Profiles International™

Customer Service Profile

Confidential Placement Report

Wednesday, May 3, 2010

Sally Sample

Demonstration General Pattern
NOT FOR ACTUAL USE

Assessments USA & Canada

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Building and Retaining the High Performance Workforce

Introduction

Service to the customer is a part of the job for virtually every employee. Proficiency in providing this service is related to an individual's Behavioral Characteristics, basic Proficiencies and their own perspective on providing customer service.

This report reflects the responses provided by Sally Sample when she completed the Customer Service Perspective assessment. The information is presented in the following five parts:

- **Behavioral Characteristics**— six behavioral characteristics that are important factors for success in providing service to customers.
- **Proficiencies**— a view of basic proficiency in mathematics and vocabulary.
- **Job Match Percent**— the degree of match to the Job Match Pattern in both of the Proficiencies and the six Behavioral Characteristics.
- **Considerations for Interviewing**—on the scales where Ms. Sample scored outside of the Job Match Pattern, suggestions for interviewing are provided to assist in the selection process.
- **Company Service Perspective**— the degree of alignment between the individual's perspective on providing service to the customer and that expressed by the company.

Please consult the User's Guide for additional information on using these results in working with Sally.

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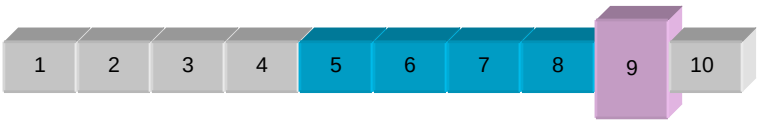
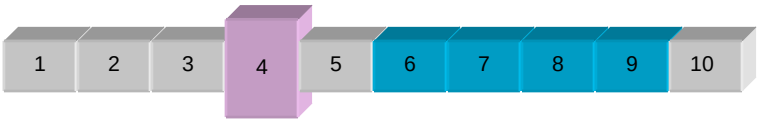
Summary of Behavioral Characteristics

The darker shading represents the Job Match Pattern for the role of Demonstration Pattern-NOT FOR ACTUAL USE. The larger box indicates her score.

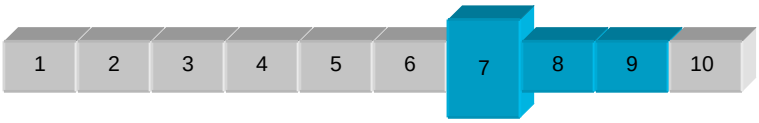
Trust – Tendency to hold an unquestioning belief that the motives of others are honorable



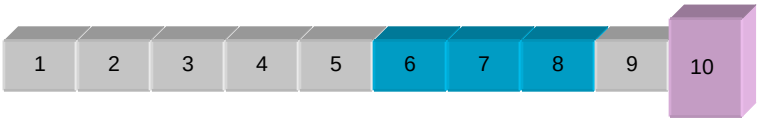
Tact – Tendency to state a position without unnecessarily offending others



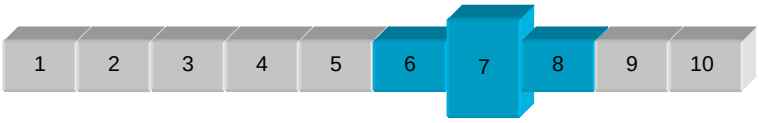
Empathy – Tendency to understand another's situation and feelings



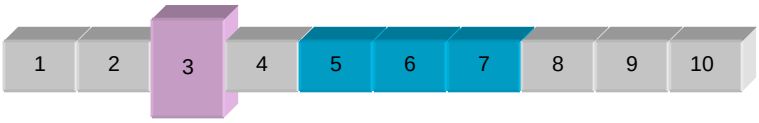
Conformity – Tendency to comply with the rules and those in authority



Focus – Tendency to stay on target regardless of distractions



Flexibility – Tendency to explore new approaches to doing things



The Distortion Score on this assessment is 10. The Distortion Scale deals with how candid and frank the respondent was while taking this assessment. The range for this scale is 1 to 10, with higher scores suggesting greater candor.

