



CRITICAL^{path} CONSULTING
management strategies that *work*

Extended Customer Service Interview Guide

Prepared for:

demo sample

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Extended Customer Service Interview Guide **SUMMARY**

ATTITUDES:

- Skeptical, resentful, angry attitude toward the world
- Optimistic about themselves
- Optimistic, positive attitude toward others
- Cautious, skeptical attitude toward getting things done

PROBLEM SOLVING:

- Inventive, potentially creative practical thinking
- Good intuitive insights, 'gut instincts'
- Excellent, analytical, conceptual thinking and organizing
- Proactive thinking, focuses on consequences

SELF IMAGE:

- Persistent
- No fear of failure, some fear of success
- Confident, goal oriented

MOTIVATORS:

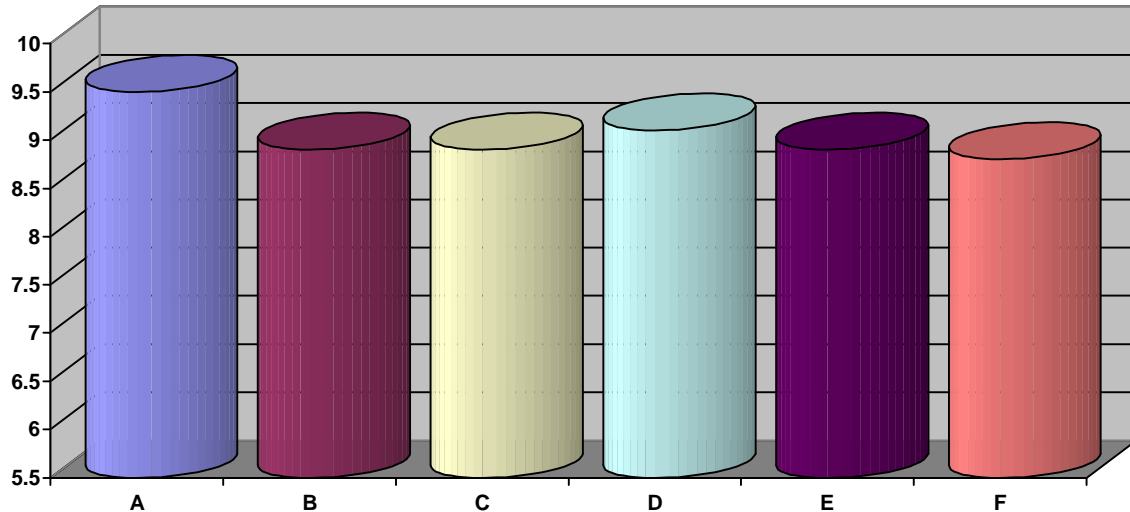
- Sense of mission, personal goals
- Sense of commitment to organization or team goals

STRESSORS:

- Excellent stress resistance

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GLOBAL GRAPH



Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	8.8 to 10.0
Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.5 to 8.79
Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.2 to 8.49
Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.19

A) Relating With Customers (Low Risk) — The ability to see, understand and relate with customers in an objective, unbiased manner.
B) Communicating With Customers (Low Risk) — The ability to listen to customers, evaluate what is important and respond effectively.
C) Handling Customer Rejection (Low Risk) — The ability to maintain a strong sense of inner self worth regardless of circumstances.
D) Job Related Attitudes (Low Risk) — The ability to work within the organizational guidelines, policies and procedures to get things done.
E) Problem Solving Capacity (Low Risk) — The ability to identify potential customer problems and generate effective solutions.
F) Personal Work Attitudes (Low Risk) — The ability to feel a sense of purpose and satisfaction in one's work.

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PERSONAL SERVICE INVENTORY

PRIORITIZED CORE STRENGTHS

1) Persistence: (Personal Work Attitudes)(SR-29A)-Excellent Potential

Strong personal commitment to stay on track and complete goals and tasks regardless what happens.

2) Doing Things Right: (Job Related Attitudes)(SR-17B)-Excellent Potential

Perfectionistic insistence on doing things according to standards focuses their energy on quality control.

3) Self Confidence: (Handling Customer Rejection)(SR-13C)-Excellent Potential

Awareness of social and role image combined with anxiety and uncertainty about which role is best.

4) Attitude Toward Customers: (Relating With Customers)(SR-1A)-Excellent Potential

Dynamic, optimistic attitude toward others lead them to see be concerned about, attentive to and available to others.

5) Valuing Future Business: (Relating With Customers)(SR-4B)-Excellent Potential

The ability to organize thinking and anticipate consequences gives insight into future opportunities.

6) Flexibility, Adaptability: (Personal Work Attitudes)(SR-27A)-Excellent Potential

Strong personal commitment to what they believe is right combined with the ability to redirect energy when necessary.

7) Meeting Established Standards: (Job Related Attitudes)(SR-16B)-Excellent Potential

Strong appreciation of standards and norms as well willingness to make certain that standards and expectations are met.

8) Intuitive Insight: (Problem Solving Capacity)(SR-24)-Excellent Potential

Very Good ability for relying on intuitive insight and inner 'gut' feelings for identifying and solving problems.

PRIORITIZED DEVELOPMENT COMMENTS

1) Role Satisfaction: (Personal Work Attitudes)(SRV-26B)-Real Risk

Social or role uncertainty can lead them to feel frustrated or dissatisfied in their current circumstances.

2) Attention To Concrete Detail: (Problem Solving Capacity)(SRV-22B)-Real Risk

Unconventional, inventive thinking can lead them to overlook flaws in things and what needs to be done.

