

THE CUSTOMER SERVICE ATTRIBUTE INDEX™

Jane Doe

Customer Service
XYZ Corporation
7-22-2003

CRITICAL SUCCESS ATTRIBUTES

COMPONENT ANALYSIS FOR : Jane Doe

ATTITUDE TOWARD OTHERS: To what extent does Jane tend to maintain a positive, open and objective attitude toward others?

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

EMOTIONAL CONTROL: To what extent does Jane tend to maintain a rational and objective demeanor when faced with a stressful or emotional situation? Will she usually act objectively, rather than impulsively and emotionally?

0 1 2 3 4 5 6 7 8 9 10



7.2 GOOD

EMPATHETIC OUTLOOK: What is Jane's present capacity to perceive and understand the feelings and attitudes of others or to place herself in the shoes of another?

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

JOB ETHIC: How strong is Jane's personal commitment to the execution of a specific task?

0 1 2 3 4 5 6 7 8 9 10



6.8 GOOD

PERSONAL ACCOUNTABILITY: How likely is Jane to be responsible for the consequences of her own decisions and actions and not shift the focus or blame for poor performance to somewhere else or on others?

0 1 2 3 4 5 6 7 8 9 10



6.2 FAIR

The following scale is used throughout the report.

- 0 to 5.0 = POOR
- 5.1 to 6.6 = FAIR
- 6.7 to 7.6 = GOOD
- 7.7 to 8.8 = VG
- 8.9 to 10 = EX

Rev: 0.88-0.93

CRITICAL SUCCESS ATTRIBUTES

COMPONENT ANALYSIS FOR : Jane Doe

PROBLEM AND SITUATION ANALYSIS: To what degree can Jane identify the critical activities in a process? Is she able to break down the process into its component activities and understand what needs to be corrected?

0 1 2 3 4 5 6 7 8 9 10



7.8 VG

RESPECT FOR POLICIES: To what extent does Jane appreciate the value of conducting business affairs according to the intent of company policies and standards?

0 1 2 3 4 5 6 7 8 9 10



8.6 VG

SELF CONFIDENCE: To what degree does Jane tend to develop and maintain an inner strength based on the desire to succeed and on her belief that she possesses the capabilities to succeed?

0 1 2 3 4 5 6 7 8 9 10



8.8 VG

SELF DISCIPLINE AND SENSE OF DUTY: How strongly does Jane feel the need to be consistent and true to herself in her actions? Can she rule her own conduct and remain true to her ideals?

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

UNDERSTANDING ATTITUDE: How good is Jane at reading between the lines or understanding the body language, reticence, stress, and emotions of others?

0 1 2 3 4 5 6 7 8 9 10



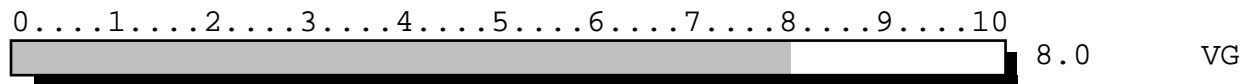
8.3 VG

THE CUSTOMER SERVICE ATTRIBUTE INDEX™ SUMMARY

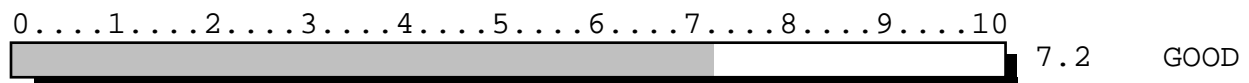
This summary is of the information presented in the remaining pages of the report. We've placed it here, ahead of the supporting information, to give you an overall picture and provide a quick glance at the individual strengths and weaknesses of the respondent.

