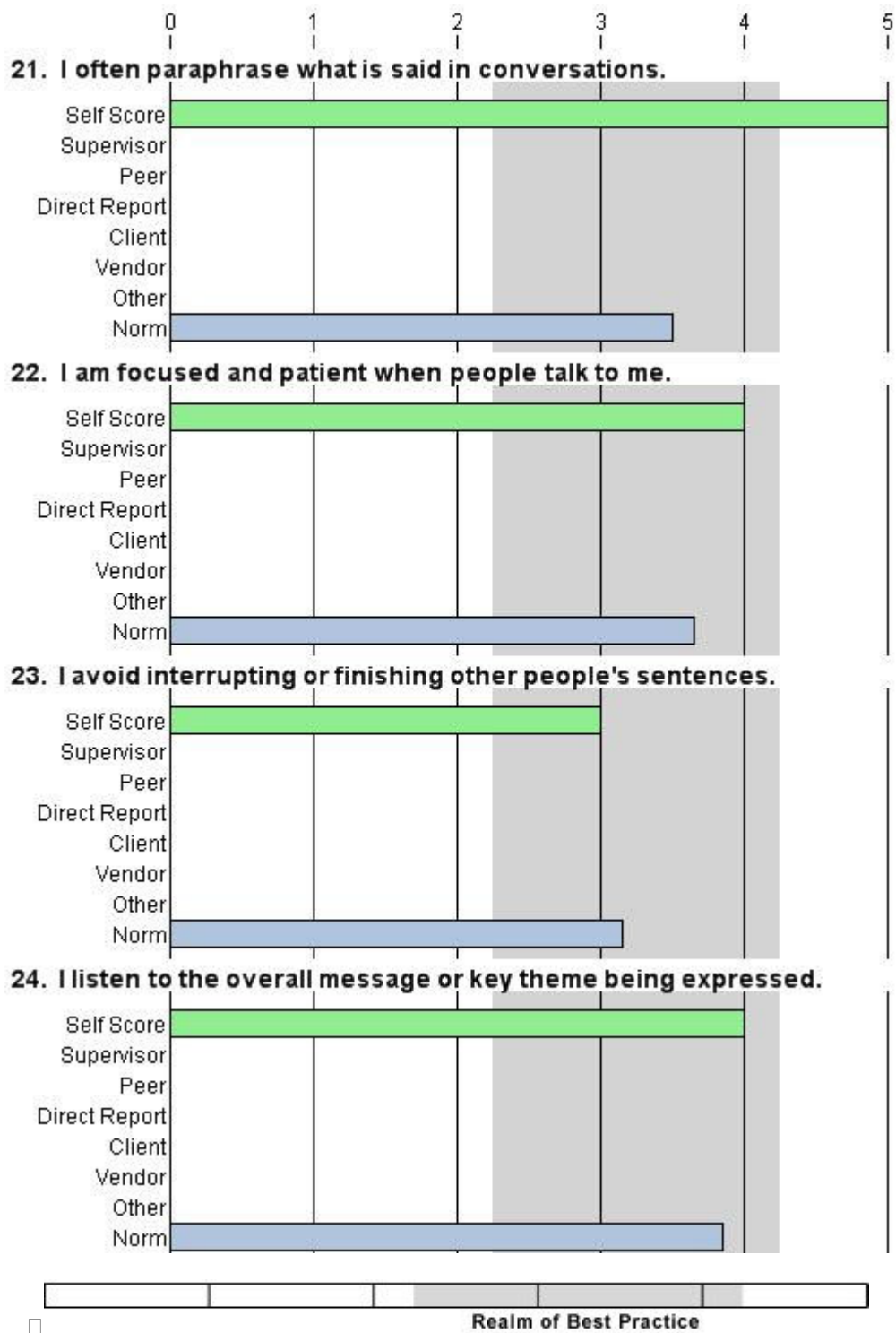
HIGH (greater than 3.5)

Scores predominantly in the fours and fives ("almost always" and "very frequently") suggest that this individual recognizes the value of giving focused, concentrated attention to what customers are communicating. He or she tends to look for the best possible climate for people to talk, lets them speak without interruption, and then carefully assesses what is being said.

A high scorer is likely to quickly demonstrate that he or she values what people have to say, and shows patience and a suitable temperament for offering people guidance in relation to their feedback, requests, or concerns. By trying to create a quiet, warm, and easy atmosphere for conversation, high scorers develop a reputation for being highly receptive and for providing welcoming service.







Norm bars shown on this chart are the progressive average scores of all individuals rating themselves on this questionnaire.

This section on Attentive Listening refers to an individual's ability to hear and understand other people, and to quickly discover their full communication or message. This competency area is all about listening attentively in order to gain understanding and help the communicator successfully convey what they think and feel.

Improvement actions

Low scorers need to become more-attentive listeners by giving much more of their time and attention to others when they are speaking with them (in all but the shortest conversations). They can start to do this by maintaining good eye contact, not interrupting, paraphrasing and summarizing what they hear, and making the effort to understand all of what the speaker is trying to convey.

Attentive Listening

- Find the right kind of climate to listen properly without becoming distracted.
- Always try to give people your time and complete attention.
- Focus on each customer's particular needs, and listen for as long as possible with minimal interruption.
- Play back what you hear from time to time (i.e., by paraphrasing) to demonstrate that you have not let your mind wander.
- Learn how to read body language to enhance your listening skills.

COMMUNICATING CLEARLY

This section on Communicating Clearly refers to an individual's efforts to speak clearly, warmly, and understandably with each customer. This competency area is all about making yourself understood when communicating with all kinds of people.



Interpretation

LOW (less than 2.75)

Scores predominantly in the ones and twos ("occasionally" and "almost never") suggest that this individual tends to ignore or forget the needs of different customer groups. They are not likely to select the most appropriate communication channels, and in fact tend to use only one communication or delivery style, regardless of the situation).

A low scorer is likely to find communication challenging and perhaps even taxing, something to get over and done with as quickly as possible. Communicating his or her message is likely to be a chore. This attitude affects their understanding and consequently their actions.

HIGH (greater than 3.5)

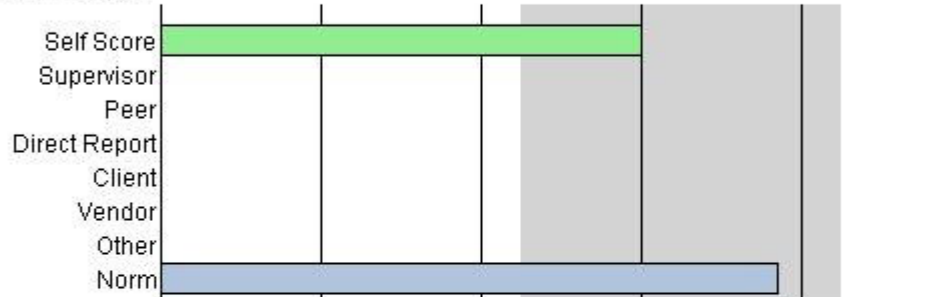
Scores predominantly in the fours and fives ("almost always" and "very frequently") suggest that this individual thinks carefully about the channels that he or she uses to transmit a message and the most appropriate way to communicate it. To do this, he or she tries hard to always be clear, concise, and consistent in what is said or done.

A high scorer is likely to be acutely aware of their power to communicate and influence customers through good preparation, audience needs analysis, and a versatility of communication methods designed to ensure that every customer they have contact with is given the best opportunity to understand the message.

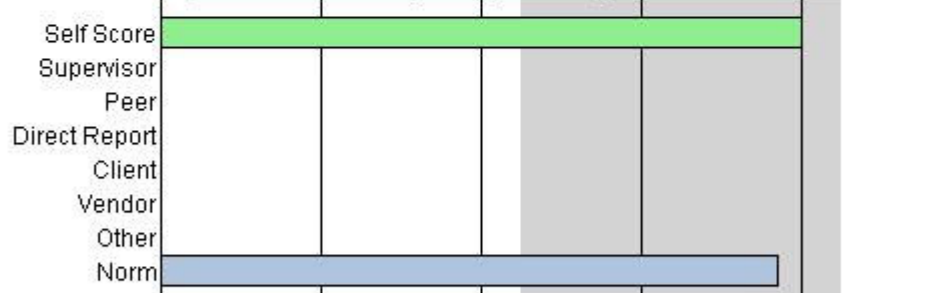
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25. I listen to customers' problems and concerns to help shape my own communications.



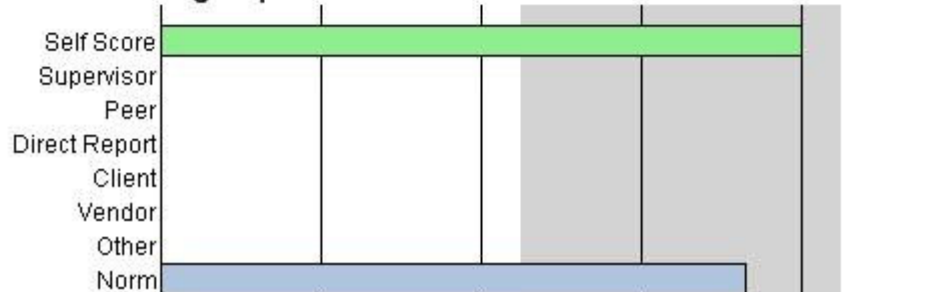
26. I think about and carefully shape the way I communicate complex information.