3) Consistency: (Personal Work Attitudes)(SRV-30A)-Real Risk

Inconsistent feelings about social/role image can lead one to shift from demanding too much to demanding too little.

4) Attention To Procedures: (Job Related Attitudes)(SRV-18D)-Conditional Risk

Perfectionistic, stubborn thinking can lead them to insist on obeying rules and policies without exception.

5) Evaluating What Is Said: (Communicating With Customers)(SRV-7) 63)-Conditional Risk

Can have difficulty realistically assessing what is said leading to unrealistic optimism or skeptical attitudes.

6) Self Assessment: (Handling Customer Rejection)(SRV-12)-Situational Risk

Difficulty realistically assessing personal potential and maintaining consistent confidence.

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PRIORITIZED INTERVIEW NOTES

1) Role Satisfaction: (Personal Work Attitudes)(SRV-26B)-Real Risk

They tend to be indecisive and uncertain about what they can do to perform to their best, to hesitate, to feel frustrated and dissatisfied. Test their ability to act with confidence, consistency, and enthusiasm.

2) Attention To Concrete Detail: (Problem Solving Capacity)(SRV-22B)-Real Risk

Their inventiveness and individualism can lead them to spend so much energy trying to generate novel, fresh ideas that they overlook crucial issues. Test their ability to identify what needs immediate attention and to get the job done.

3) Consistency: (Personal Work Attitudes)(SRV-30A)-Real Risk

Be careful not to over sell and hype your organization and your job opening. These individuals are not certain about what they want to do. Paint both the benefits and the realities of what you expect from them.

4) Attention To Procedures: (Job Related Attitudes)(SRV-18D)-Conditional Risk

They tend to be a black and white, rule bound person preoccupied with rigid application of rules to the letter of the law. Test their ability and willingness to accept ideas and practices other than their own.

5) Evaluating What Is Said : (Communicating With Customers)(SRV-7)-Conditional Risk

They tend to miss signals from customers, have difficulty seeing crucial issues, and impose preset solutions that may miss what is important and needs attention. Test their ability to identify and pay attention to critical issues.

6) Self Assessment: (Handling Customer Rejection)(SRV-12)-Situational Risk

Their inconsistent, confident, and uncertain, feelings about themselves will likely lead them to have difficulty handling difficult or confrontational issues without responding either in an emotional or potentially aggressive manner.

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PRIORITIZED DEVELOPMENT AREAS

1) Role Satisfaction: (Personal Work Attitudes)(SRV-26B)-Real Risk

Social or role uncertainty can lead them to feel frustrated or dissatisfied in their current circumstances.

2) Attention To Concrete Detail: (Problem Solving Capacity)(SRV-22B)-Real Risk

Unconventional, inventive thinking can lead them to overlook flaws in things and what needs to be done.

3) Consistency: (Personal Work Attitudes)(SRV-30A)-Real Risk

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4) Attention To Procedures: (Job Related Attitudes)(SRV-18D)-Conditional Risk

Perfectionistic, stubborn thinking can lead them to insist on obeying rules and policies without exception.

5) Evaluating What Is Said: (Communicating With Customers) SRV-7)-Conditional Risk

Can have difficulty realistically assessing what is said leading to unrealistic optimism or skeptical attitudes.

6) Self Assessment: (Handling Customer Rejection)(SRV-12)-Situational Risk

Difficulty realistically assessing personal potential and maintaining consistent confidence.

7) Evaluating To Do: (Problem Solving Capacity)(SRV-21)-Situational Risk

Uncertainty and lack of clarity in their thinking can restrict their ability to see what needs to be done.

8) Meeting Schedules And Deadlines: (Job Related Attitudes)(SRV-19A)-Situational Risk

Perfectionistic, black and white thinking can lead them to set unrealistic schedules and time tables.

9) Developing A Response: (Communicating With Customers)(SRV-8A)-Situational Risk

Tend to be too subjective, overly concerned, and susceptible to expect more from others than they can give.

10) Sensitivity To Others: (Handling Customer Rejection)(SRV-15A)-Situational Risk

Too much sensitivity to what others think or say potentially making it hard to address difficult issues.

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SERVICE CHART

CAPACITY	LOW RISK	SITUATIONAL RISK	CONDITIONAL RISK	REAL RISK
Relating With Others				
- Attitude Toward Others	ü			
- Prejudice/Bias Index	ü			
- Reading Customer Needs	ü			
- Valuing Future Business	ü			
- Patience With Customers	ü			
Communicating With Customers				
- Listening To Customers	ü			
- Evaluating What Is Said			ü	
- Developing A Response		ü		
- Talking At The Right Time	ü			
- Understanding Attitudes	ü			
Handling Customer Rejection				
- Self Esteem	ü			
- Self Assessment		ü		
- Self Confidence	ü			
- Self Control	ü			
- Sensitivity To Others		ü		

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SERVICE CHART

CAPACITY	LOW RISK	SITUATIONAL RISK	CONDITIONAL RISK	REAL RISK
Job Related Attitudes				
- Meeting Established Standards	ü			
- Doing Things Right	ü			
- Attention To Procedures			ü	
- Meeting Schedules & Deadlines		ü		
- Authority Toward Authority	ü			
Problem Solving Capacity				
- Evaluating What To Do		ü		
- Attention To Concrete Detail				ü
- Common Sense Thinking	ü			
- Intuitive Insight	ü			
- Overall Problem Solving	ü			
Personal Work Attitudes				
- Role Satisfaction				ü
- Flexibility & Adaptability	ü			
- Health/Tension Index	ü			
- Persistence	ü			
- Consistency				ü