COMPONENT ANALYSIS FOR : Jane Doe

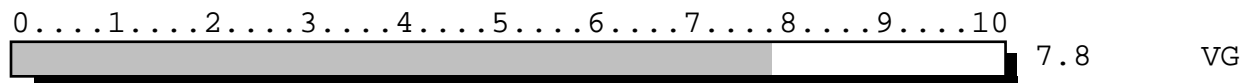
COMMUNICATING WITH CUSTOMERS



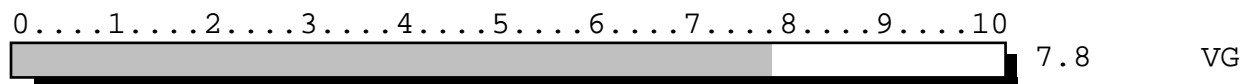
CONFLICT AND PROBLEM RESOLUTION



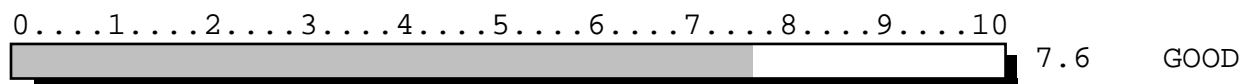
RELATING WITH OTHERS



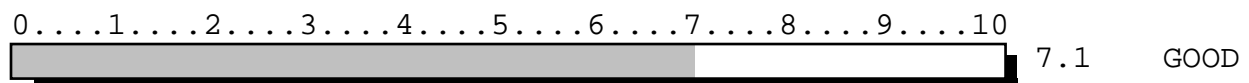
SELF MANAGEMENT



WORK ATTITUDE



WORK ETHIC



The following scale is used throughout the report.

- 0 to 5.0 = POOR
- 5.1 to 6.6 = FAIR
- 6.7 to 7.6 = GOOD
- 7.7 to 8.8 = VG
- 8.9 to 10 = EX

Rev: 0.88-0.93

COMMUNICATING WITH CUSTOMERS

"How well does Jane communicate with customers?" This measures Jane's ability to listen to and respond to the customer in an objective, efficient and professional manner.

COMPONENT ANALYSIS FOR : Jane Doe

EVALUATING WHAT IS SAID: How open is Jane toward other people and how willing is she to hear what others are saying, rather than what she thinks they should say or they are going to say?

0 1 2 3 4 5 6 7 8 9 10



7.3 GOOD

HUMAN AWARENESS: At this time, is Jane sufficiently capable of being conscious of the feelings and opinions of others? Does she see the unique individual value of other people instead of just seeing their organizational role or value?

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

SENSE OF TIMING: How good is Jane at evaluating a situation in such a way that statements, decisions, and actions are the most effective, accurate, and timely?

0 1 2 3 4 5 6 7 8 9 10



7.8 VG

SURRENDERING CONTROL: How comfortable is Jane with surrendering control of a given situation or its outcome to another person or a group of people, or does she feel a strong need to retain control herself?

0 1 2 3 4 5 6 7 8 9 10



8.5 VG

UNDERSTANDING ATTITUDE: How good is Jane at reading between the lines or understanding the body language, reticence, stress and emotions of others?

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

CONFLICT AND PROBLEM RESOLUTION

"Will Jane diffuse a conflict, or will she fuel it?" This measures Jane's ability to resolve a problem or conflict which involves people or customers.

COMPONENT ANALYSIS FOR : Jane Doe

EMOTIONAL CONTROL: To what extent does Jane tend to maintain a rational and objective demeanor when faced with a stressful or emotional situation? Will she usually act objectively, rather than impulsively and emotionally?

0 1 2 3 4 5 6 7 8 9 10



7.2 GOOD

INTEGRATIVE ABILITY: Currently, what is Jane's capability for identifying the elements of a problem situation, understanding which components are critical, and then deciding what to do?

0 1 2 3 4 5 6 7 8 9 10



7.1 GOOD

INTUITIVE DECISION MAKING: How accurately does Jane compile intuitive perceptions about a situation into an appropriate decision or action?

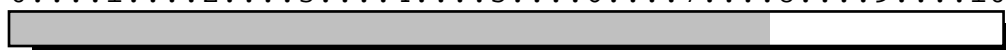
0 1 2 3 4 5 6 7 8 9 10



8.5 VG

PROBLEM AND SITUATION ANALYSIS: To what degree can Jane identify the critical activities in a process? Is she able to break down the process into its component activities and understand what needs to be corrected?

0 1 2 3 4 5 6 7 8 9 10



7.8 VG

SEEING POTENTIAL PROBLEMS: What is Jane's aptitude for structuring current situations in an ongoing scenario and being able to identify developments that could cause problems in the future?

0 1 2 3 4 5 6 7 8 9 10



8.2 VG

USING COMMON SENSE: What is Jane's ability to focus on practical thinking, to see the world clearly, and to make common sense decisions?

0 1 2 3 4 5 6 7 8 9 10



4.9 POOR

RELATING WITH OTHERS

"How well does Jane relate with others?" This measures Jane's ability to understand and appreciate customer needs and to deal with customers in a concerned but objective manner.

COMPONENT ANALYSIS FOR : Jane Doe

ATTITUDE TOWARD OTHERS: To what extent does Jane tend to maintain a positive, open and objective attitude toward others?

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

EMOTIONAL CONTROL: To what extent does Jane tend to maintain a rational and objective demeanor when faced with a stressful or emotional situation? Will she usually act objectively, rather than impulsively and emotionally?