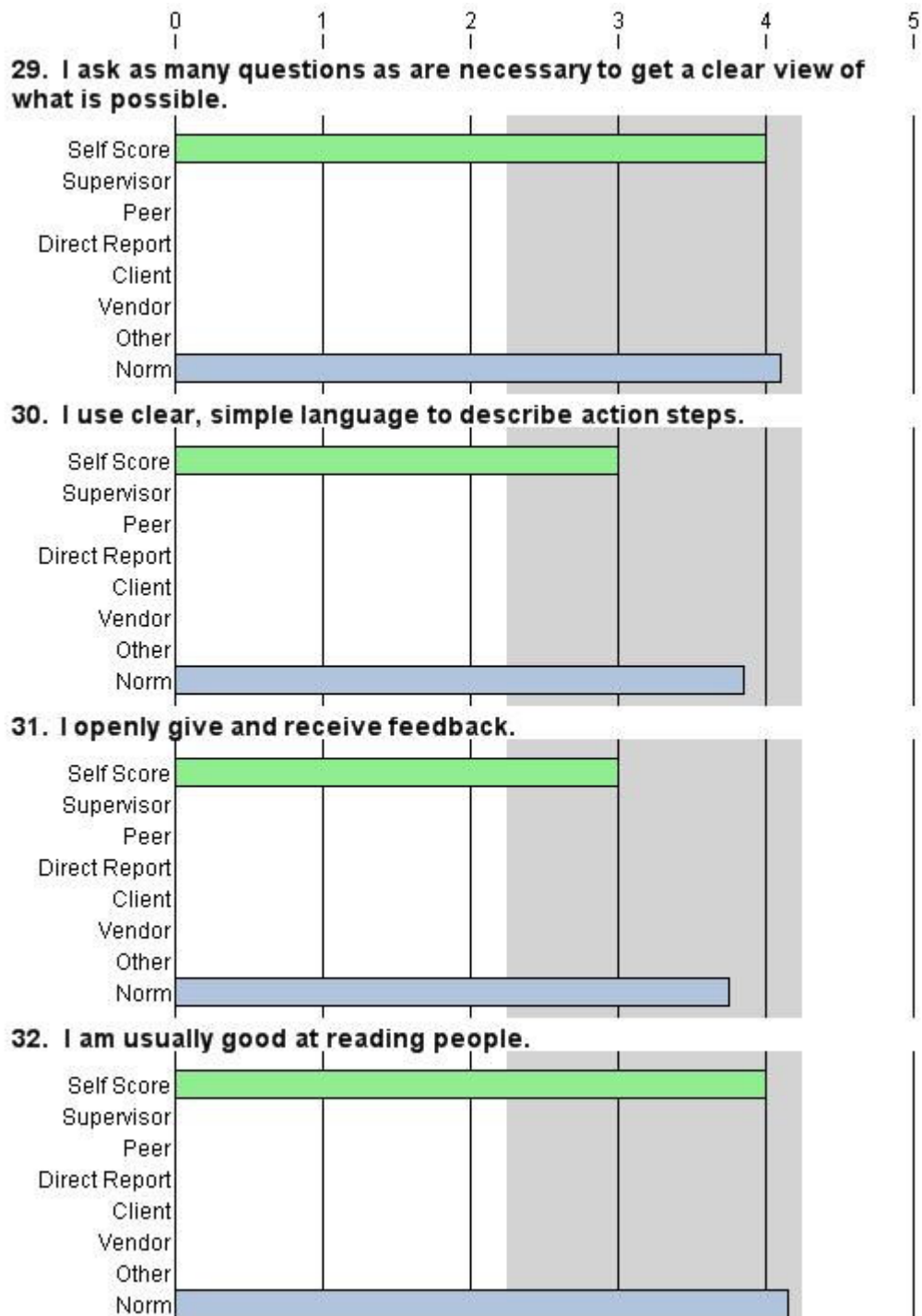


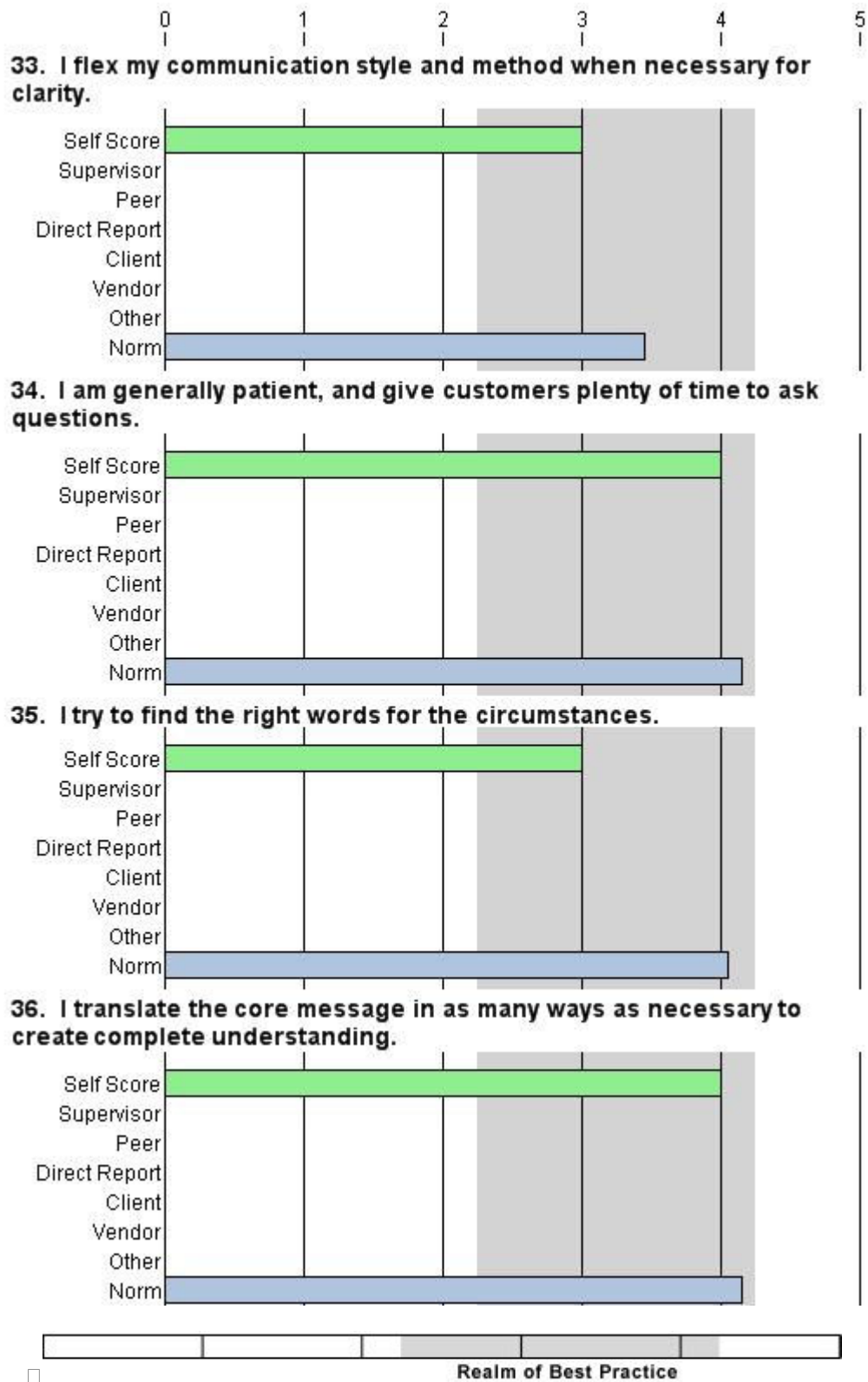
27. I use multiple channels to get my messages across to customers.



28. I am very aware of the needs of each "audience" whether it is an individual or a group.







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This section on Communicating Clearly refers to an individual's efforts to speak clearly, warmly, and understandably with each customer. This competency area is all about making yourself understood when communicating with all kinds of people.

Improvement actions

Low scorers need to think more about the variety of customer preferences in terms of receiving information and how different channels and styles can affect how well a particular message is understood. Low scorers should do a better job listening to customer feedback, and adapt their communication style and content appropriately to maximize clarity and understanding.

Communicating Clearly

- Give customers time to finish speaking before forming a reply. Maintain your focus, and concentrate as much as possible.
- Use the information you gather to carefully plan what you say and how you say it so that your message will be well-received and understood.
- Experiment with different communication methods or channels that appeal to a wider range of people.
- Keep a log or a diary to record performance feedback or comments on your communication message or style.
- Express your views in a clear and concise manner, always explaining why you hold your particular position.

RESOLVING CONFLICT

This section on Resolving Conflict refers to how well an individual deals with a customer's irritation and any resultant conflict or concern surrounding the issue. This competency area is all about adopting a positive, constructive, and solution-focused approach whenever conflict arises.