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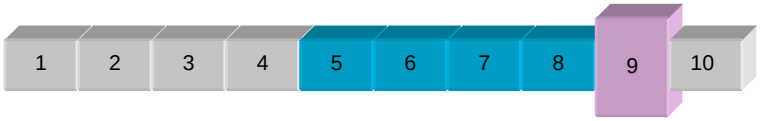
Behavioral Characteristics

Trust

- **Wary**
- **Vigilant**
- **Skeptical**



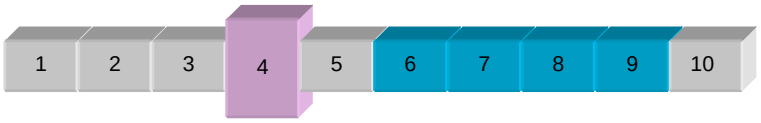
- **Unquestioning**
- **Uncritical**
- **Optimistic**

Pattern 5-8 Score 9

Comments on Trust
Ms. Sample can be rather trusting at times. She genuinely wants to believe that what others say is true and authentic, possibly regardless of evidence to the contrary. She may not be suspicious of another person's motives and she strongly feels that most people are honest.

Tact

- **Direct**
- **Obvious**
- **Forthright**



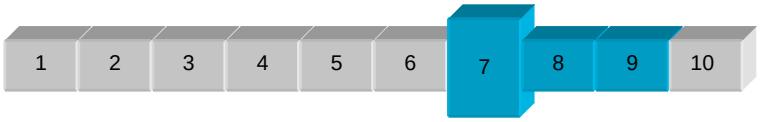
- **Discreet**
- **Diplomatic**
- **Restrained**

Pattern 6-9 Score 4

Comments on Tact
She can seem inconsiderate regarding the feelings of others as shown by her relatively low level of tact. This may be due to a lack of understanding for a customer's needs but, whatever the reasons, she may often comment in a less than tactful or diplomatic fashion. Alternatively, situations that call for a direct interpersonal style are suitable for Sally.

Empathy

- **Detached**
- **Indifferent**
- **Distant**



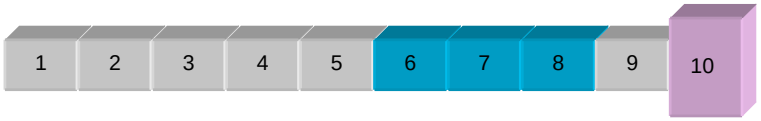
- **Understanding**
- **Compassionate**
- **Sensitive**

Pattern 7-9 Score 7

Comments on Empathy
Ms. Sample generally finds it easy to be sympathetic, understanding and compassionate, to the point of allowing herself to become personally involved in solving the needs of customers. She has a strong need to be helpful to those with whom she has contact.

Conformity

- **Inventive**
- **Free-spirited**
- **Independent**



- **Traditional**
- **Compliant**
- **Conventional**

Pattern 6-8 Score 10

Comments on Conformity
She generally believes in, and is obedient to, the norms of a group or organization. Sally is a strong believer in following the orders or instructions of those in authority. She is apparently one who will adhere to all known rules and regulations expected of employees in this position.

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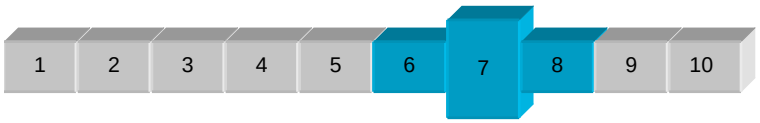
Behavioral Characteristics (cont'd)

Focus

- **Distractible**
- **Preoccupied**
- **Inefficient**



- **Attentive**
- **Purposeful**
- **Efficient**

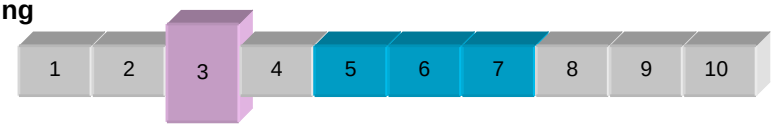
Pattern 6-8 Score 7

Comments on Focus

Sally demonstrates a relatively strong level of concentration when allowed the opportunity. Only an exceptionally distracting environment should cause her to stray from her focus. The advantage here is that her focus is not so strong as to be completely inflexible. So a change of priorities should not be too disrupting for her, if she is given the time to gather her faculties and head in the new direction.

Flexibility

- **Uncompromising**
- **Inflexible**
- **Cautious**



- **Adaptable**
- **Accepting**
- **Enjoys new approaches**

Pattern 5-7 Score 3

Comments on Flexibility

She indicates a preference for routine or repetitious tasks that remain unchanged over time. New ways of doing things are rather disconcerting for her and are probably avoided whenever possible. She may be most effective providing service to the customer if the rules and procedures are clearly defined.