0 1 2 3 4 5 6 7 8 9 10



7.2 GOOD

FREEDOM FROM PREJUDICES: How well can Jane readily prevent prejudices from entering into and affecting an interpersonal relationship?

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

HANDLING REJECTION: How well does Jane tend to avoid taking rejection or criticism in an overly personal manner? Does she tend to value herself based too much on her external accomplishments, rather than based on her internal self-belief?

0 1 2 3 4 5 6 7 8 9 10



6.6 FAIR

RELATING TO OTHERS: How well does Jane gain personal insight into others, and how effectively does she coordinate that information and knowledge of others into productive interactions?

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

EMPATHETIC OUTLOOK: What is Jane's present capacity to perceive and understand the feelings and attitudes of others or to place herself in the shoes of another?

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

SELF MANAGEMENT

"Is Jane an effective manager of Jane?" This category takes a look at how Jane manages herself and the capacity she has to develop herself.

COMPONENT ANALYSIS FOR : Jane Doe

HANDLING STRESS: What is Jane's ability to balance and defuse inner tensions and stress? Such tensions, if allowed to build up, might interfere with her ability to perform up to her potential.

0 1 2 3 4 5 6 7 8 9 10



8.6 VG

PERSONAL ACCOUNTABILITY: How likely is Jane to be responsible for the consequences of her own decisions and actions and not shift the focus or blame for poor performance to somewhere else or on others?

0 1 2 3 4 5 6 7 8 9 10



6.2 FAIR

SELF ASSESSMENT: How proficient and practiced is Jane at taking her ability to evaluate the skills and techniques of others and turning it inward to evaluate herself in a similar fashion?

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

SELF CONFIDENCE: To what degree does Jane tend to develop and maintain an inner strength based on the desire to succeed and on her belief that she possesses the capabilities to succeed?

0 1 2 3 4 5 6 7 8 9 10



8.8 VG

INTERNAL SELF CONTROL: What is Jane's tendency to remain calm and cool under pressure? Whereas "Emotional Control" relates to Jane's external actions when stressed, this capacity is an assessment of her ability to remain calm inside.

0 1 2 3 4 5 6 7 8 9 10



7.8 VG

SELF DISCIPLINE AND SENSE OF DUTY: How strongly does Jane feel the need to be consistent and true to herself in her actions? Can she rule her own conduct and remain true to her ideals?

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

WORK ATTITUDE

"What attitude does Jane bring to work everyday?" This measures Jane's ability to feel satisfied and competent in her job and to work in a persistent and consistent manner.

COMPONENT ANALYSIS FOR : Jane Doe

CONSISTENCY AND RELIABILITY: How strong is Jane's internal need to be conscientious in her personal or professional efforts, to be both consistent and reliable in her life roles?

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

FOLLOWING DIRECTIONS: To what degree does Jane tend to hear, understand and follow directions or instructions effectively? This is her willingness to postpone making personal decisions or taking action until she has listened to what she is being asked to do.

0 1 2 3 4 5 6 7 8 9 10



8.0 VG

HANDLING STRESS: What is Jane's ability to balance and defuse inner tensions and stress? Such tensions, if allowed to build up, might interfere with her ability to perform up to her potential.

0 1 2 3 4 5 6 7 8 9 10



8.6 VG

PERSISTENCE: How likely is Jane to stay the course in times of difficulty? Does she readily face adversity and obstacles without flinching?

0 1 2 3 4 5 6 7 8 9 10



6.8 GOOD

PERSONAL ACCOUNTABILITY: How likely is Jane to be responsible for the consequences of her own decisions and actions, and not shift the focus or blame for poor performance to somewhere else or on others?

0 1 2 3 4 5 6 7 8 9 10



6.2 FAIR

ROLE CONFIDENCE: How clearly does Jane see her role in the world or at work? Does she view it as being positive, practical and functional, and does she see herself as valuable in that role?

0 1 2 3 4 5 6 7 8 9 10



8.6 VG

WORK ETHIC

"Is Jane a hard and honest worker?" This is an overall assessment of Jane's work ethic. It involves her ability to meet pre-set standards, respect company policies and property, possess a strong work ethic, and make decisions which take into consideration the needs of everyone involved (e.g. herself, others and the company).

COMPONENT ANALYSIS FOR : Jane Doe

ATTITUDE TOWARD HONESTY: Is Jane open to being honest even when it involves reporting her own lack of results or the dishonesty of others?