Interpretation

LOW (less than 2.75)

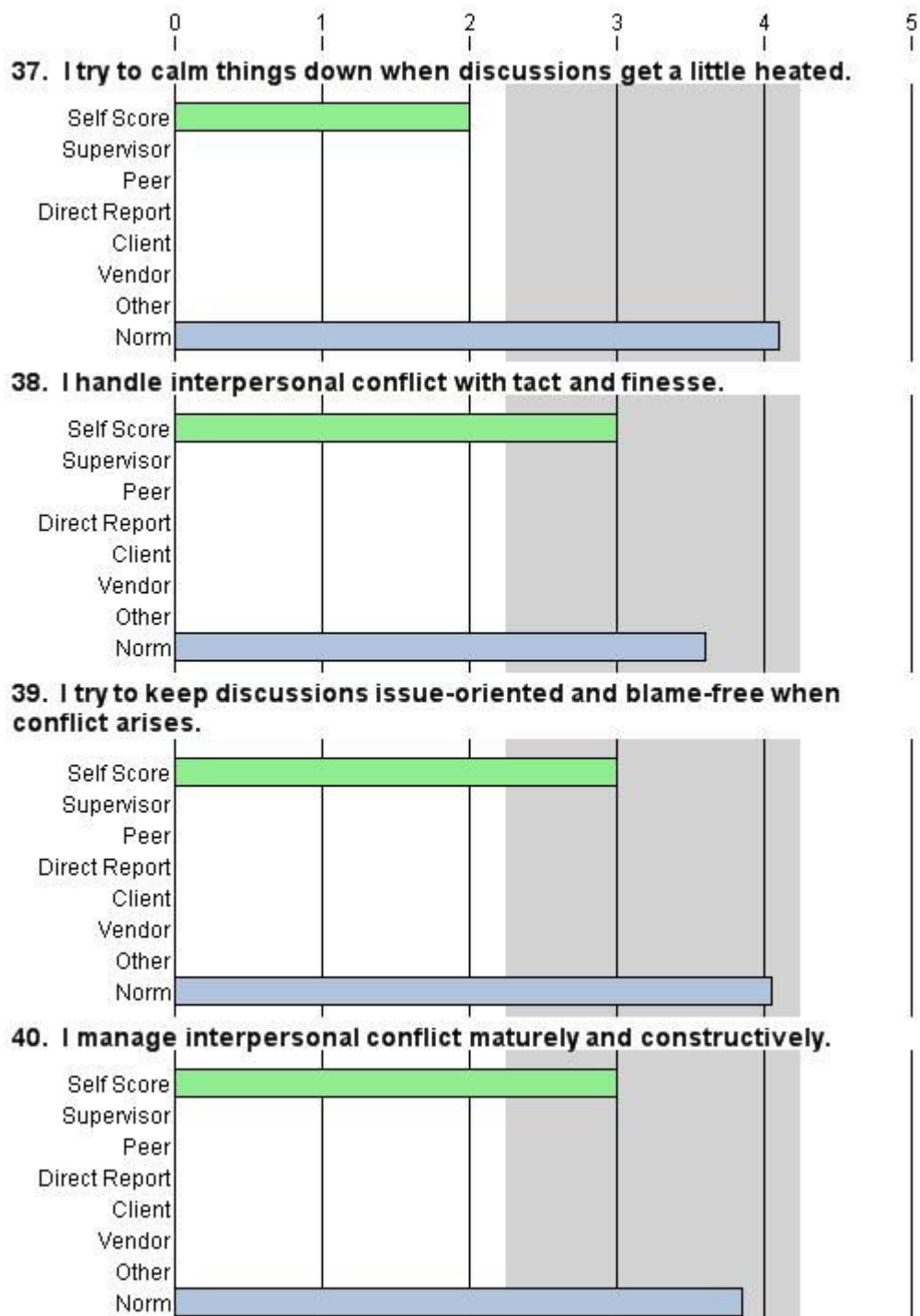
Scores predominantly in the ones and twos ("occasionally" and "almost never") suggest that this individual finds conflict personally difficult and even stressful. He or she is likely to become overly emotional in a conflict situation, rather than immediately look for ways to address the real underlying issues that caused the conflict to occur.

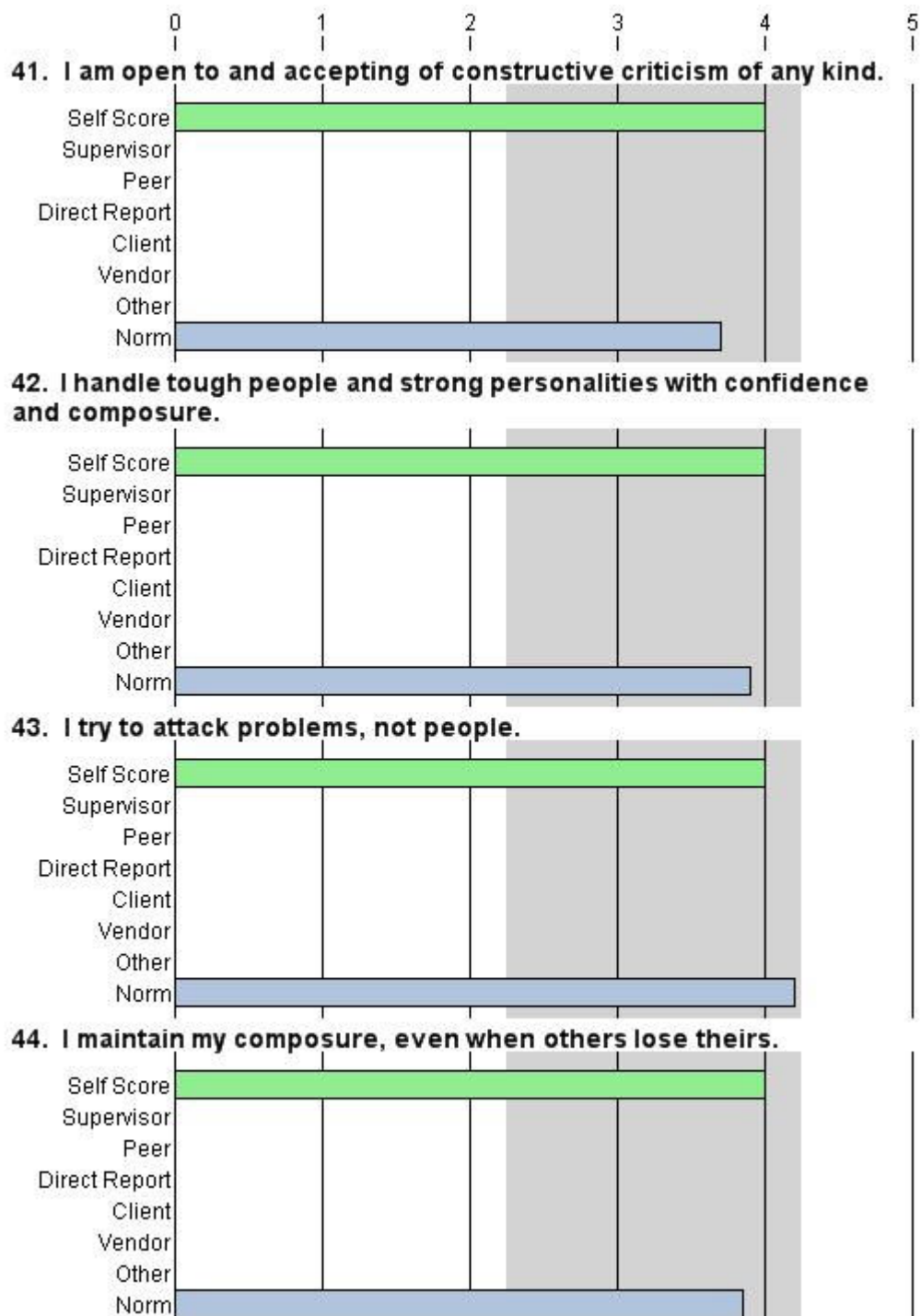
A low scorer is likely to want to run away from the conflict situation or to concede important points or even become overly argumentative or stubborn, perhaps irritating the customer even further. In some conflict situations, low scorers tend to engage in too many personal or emotional exchanges and thus fail to reach an acceptable conclusion satisfactory to both sides.

