

# Customer Service Profile™

## Selection Report

**Neil Clark**

CONFIDENTIAL

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**This report is provided by:**

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# 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 Traits, basic Proficiencies, and their own perspective on providing customer service.

This report reflects the responses provided by Neil Clark when he completed the Customer Service Profile assessment. The information is presented in the following four parts:

- **Summary Graph** - a graphical representation of his scores on each scale of the Selection Report.
- **Behavioral Traits** - six behavioral traits that have demonstrated relevance to providing effective customer service are discussed in light of his scores on each of the scales.
- **Considerations for Interviewing** - on the scales where Mr. Clark scored outside of the Performance Model, 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.

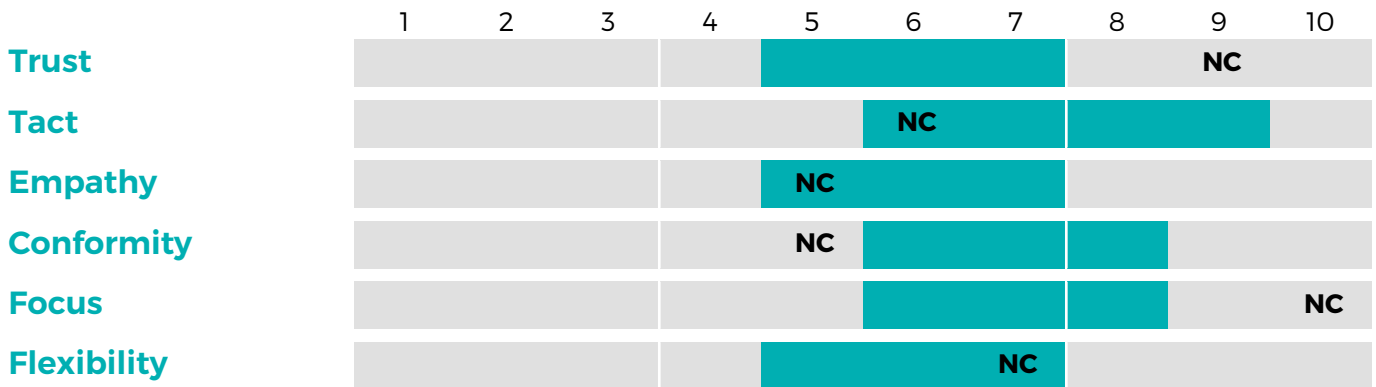
Please consult the User's Guide for additional information on using these results when working with Neil. As discussed in the User's Guide for this product, the results from this, or any, assessment should never make up more than a third of the final decision in placements.

# SUMMARY GRAPH

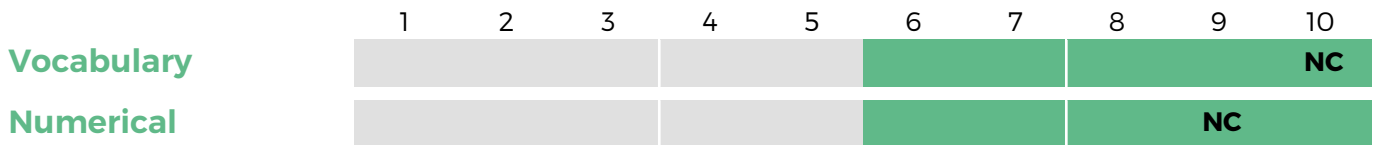
When viewing the scales on this page and the next, the darker shading represents the Job Performance Model for the role of Widget Bender \*\*\*SAMPLE FOR CSP\*\*\*. The initials indicate the individual's score.

Distortion for this assessment is within the acceptable range.

## BEHAVIORAL TRAITS



## PROFICIENCIES



Neil Clark has an Overall Job Match of **80%** for the position of Widget Bender \*\*\*SAMPLE FOR CSP\*\*\*

# BEHAVIORAL TRAITS

Six behavioral traits have demonstrated relevance to providing effective customer service. These characteristics are presented here with the scores for Mr. Clark. Behavioral Considerations for each scale relate to his actual scores. Note that the statements presented for each end of the scales help identify the extremes of the characteristic. The initials indicate where Neil scored and the comments below each scale reflect what might be expected of him.