0 1 2 3 4 5 6 7 8 9 10



6.8 GOOD

BALANCED DECISION MAKING: The ability to be objective and to evaluate fairly the different aspects of a situation is very important. How well does Jane make ethical decisions that take into account all aspects and components involved?

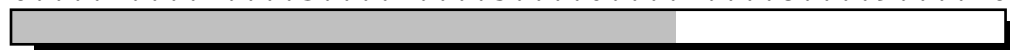
0 1 2 3 4 5 6 7 8 9 10



6.5 FAIR

JOB ETHIC: How strong is Jane's personal commitment to the execution of a specific task?

0 1 2 3 4 5 6 7 8 9 10



6.8 GOOD

MEETING STANDARDS: How clearly is Jane able to see and understand the basic requirements established for a job and how committed will she then tend to be in meeting them?

0 1 2 3 4 5 6 7 8 9 10



8.0 VG

RESPECT FOR POLICIES: To what extent does Jane appreciate the value of conducting business affairs according to the intent of company policies and standards?

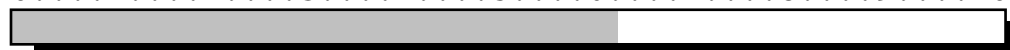
0 1 2 3 4 5 6 7 8 9 10



8.6 VG

RESPECT FOR PROPERTY: What is Jane's understanding and appreciation for the value of protecting and using company property correctly?

0 1 2 3 4 5 6 7 8 9 10



6.2 FAIR

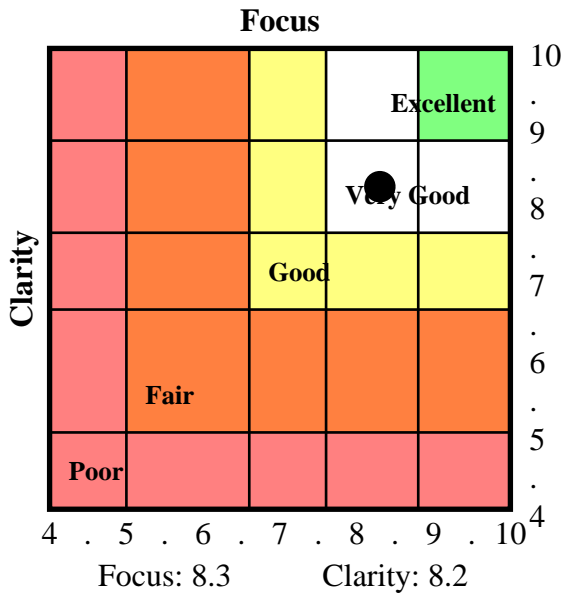
CLARITY AND FOCUS

For consulting and coaching

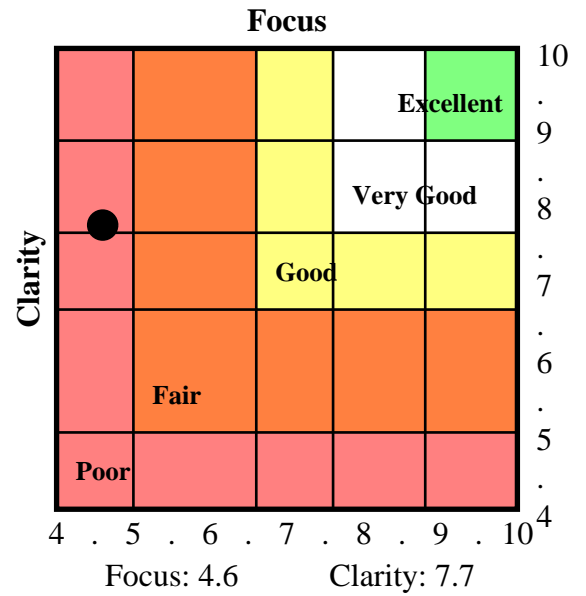
*CLARITY: The degree to which one can discern patterns, order and relationships related to specific dimensions.
 FOCUS: The degree to which one maintains targeted attention toward a specific factor or set of factors.*

Jane Doe

INTERNAL



EXTERNAL



CUSTOMER SERVICE-DIMENSIONAL BALANCE

For consulting and coaching

EXTERNAL FACTORS (Part 1)

*** Intrinsic Dimension**

Empathetic Outlook 8.3

How do you value others?

Attitude Toward Others
Human Awareness
Relating To Others
Understanding Attitude

*** Extrinsic Dimension**

Practical Thinking 6.2

How practically do you see the world?

Consistency And Reliability

*** Systemic Dimension**

Systems Judgment 8.6

How do you value systems and order?