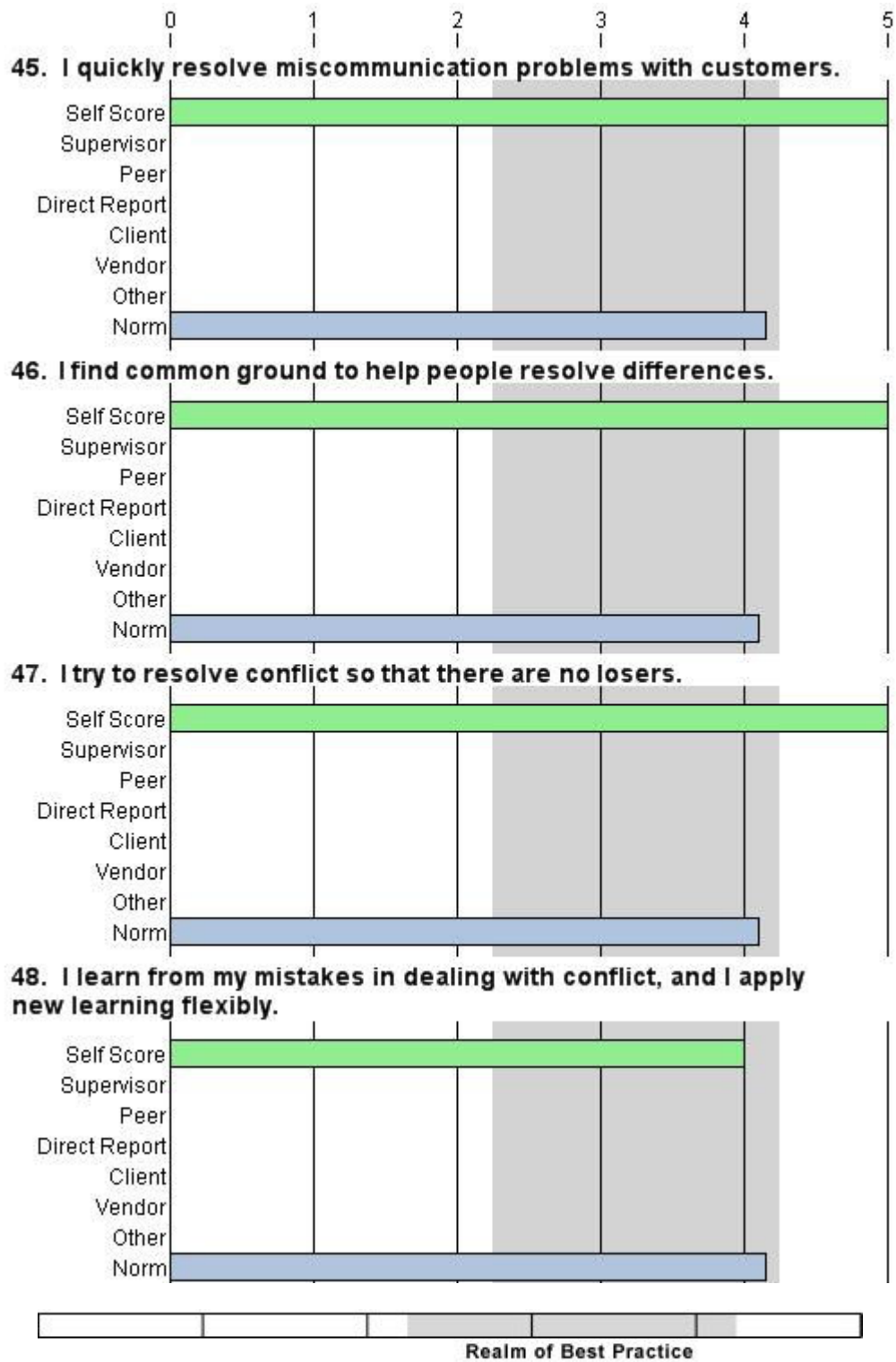
HIGH (greater than 3.5)

Scores predominantly in the fours and fives ("almost always" and "very frequently") suggest that the individual deals reasonably with conflict whenever it arises, calming the situation down, maintaining composure (even in the face of aggressive comments and body language), and focusing on the issue at hand (rather than the emotional components associated with the customer's antagonism).

A high scorer is likely to quickly steer the conversation toward a sensible and constructive exchange, and then try to attack the problem that the customer has identified with tact and diplomacy. The effective service provider tries to learn from each conflict situation so he or she can become even more adept at resolving disputes.







Norm bars shown on this chart are the progressive average scores of all individuals rating themselves on this questionnaire.

This section on Resolving Conflict refers to how well an individual deals with a customer's irritation and any resultant conflict or concern surrounding the issue. This competency area is all about adopting a positive, constructive, and solution-focused approach whenever conflict arises.

Improvement actions

Low scorers need to think carefully about their own conflict handling style and learn to separate themselves (personally and emotionally) from the facts and issues that have caused the conflict (typically failures in systems). Low scorers should also practice how to calm upset customers and find ways to get the customer to focus on the facts and the action steps that can sensibly resolve the issue that causes them concern.

Resolving Conflict

- Try to quickly demonstrate your genuine and sincere concern that there is a dispute or conflict, and offer to work with the other person to find an acceptable solution.
- Use body language and words to help keep the discussion calm and even-tempered.
- Spend more time carefully listening to the real or underlying issues in any given conflict situation.
- Look carefully for any situational or contextual factors that might be affecting the conflict that you can deal with directly.
- Before you respond, put yourself in the customer's shoes and try to see the situation the way it looks to them.

ENGAGING IN JOINT PROBLEM SOLVING

This section on Engaging in Joint Problem Solving refers to an individual's efforts to find appropriate ways to analyze situations and customer concerns and suggest actions that can help resolve the problem. This competency area is all about providing customers with a useful contextual framework to think about their concerns and then guide them to a satisfactory resolution.



Interpretation

LOW (less than 2.75)

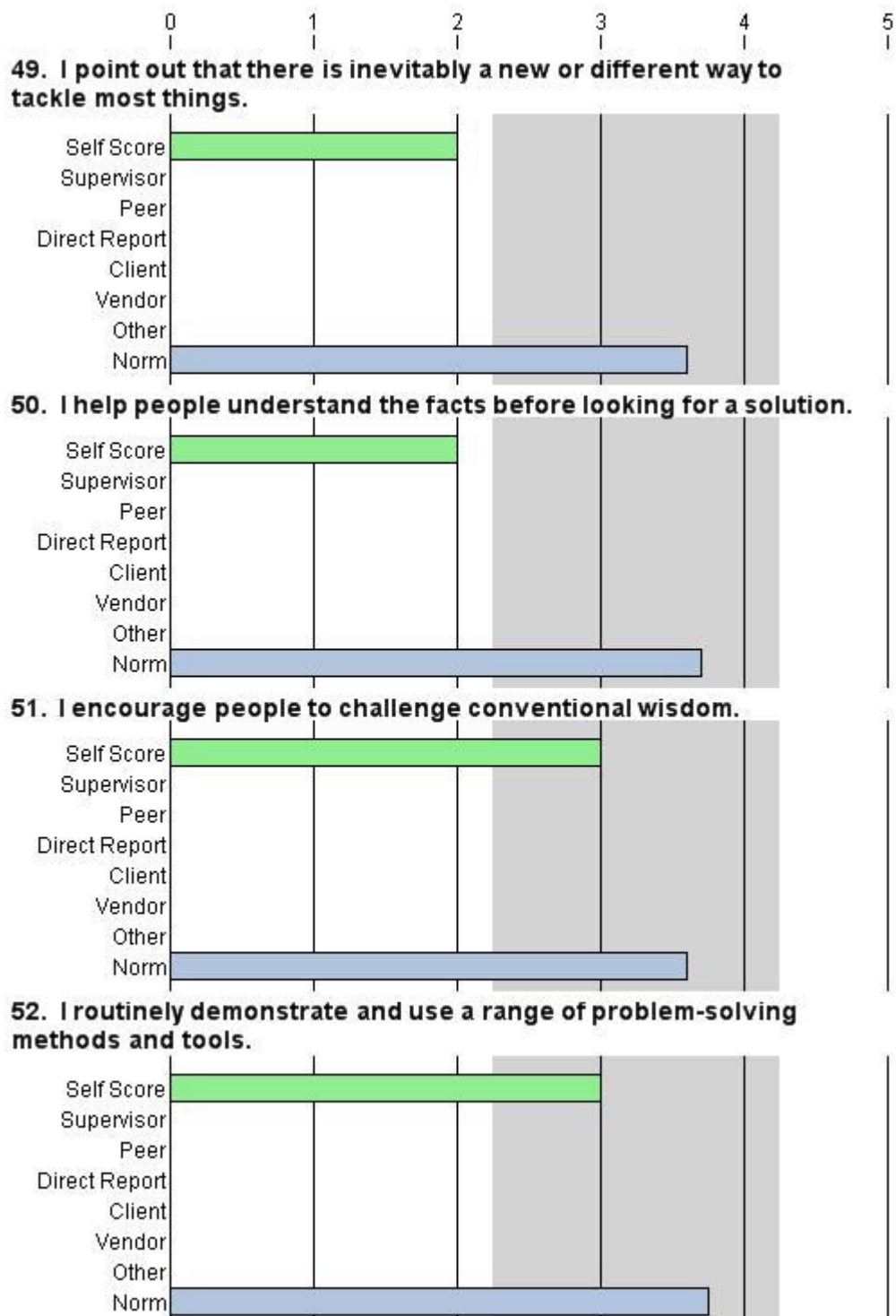
Scores predominantly in the ones and twos ("occasionally" and "almost never") suggest that this individual rarely suggests creative ways to analyze and solve problems. He or she is likely to steer customers toward accepting arbitrary or constraining rules or boundaries, thus inhibiting their ability to find a better solution.