## TRUST

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

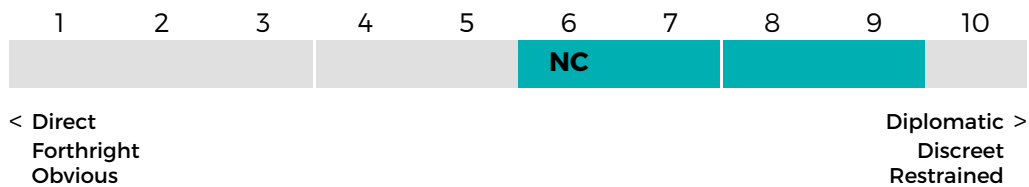


### Behavioral Considerations

Mr. Clark can be rather trusting at times. He genuinely wants to believe that what others say is true and authentic, possibly regardless of evidence to the contrary. He may not be suspicious of another person’s motives and he strongly feels that most people are honest.

## TACT

Tendency to state a position without unnecessarily offending others

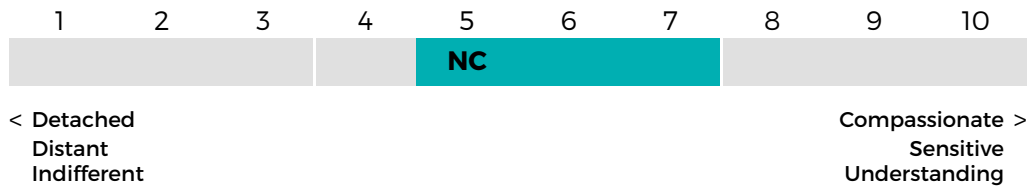


### Behavioral Considerations

He is probably aware of others’ sensitivities most of the time but may, when under stress, slip into a manner of saying things that could have been more diplomatically stated. He will probably not be intentionally rude to customers, but training to improve his communication style may be useful.

### EMPATHY

Tendency to understand another's situation and feelings

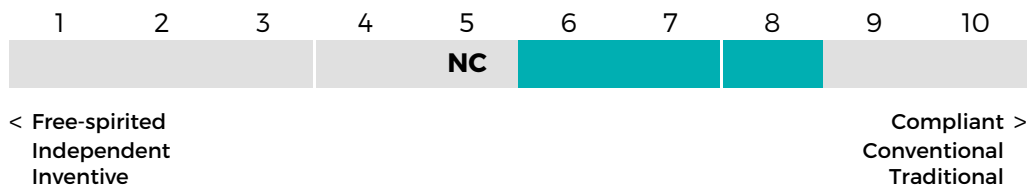


#### Behavioral Considerations

Occasionally, Mr. Clark may be sympathetic to a customer's needs but prefers to avoid becoming deeply involved. He could express empathy when it is important but may generally prefer to not demonstrate sympathy publicly.

### CONFORMITY

Tendency to comply with the rules and those in authority

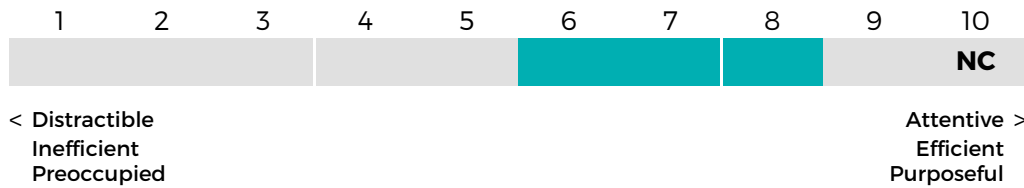


#### Behavioral Considerations

Mr. Clark may question what others say or do but will generally abide by the rules of an organization. He expresses feelings of self-reliance but is likely to conform when instructions from supervisors are deemed essential or required.