Respect For Policies

INTERNAL FACTORS (Part 2)

*** Intrinsic Dimension**

Self Esteem 8.6

How do you value yourself?

Emotional Control
Handling Rejection
Handling Stress
Self Assessment
Internal Self Control

*** Extrinsic Dimension**

Role Awareness 8.6

How do you value what you do?

Persistence

*** Systemic Dimension**

Self Direction 7.4

What guides or drives your actions?

Self Discipline And Sense Of Duty

POSITIONAL SELF-ANALYSIS SHEET

Based on what you learned from Step 1, choose the 5 most highly scored capacities from your Attribute Index which you feel play a significant role in your daily activities, and write the name and score below under “Maximizers”. Repeat this process with the 5 most poorly scored capacities and record them under “Minimizers” below.

Next, to the right of each list under “Real-World Impact”, give as many real-world examples as you can of how these Maximizers benefit your endeavors. Repeat this process for the Minimizers you’ve listed as well.

<p>Example: Title (Sales Representative) <u>Maximizers:</u> <i>Handling Rejection (9.6) Very Good</i></p>	<p><u>Real-World Impact:</u> <i>Because I don't take rejection as a personal affront to my self esteem I am able to keep going in the face of lots of adversity.</i></p>
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Maximizers:

Real-World Impact:

Minimizers:

Real-World Impact:

CORE ATTRIBUTE LIST

For consulting and coaching

- Self Confidence (8.8)
- Realistic Personal Goal Setting (8.8)
- Conceptual Thinking (8.6)
- Results Orientation (8.6)
- Handling Stress (8.6)
- Project Scheduling (8.6)
- Conveying Role Value (8.6)
- Respect For Policies (8.6)
- Self Esteem (8.6)
- Role Confidence (8.6)
- Systems Judgment (8.6)
- Sense Of Belonging (8.6)
- Self Improvement (8.6)
- Material Possessions (8.6)
- Role Awareness (8.6)
- Enjoyment Of The Job (8.6)
- Intuitive Decision Making (8.5)
- Surrendering Control (8.5)
- Proactive Thinking (8.5)
- Creativity (8.5)
- Attitude Toward Others (8.3)
- Freedom From Prejudices (8.3)
- Realistic Expectations (8.3)
- Self Assessment (8.3)
- Evaluating Others (8.3)
- Correcting Others (8.3)
- Developing Others (8.3)
- Realistic Goal Setting For Others (8.3)
- Human Awareness (8.3)
- Understanding Motivational Needs (8.3)
- Understanding Prospect's Motivations (8.3)
see Understanding Motivational Needs
- Long Range Planning (8.3)
- Relating To Others (8.3)
- Sensitivity To Others (8.3)
- People Reading (8.3) *see Understanding Attitude*
- Understanding Attitude (8.3)
- Empathetic Outlook (8.3)
- Monitoring Others (8.3)
- Personal Relationships (8.3)
- Seeing Potential Problems (8.2)
- Problem Solving (8.1)
- Following Directions (8.0)
- Personal Commitment (8.0)
- Commitment To The Job (8.0) *see Personal Commitment*
- Gaining Commitment (8.0)
- Meeting Standards (8.0)
- Persuading Others (8.0)
- Problem And Situation Analysis (7.8)
- Internal Self Control (7.8)
- Sense Of Timing (7.8)
- Attention To Detail (7.4)
- Consistency And Reliability (7.4)
- Personal Drive (7.4)
- Self Discipline And Sense Of Duty (7.4)
- Quality Orientation (7.4)
- Initiative (7.4)
- Self Direction (7.4)
- Sense Of Mission (7.4)
- Self Management (7.4)
- Leading Others (7.3)
- Evaluating What Is Said (7.3)
- Accurate Listening (7.3) *see Evaluating What Is Said*
- Emotional Control (7.2)
- Theoretical Problem Solving (7.1)
- Integrative Ability (7.1)
- Job Ethic (6.8)
- Persistence (6.8)
- Attitude Toward Honesty (6.8)
- Self Starting Ability (6.7)
- Handling Rejection (6.6)
- Balanced Decision Making (6.5)
- Problem Management (6.3)
- Concrete Organization (6.2)
- Personal Accountability (6.2)
- Respect For Property (6.2)
- Status And Recognition (6.2)
- Practical Thinking (6.2)
- Taking Responsibility (6.2) *see Personal Accountability*
- Accountability For Others (6.1)
- Project And Goal Focus (6.0)
- Goal Directedness (6.0) *see Project And Goal Focus*
- Using Common Sense (4.9)