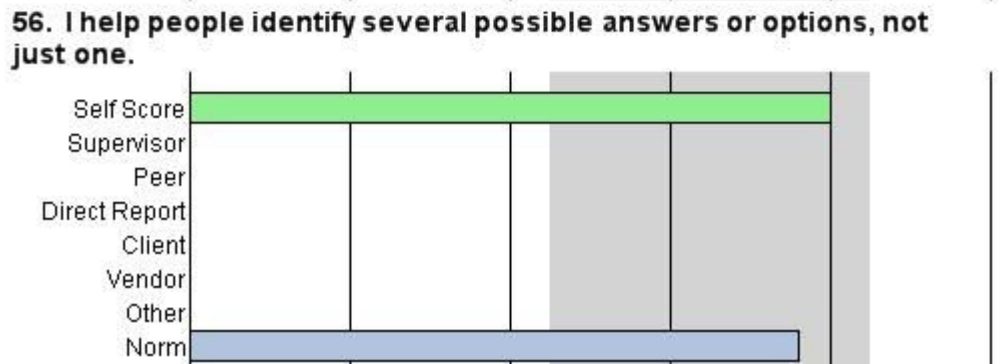
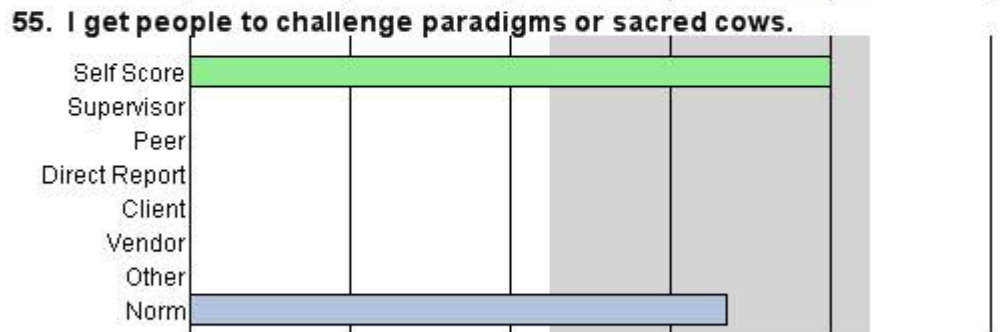
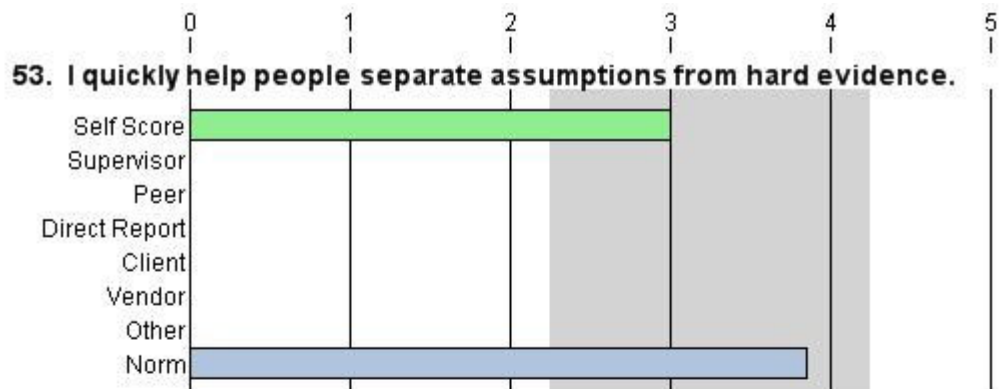
A low scorer is likely to have only limited skills to help customers look rigorously at the situations or circumstances that they face and (through careful sifting and analysis) come up with possible solutions. He or she generally lacks knowledge or appropriate understanding in how to use problem solving tools or approaches that provide new insight and does not know how to create a different contextual framework that can help resolve the problem.

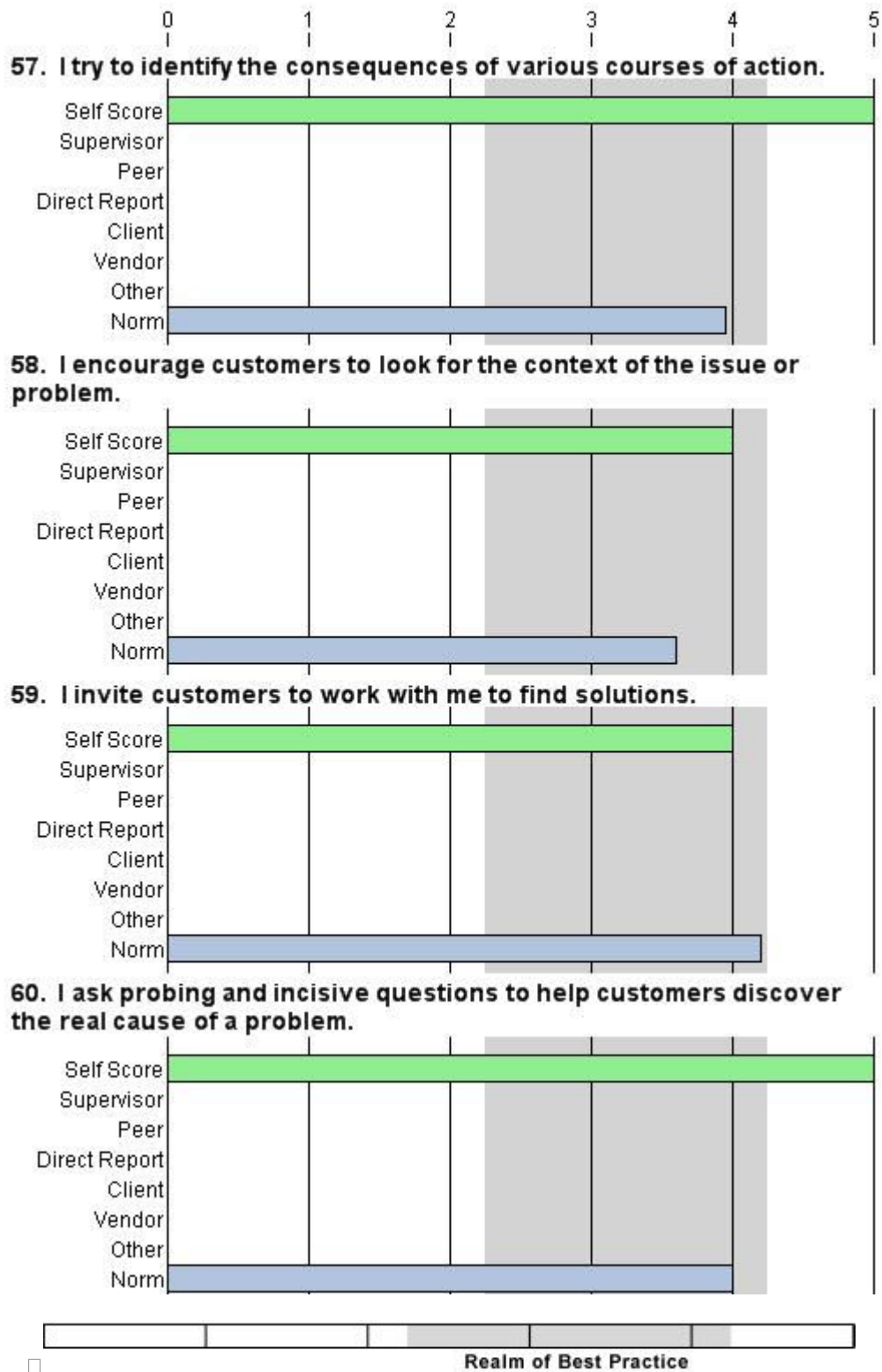
HIGH (greater than 3.5)

Scores predominantly in the fours and fives ("almost always" and "very frequently") suggest that this individual encourages customers to look at problems or issues from different viewpoints and to use a range of different analysis tools to do so. He or she is likely to encourage them to generate several possible solutions and to carefully evaluate the one most likely to provide the best possible course of future action, based on the evidence.

A high scorer is likely to be considered suitably knowledgeable in a range of problem solving approaches and capable of suggesting the most appropriate of these, depending on the circumstances.







Norm bars shown on this chart are the progressive average scores of all individuals rating themselves on this questionnaire.

This section on Engaging in Joint Problem Solving refers to an individual's efforts to find appropriate ways to analyze situations and customer concerns and suggest actions that can help resolve the problem. This competency area is all about providing customers with a useful contextual framework to think about their concerns and then guide them to a satisfactory resolution.

Improvement actions

Low scorers need to research a range of problem-solving methods that can help customers. They should also adopt a more incisive questioning approach and practice ways to get customers to look at issues in new contexts or from different viewpoints.

Engaging in Joint Problem Solving

- Find ways to focus the customer on facts they might have missed.
- Suggest tools and methods that might help the customer analyze the problem or issue.
- Help customers challenge their old assumptions about outcomes, expectations, etc.
- Encourage customers to challenge fixed paradigms or misconceptions that they have about the product or company.
- Learn about and try using a variety of problem-solving tools, techniques, and methods for customer service.

CAREFULLY NEGOTIATING

This section on Carefully Negotiating refers to the skills an individual uses to work collaboratively with a customer to find solutions to requests, queries, and feedback that best meet the needs of all parties. This competency area is all about applying appropriate and effective negotiation and influencing strategies in order to create mutually beneficial outcomes.