### FOCUS

Tendency to stay on target regardless of distractions

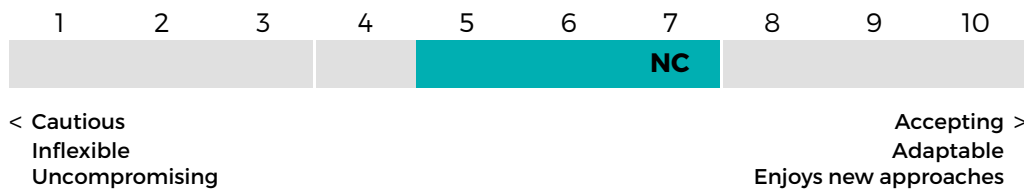


#### Behavioral Considerations

Mr. Clark has rather strong powers of concentration. He seldom allows anything to interfere with his current priorities until completed. He demonstrates an excellent ability to stay focused and it is difficult to interrupt or distract him from accomplishing the task at hand.

### FLEXIBILITY

Tendency to explore new approaches to doing things



#### Behavioral Considerations

Normally quite interested in new ideas or procedures, he enjoys thinking about how to improve upon most things. Finding different or new ways of serving customers' needs can be exciting for him, so long as the change adds value to his work experience.

# CONSIDERATIONS FOR INTERVIEWING

Mr. Clark scored outside the Performance Model 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



### Considerations For Interviewing

Mr. Clark has a score on the Trust Scale above the Performance Model for this position. The issue of interest is whether he is able to discern the motivations of others who may try to take advantage of him. Is too much trust in everyone's motivations a liability that he cannot overcome?

### Interview Questions

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

## CONFORMITY

Tendency to comply with the rules and those in authority



### Considerations For Interviewing

Because Mr. Clark achieved a score on the Conformity scale outside the Performance Model, you may want to ask questions in his interviews that revolve around a theme of compliance and manageability. Emphasize his past experiences in which he was able to work out any individual needs for self-determination with the ability to comply with procedures. Try to discover what ways his attitude about procedures impacts his potential performance and job satisfaction.

### Interview Questions

- How often have you found yourself finding alternative approaches to accomplishing tasks rather than using an old or outdated procedure? Explain.  
*Interviewer's Notes*
  
- Tell me about a time that required you to follow an established procedure, even though you knew a better way to accomplish the task.  
*Interviewer's Notes*



## FOCUS

Tendency to stay on target regardless of distractions



### Considerations For Interviewing

Neil has scored above the Performance Model for this position. Determining the intensity of his concentration may be helpful. Whether he can redirect himself when required is of importance in these interview questions.

### Interview Questions

- How would you describe your level of focus and concentration? What improvements would you pursue to enhance your performance in this area?  
*Interviewer's Notes*
  
- Describe for me a previous experience in which you successfully redirected your attention from one priority to another due to the practical needs of the moment.  
*Interviewer's Notes*

# COMPANY SERVICE PERSPECTIVE

Neil was presented with fifty (50) questions relating to providing service to the customer. The company provided their answers to these same questions and these were compared to the answers Neil provided. Those questions where Neil had a different response are shown below along with his answers.

Neil provided responses that aligned with those of the company at a rate of **66%**.

Perspectives that conflict	His answers
Certain technical questions should be referred to an internal expert or supervisor.	Yes
Customers don't care whether I refer to them by name, as long as they receive good service.	No
Customers should expect more attention and better service as they continue to do business with me.	Yes
I can't solve all of a customer's problems; some concerns have to be referred to others or left alone.	Yes
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
I should make decisions promptly when talking to a customer, rather than going to my manager for advice.	No
It is important to track how long I spend with each customer to help decrease wasted time.	Yes
It is often possible to satisfy a customer by explaining why he or she is wrong.	No
Length of customer contact time is less important than doing what is required to satisfy them.	No
I should never give a customer any reason to think that I don't know something about my job.	No
Once I have a customer's requests fulfilled, I immediately help the next customer waiting.	No
One of the ways I should offer great service is to help in ways customers did not request.	Yes
Resolving customers' concerns should start and stop with me.	No
Sometimes disagreeing with a customer will lead to better results for all concerned.	No
When calling my supervisor for help, I don't need to let the customer know what's going on.	No

**Perspectives that conflict****His answers**

If a conversation with a customer is going too long, I should find the most expedient way to break free; others need my attention too.

No