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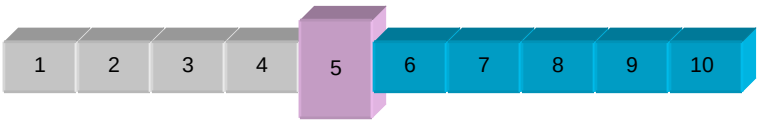
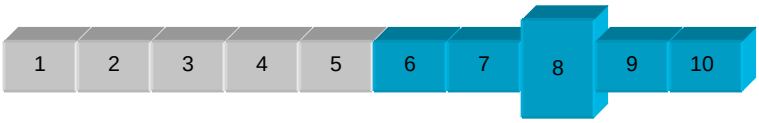
Proficiencies

The darker shading represents the Job Match Pattern for the role of Demonstration Pattern-NOT FOR ACTUAL USE. The larger box indicates this individual's score.

Vocabulary – Understanding the meaning of words when used in sentences

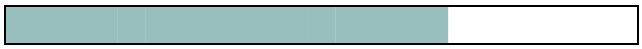


Numerical – Understanding basic mathematical concepts and working with numerical problems



Job Match Percent

The Job Match Percent reflects the degree of match between the results for Ms. Sample and the Job Match Pattern for the **six Behavioral Traits and the two Proficiencies** For Sally, the match to the position of Demonstration Pattern-NOT FOR ACTUAL USE is 68%.

Job Match  68%

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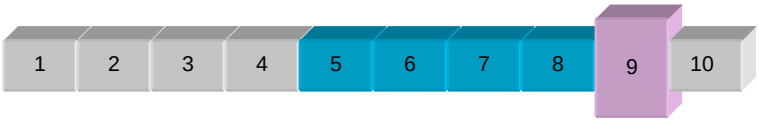
Considerations for Interviewing

The darker shading represents the Job Match Pattern for the role of Demonstration Pattern-NOT FOR ACTUAL USE. Ms. Sample scored outside the Job Match Pattern in the areas listed below. Information and interview questions are provided to facilitate the selection process.

Trust – Tendency to hold an unquestioning belief that the motives of others are honorable



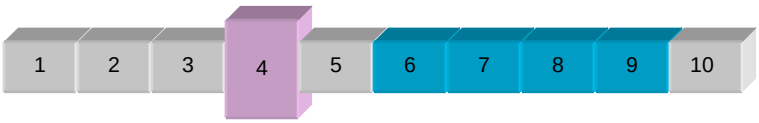
Pattern 5-8 Score 9

Considerations for Interviewing

Ms. Sample has a score on the Trust Scale above the Job Match pattern for this position. The issue of interest is whether she is able to discern the motivations of others who may try to take advantage of her. Is too much trust in everyone's motivations a liability that she cannot overcome? A few typical questions may include:

- Describe a recent situation in which you discovered that a customer was trying to take advantage of your good nature. Does this happen often?
- How do you feel about co-workers who think that most people are basically dishonest? Is there any truth to such an opinion?

Tact – Tendency to state a position without unnecessarily offending others



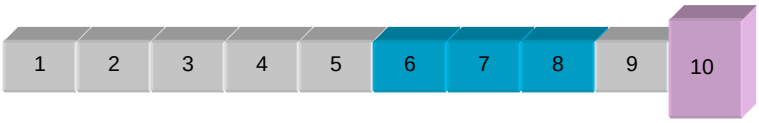
Pattern 6-9 Score 4

Considerations for Interviewing

With a relatively low result on the Tact scale, Ms. Sample scores outside of the Job Match Pattern for this position. Her willingness to adjust his behavior through training should be determined. Since the score is in the lower mid-range, it is possible that only some adjustment is required. Her readiness for training may be determined by interview questions. A few typical questions may include:

- Provide a recent example of your skill at dealing diplomatically with a customer. How do you feel about this kind of communication style, and what skills would you like to develop to improve in this area?
- When a customer requires a delicate touch, what methods do you usually employ? Would learning some new competencies be of interest to you?

Conformity – Tendency to comply with the rules and those in authority



Pattern 6-8 Score 10

Considerations for Interviewing

Sally is highly motivated to conform to the traditions of an organization, but her level of Conformity is higher than the Job Match Pattern for this position. This implies that she may be overly challenged by

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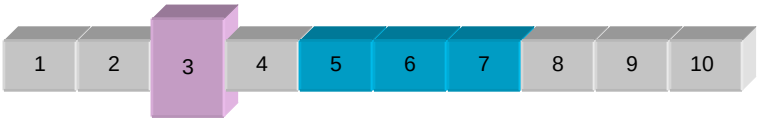
opportunities to constructively make an exception to the rules. Questions could focus on whether she is overly rule-bound. A few typical questions may include:

- How do you feel about those who bend the rules or take a casual attitude about procedures?
- Describe for me a time when you deviated from the exact interpretation of a procedure to achieve success for the benefit of your team or an organization.