Interpretation

LOW (less than 2.75)

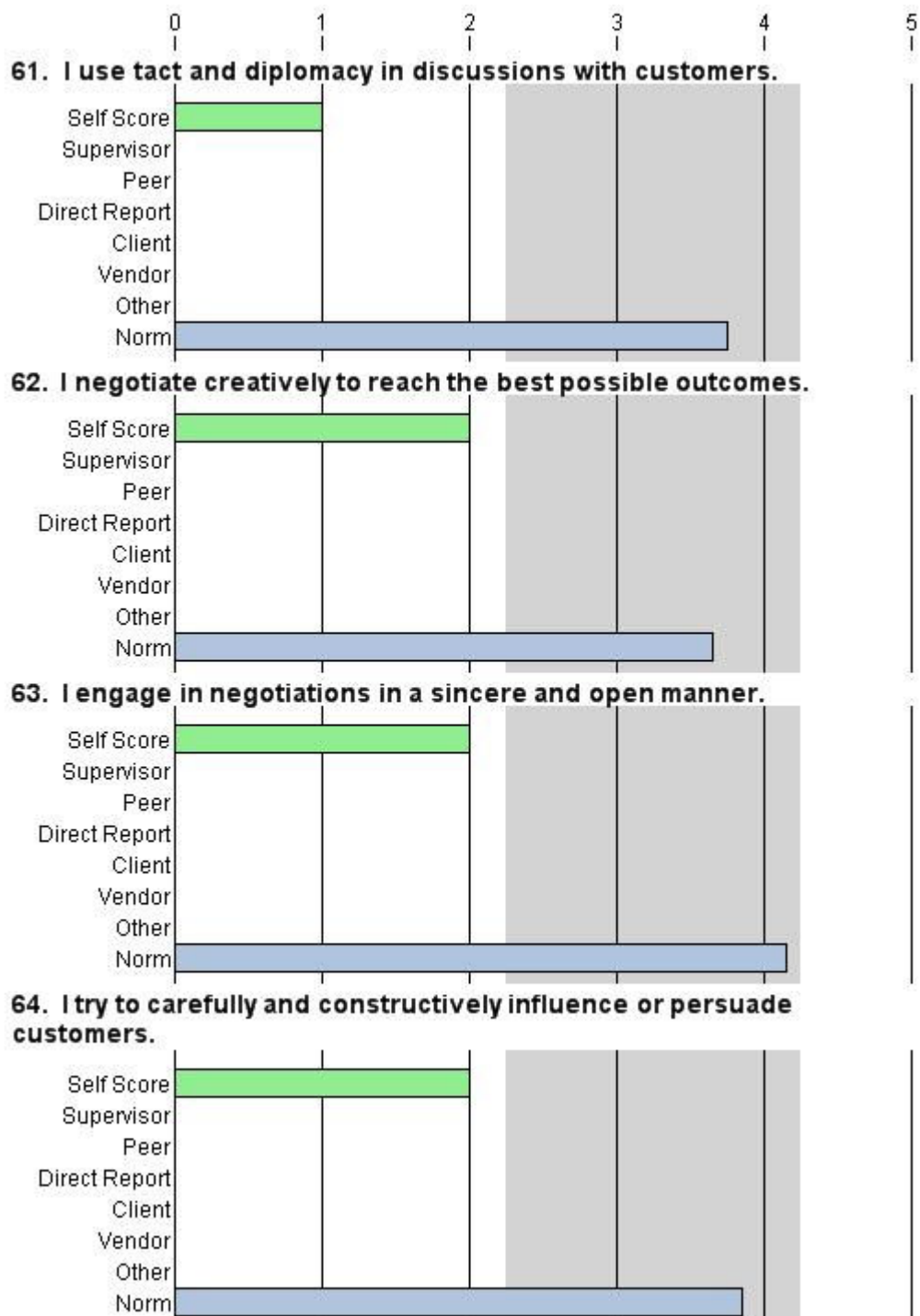
Scores predominantly in the ones and twos ("occasionally" and "almost never") suggest that this individual does not always feel comfortable or entirely in control when negotiating or dealing with a customer. It is likely that either the customer dominates the discussion or the low scorer fails to work hard enough to generate ways to overcome apparent areas of difference.

A low scorer is likely to enter into discussions with customers with too many pre-set ideas, and hence does not always forcefully push for outcomes that are wanted by the organization. Customers are more likely to cut off the discussion before possible courses of positive action can be debated.

HIGH (greater than 3.5)

Scores predominantly in the fours and fives ("almost always" and "very frequently") suggest that this individual is relatively adept at using careful and tactful negotiation techniques and methods to generate possible solutions or mutually beneficial outcomes (for the customer and for the organization). He or she is able to rapidly identify areas of common ground and interest, think laterally when required to do so, and explain ideas and possible solutions persuasively.

A high scorer generally uses an open, approachable, and sincere communication style (avoiding any kind of narrow-mindedness), and keeps the conversation flowing flexibly toward a positive conclusion.

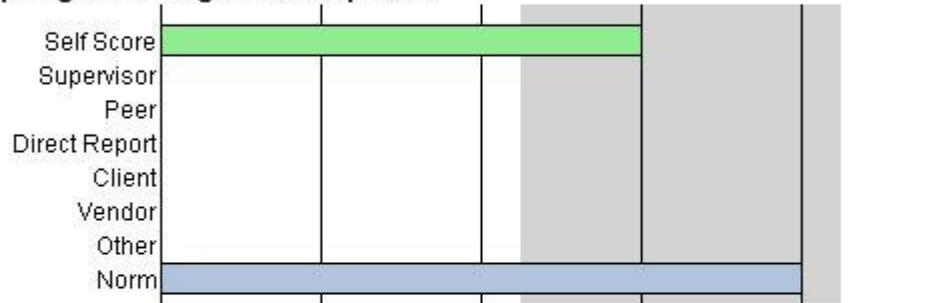


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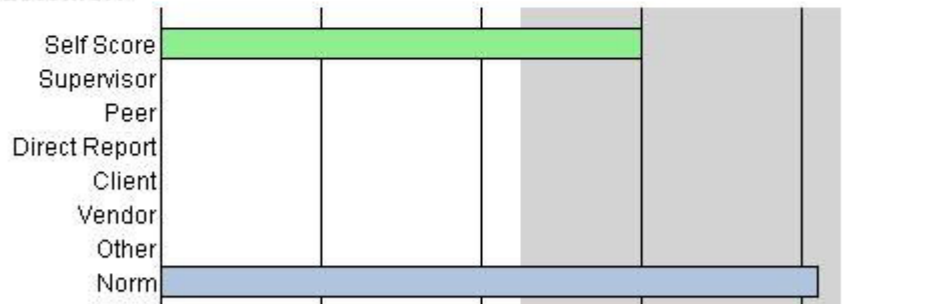
65. I keep customer negotiations calm and focused on the main issues at all times.



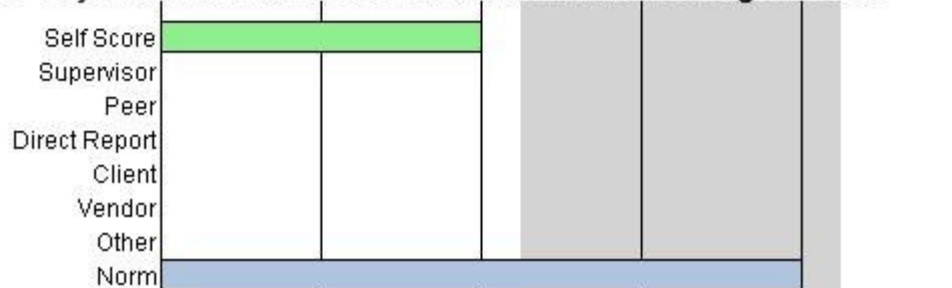
66. I am able to quickly find common ground, and use it as a springboard to generate options.

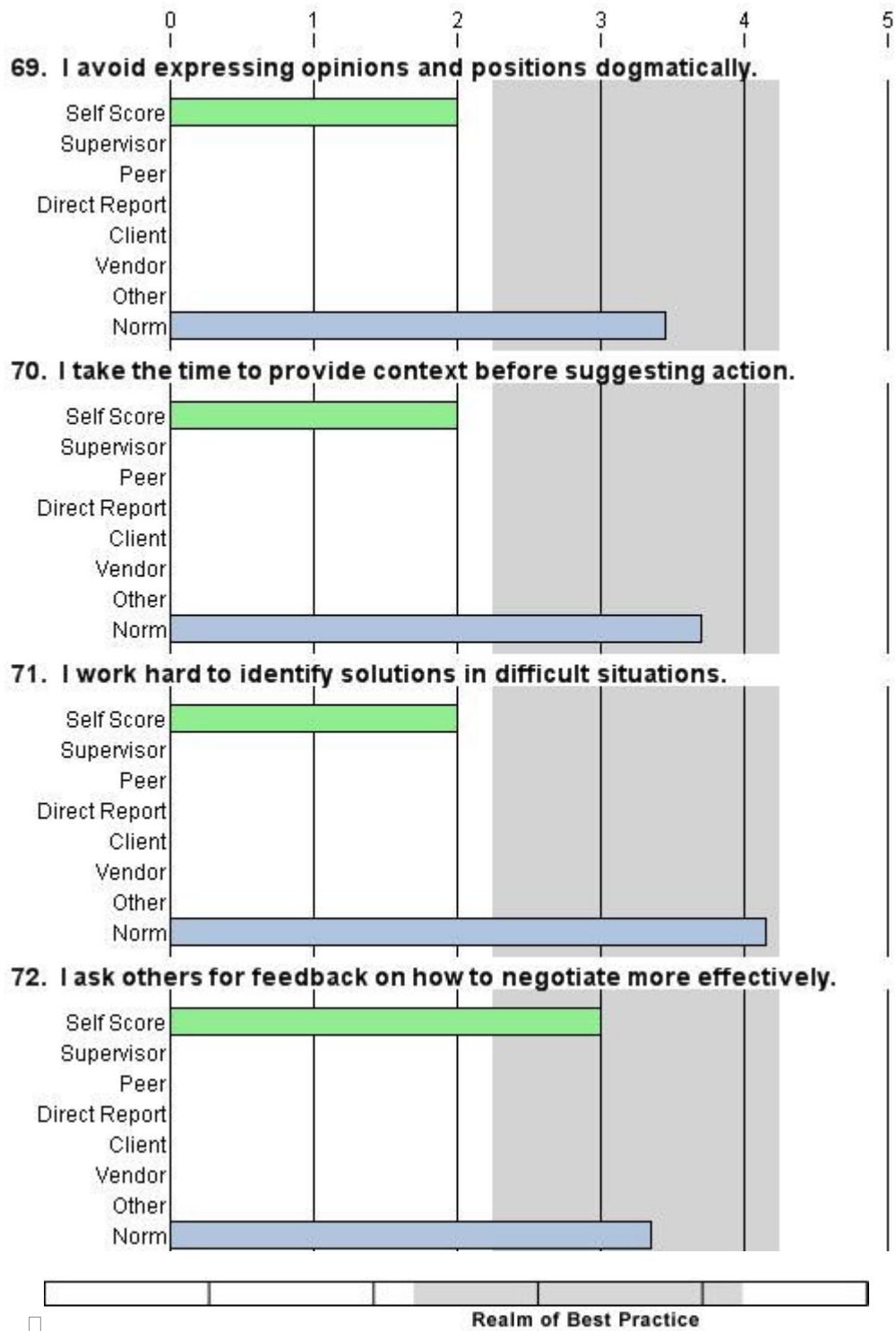


67. I try to be flexible and open when options are suggested by the customer.



68. I try to share information in order to find areas of agreement.





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This section on Carefully Negotiating refers to the skills an individual uses to work collaboratively with a customer to find solutions to requests, queries, and feedback that best meet the needs of all parties. This competency area is all about applying appropriate and effective negotiation and influencing strategies in order to create mutually beneficial outcomes.

Improvement actions

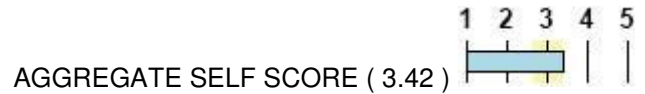
Low scorers need to understand their existing negotiating style and the different styles adopted by customers, and need to learn how "to flex" styles when appropriate. Low scorers also need to learn how to use various negotiating methods and tactics (different questioning techniques, shifting conversation focus, lateral thinking, and the careful use of if . . . then. statements, etc.).

Carefully Negotiating

- Find small and subtle ways to empathize with the customer.
- Briefly share a personal experience that is similar to theirs, for example.
- Explain carefully, calmly, and confidently.
- Summarize what has been said every few minutes.
- Look carefully for areas of agreement (rather than disagreement), and try to build on them when suggesting alternative courses of action.
- Share ideas and make proposals positively and enthusiastically.
- Always try to look for opportunities to find solutions that represent a "win" for both parties.

BUILDING WARMTH AND EMPATHY

This section on Building Warmth and Empathy refers to the extent to which an individual creates a positive climate when communicating with people and demonstrates an understanding of the other person's viewpoint and feelings. This competency area is all about building a spirit of trust and sincerity in order for customers to feel that you identify with them and care about their concerns.



Interpretation

LOW (less than 2.75)

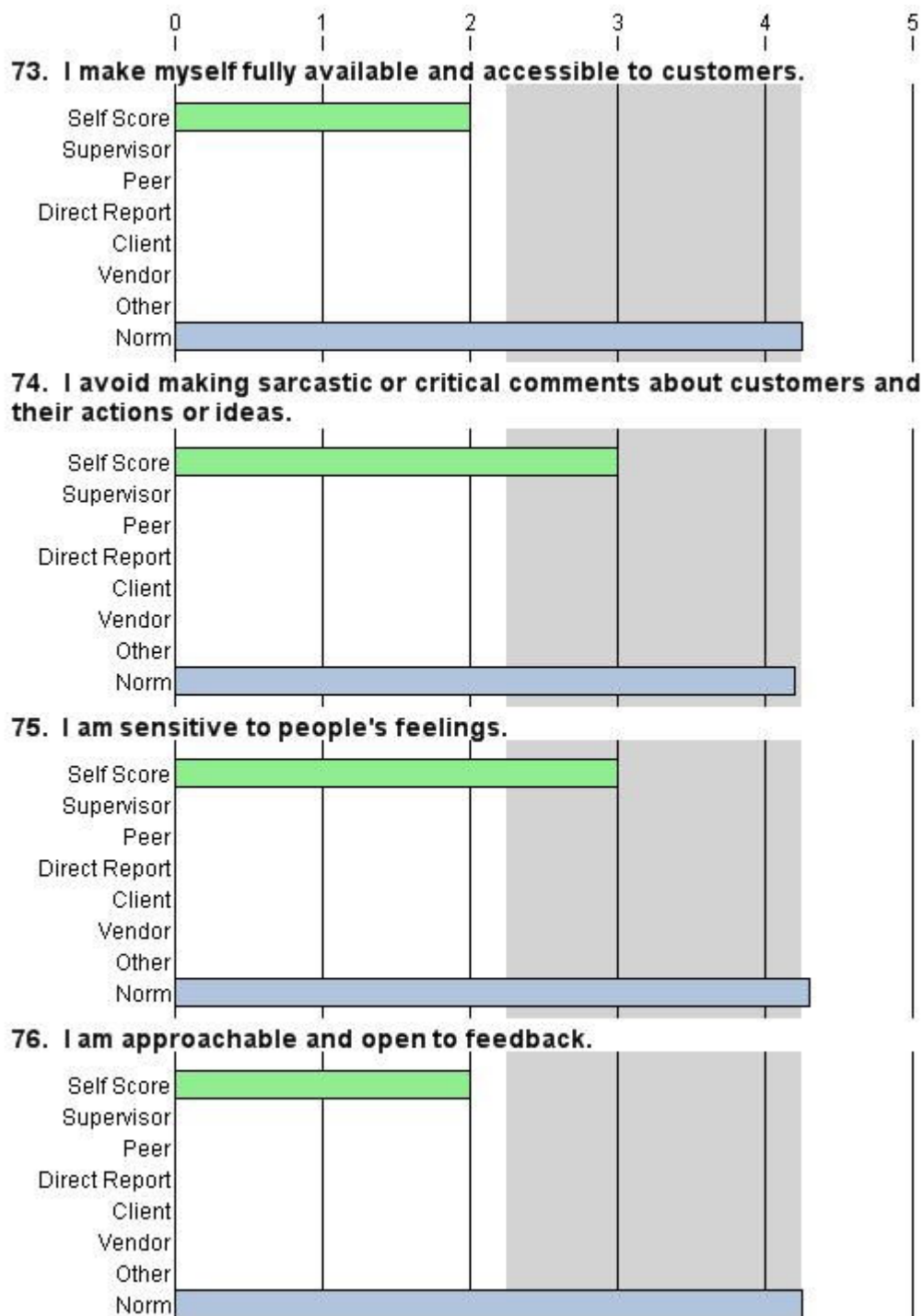
Scores predominantly in the ones and twos ("occasionally" and "almost never") suggest that this individual is aloof or not concerned about customers' issues and might even deliberately distance themselves from them. They are not likely to be aware that customers need sincere advice or support. Even when they find themselves in a more serious conversation, they tend to be oblivious to the depth of a customer's feelings or emotions about an issue.

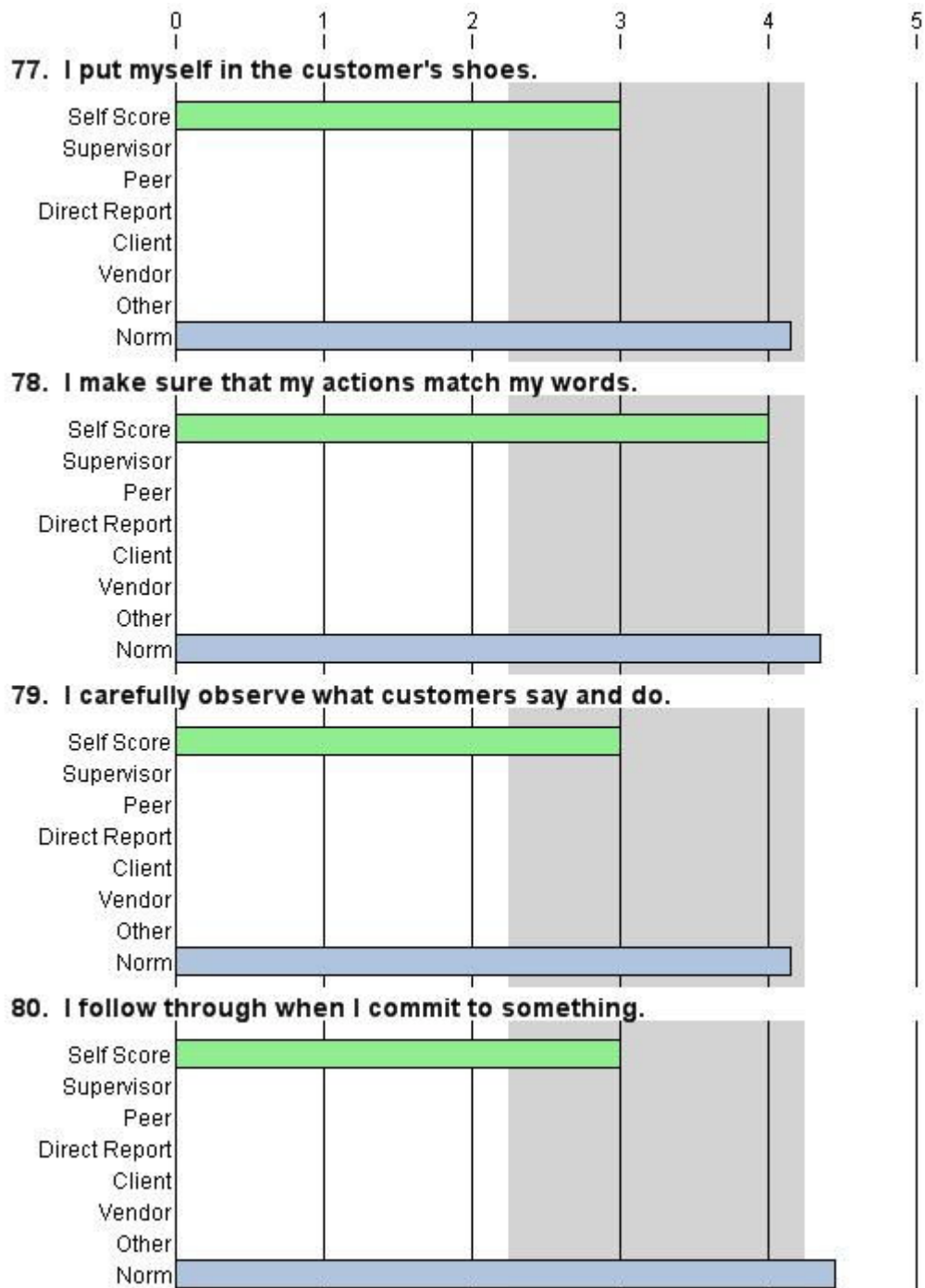
Low scorers are not usually looked to as sounding boards. Customers with problems or concerns tend to go to others who seem warmer and more accommodating. Low scorers tend to send mixed messages; what they say and what they do are not always the same. Therefore, their relationships with customers are relatively shallow and are restricted to mainly analytical or simple transactional issues.