Flexibility – Tendency to explore new approaches to doing things



Pattern 5-7 Score 3

Considerations for Interviewing

Ms. Sample has a score on the Flexibility scale outside the Job Match Pattern for this position. Questions in the interview may need to focus on her willingness or ability to be more or less adaptable in her approach to sticking to procedure. Her willingness to try a new approach may need to be discerned. A few typical questions may include:

- Have you recently experienced the need to suggest a new way to do something at work? Tell me more about that experience.
- Describe for me the importance of complying with procedures. What if a system seems obsolete or out-of-date? What should be done in that case?

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Company Service Perspective

Fifty (50) questions related to providing service to the customer were presented to Sally. The responses to these questions suggest her perspective of providing customer service. The answers provided by the company represent their perspective and are compared to the answers provided by Sally.

PERSPECTIVES THAT CONFLICT	HER ANSWER
Certain technical questions should be referred to an internal expert or supervisor.	No
Customers expect me to be friendly no matter how busy I am.	No
I should follow up with customers to see that they are satisfied with the service I gave them.	No
I can't solve all of a customer's problems; some concerns have to be referred to others or left alone.	No
If a customer wants to chat, I should let them.	No
If I hear a customer speaking badly about our business, I should defend the company.	No
In order to keep customers happy, I may need to say something that isn't entirely true.	No
It is better to serve as many customers as possible than to spend extra time with each individual customer.	No
It is more important to attract new customers than to maintain the ones we currently have.	No
It is often possible to satisfy a customer by explaining why he or she is wrong.	No
It is the duty of the customer to have all information ready when they contact us; we don’t have enough time to walk them through the basics.	No
It isn't necessary to suggest complementary services or products; customers know what they want when they contact us.	Yes
It's a good feeling when I can help a customer by realizing something else they need.	Yes
Length of customer contact time is less important than doing what is required to satisfy them.	Yes
Departmental policies are less important than what I think is best for the customer.	Yes
One of the ways I should offer great service is to help in ways customers did not request.	Yes
Service is enhanced when I have complete authority to act on the customer's behalf.	Yes
Sometimes disagreeing with a customer will lead to better results for all concerned.	Yes

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Performance Indicator

D.I.S.C. Graphic Summary Report

Tuesday, August 29, 2010

Sequence for Pre-Hire Screening of Candidates:

1. **Step One Survey**
   - **4 Business Attitudes**
2. **Job Match/Job Fit**
   - **a. Profile XT (or)**
   - **b. Sales Pro (or)**
   - **c. Customer Service (or)**
   - **d. Call Center Sales**
3. **Performance Indicator**
   - **7 Behavioral Tendencies**

Then complete your Due Diligence with a thorough Applicant Background Check

Russ Sample

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The graph shows the relative relationship of his scores on all five scales, while the bulleted statements summarize his results. For a more complete understanding of these results, please refer to the earlier pages of this Management Report.

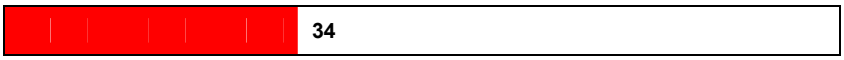
Scale I:

Scale I measures control, ambition and results orientation

Scale II:

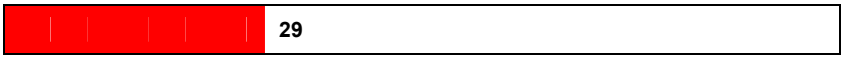
Scale II measures social influence, positive expectancy and expressiveness

Scale III:



Scale III measures patience, composure and being a team player

Scale IV:



Scale IV measures precision and analytical / quality orientation

Scale V:

Scale V measures motivational intensity and focus on change

The graph above demonstrates the scores attained by Mr. Sample on the PPI. When we observe his scores, we may predict what is most likely to be noticed in his daily activities. These scores suggest the following:

- He can generate excitement, enthusiasm, and hopefulness.
- Preferring to communicate in person, he may mix personal talk with business.
- Gregarious, open, talkative, and approachable, he makes new friends easily.
- He generally focuses on achieving results, the details of reaching them often left for others to debate about.
- He can be counted on to respond quickly when immediate action is required.
- Capable of balancing his personal drive with external, second-party limits.
- Often motivated to balance his expectations for good performance from others while maintaining a cooperative relationship with them.
- Can work effectively on a team, but he enjoys being the one in charge.

Note: Scale I and III scores will generally be opposite – One high and the other low.
Scale II and IV scores will generally be opposite – One high and the other low
Scale V can be high or low for either above combinations.

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