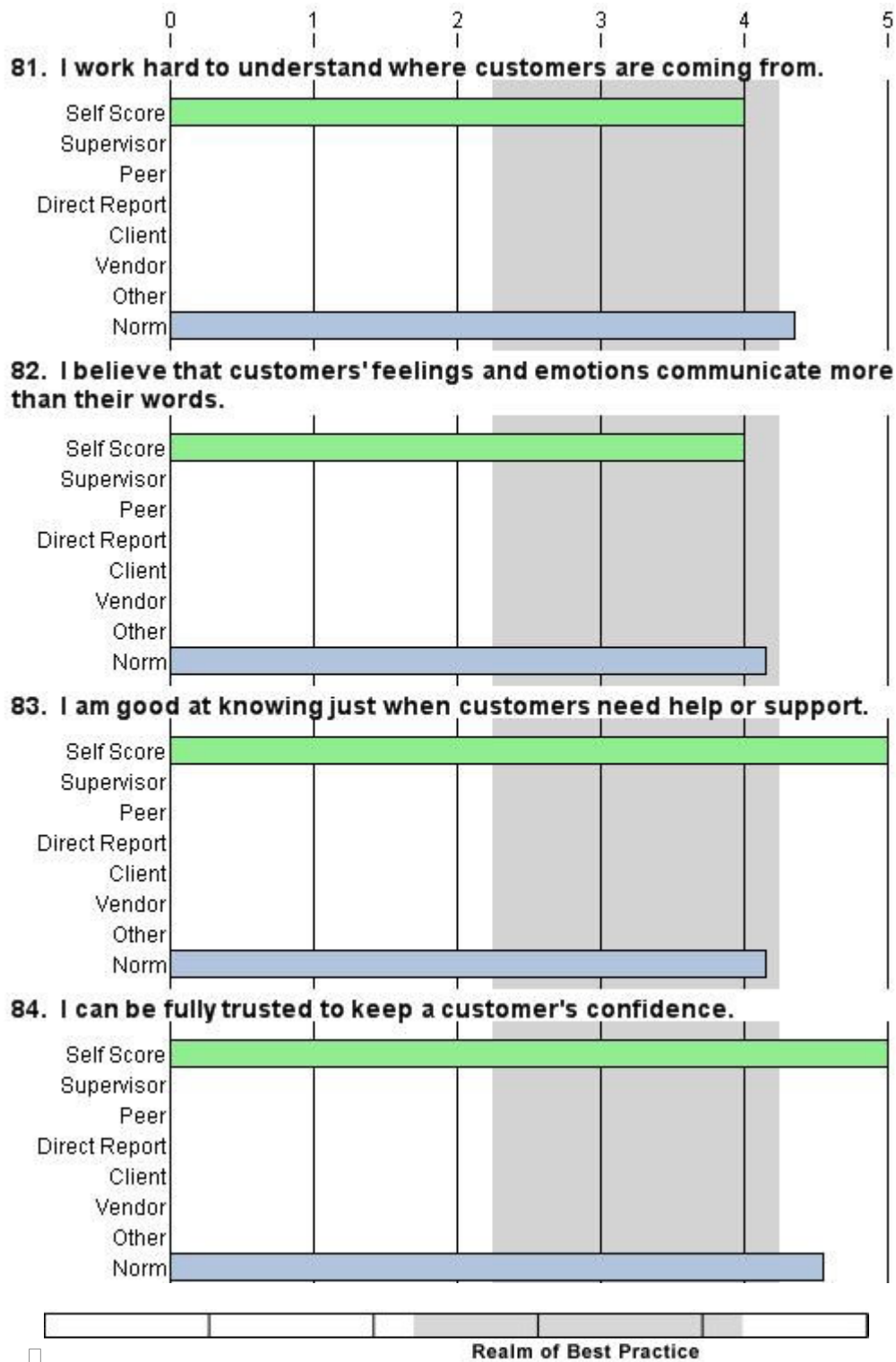
HIGH (greater than 3.5)

Scores predominantly in the fours and fives ("almost always" and "very frequently") suggest that this individual generally likes people and enjoys building strong and rewarding relationships. He or she is likely to try to sincerely understand customer issues and challenges and to quickly tune in to their underlying feelings about a subject.

A high scorer is likely to quickly gain a reputation as someone with whom customers can freely talk, a person who will keep their confidences and provide helpful and patient guidance. High scorers are likely to be considered as good listeners, friendly, non-critical and highly reliable in terms of any commitment that they make.







Norm bars shown on this chart are the progressive average scores of all individuals rating themselves on this questionnaire.

This section on Building Warmth and Empathy refers to the extent to which an individual creates a positive climate when communicating with people and demonstrates an understanding of the other person's viewpoint and feelings. This competency area is all about building a spirit of trust and sincerity in order for customers to feel that you identify with them and care about their concerns.

Improvement actions

Low scorers need to develop their attentive listening skills and try not to assume that what people say is all of what they mean. Although it is extremely difficult to do in the short term, low scorers need to think more deeply about how customers are feeling as well as what they are saying, and need to reflect on what might be causing these feelings before they comment or respond.

Building Warmth and Empathy

- Commit to being positive, sincere, and open in all your conversations with customers (on the telephone, via e-mail, face-to-face, etc.).
- Be sensitive to a person's feelings and emotions as well as their words.
- Try to develop a climate of trust with the customer by being as genuine and honest with them as you can.
- Make sure that you always carry out your commitments.
- Make sure that your deeds match your words, even if it means inconveniencing yourself.

THE 10/10 REPORT

Top 10 Strengths

Temperament/Disposition

- 11. I care about people. 5.00
- 12. I believe that relationships help us grow and develop as individuals. 5.00

Attentive Listening

- 14. I create a positive climate so people are candid with me. 5.00
- 15. I let people express their views and opinions before I offer my own. 5.00
- 16. I create a warm and relaxed atmosphere so people can talk openly. 5.00
- 20. I observe body language, as well as listen to the words. 5.00
- 21. I often paraphrase what is said in conversations. 5.00

Resolving Conflict

- 45. I quickly resolve miscommunication problems with customers. 5.00
- 46. I find common ground to help people resolve differences. 5.00
- 47. I try to resolve conflict so that there are no losers. 5.00

Top 10 Development Needs

Carefully Negotiating

- 61. I use tact and diplomacy in discussions with customers. 1.00

Temperament/Disposition

- 1. I introduce myself confidently when I meet a new person. 2.00
- 4. I am generally a cheerful person. 2.00

Communicating Clearly

- 25. I listen to customers' problems and concerns to help shape my own communications. 2.00

Resolving Conflict

- 37. I try to calm things down when discussions get a little heated. 2.00

Engaging in Joint Problem Solving

- 49. I point out that there is inevitably a new or different way to tackle most things. 2.00
- 50. I help people understand the facts before looking for a solution. 2.00

Carefully Negotiating

- 62. I negotiate creatively to reach the best possible outcomes. 2.00
- 63. I engage in negotiations in a sincere and open manner. 2.00
- 64. I try to carefully and constructively influence or persuade customers. 2.00

DEVELOPMENT PLAN

Use the space below to write out your personal development plan for the next 12 months based on your results. Draw upon the general improvement actions in relevant areas of the report.

61. I use tact and diplomacy in discussions with customers. Score: 1.00
Action to Take:

1. I introduce myself confidently when I meet a new person. Score: 2.00
Action to Take:

4. I am generally a cheerful person. Score: 2.00
Action to Take:

25. I listen to customers' problems and concerns to help shape my own communications. Score: 2.00
Action to Take:

37. I try to calm things down when discussions get a little heated. Score: 2.00
Action to Take: