



# ***CUSTOMER SERVICE SKILLS***

## **FEEDBACK REPORT**

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**Sample Report  
8/3/2010**



# INTRODUCTION

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This Customer Service Skills Feedback Report consists of four components, which are described below.

## **1. Overall Summary**

The summary results chart provides a quick visual representation of your scores in the seven competencies that make up the Customer Service Skills profile. The areas to concentrate on are those scores 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 Descriptions**

There are 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 question is from.

## **4. Development Plan**

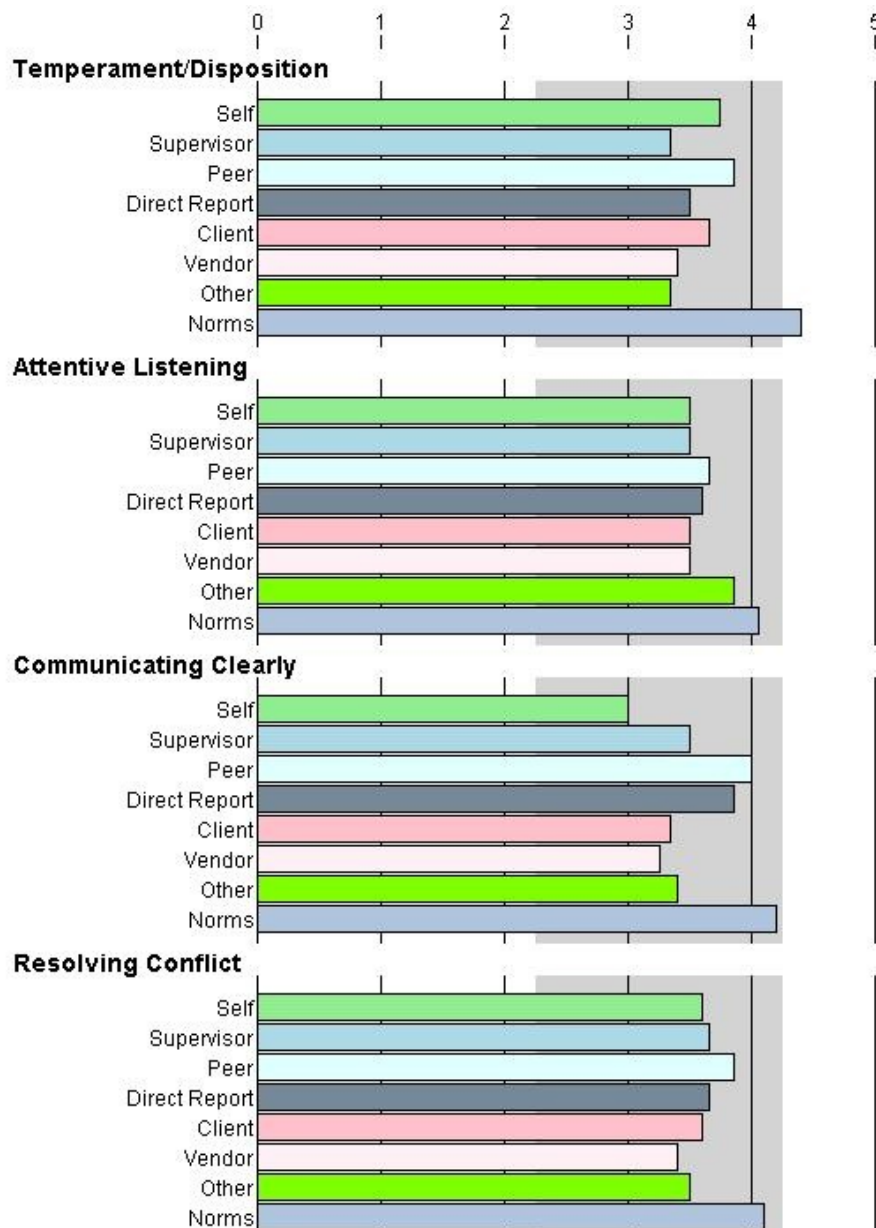
The development plan lists questions with the five lowest scores from the assessment and puts them into a one-page template. Individuals can use this template to record the specific actions they plan to take over the next twelve months based on the general guidance offered in their feedback report.

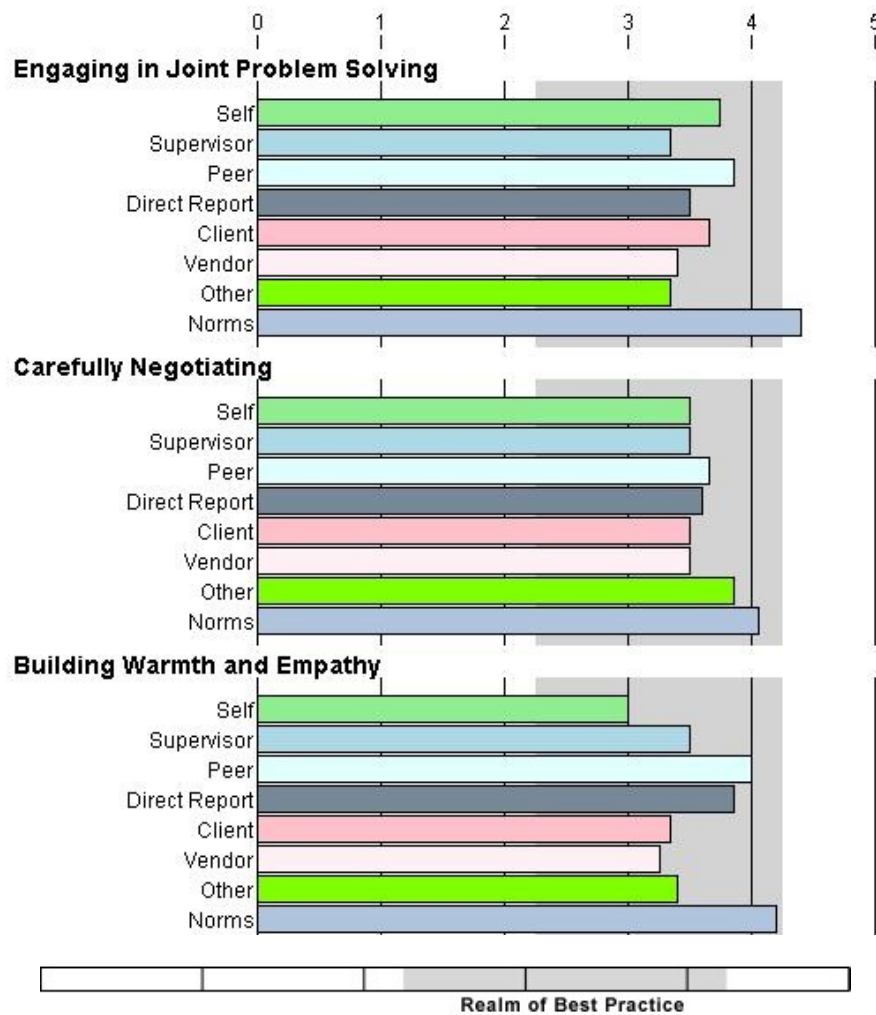
### **Note on 360 Degree Feedback**

If you received feedback from your supervisor, direct reports or peers using this assessment, please note the following: Ratings responses from all persons who completed the assessment are averaged to produce the results in the 10/10 Report and the Development Plan.



# OVERALL SUMMARY





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



# TEMPERAMENT/DISPOSITION

This section on Temperament/Disposition refers to an individual's internal desire to derive value and enjoyment from his or her 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)

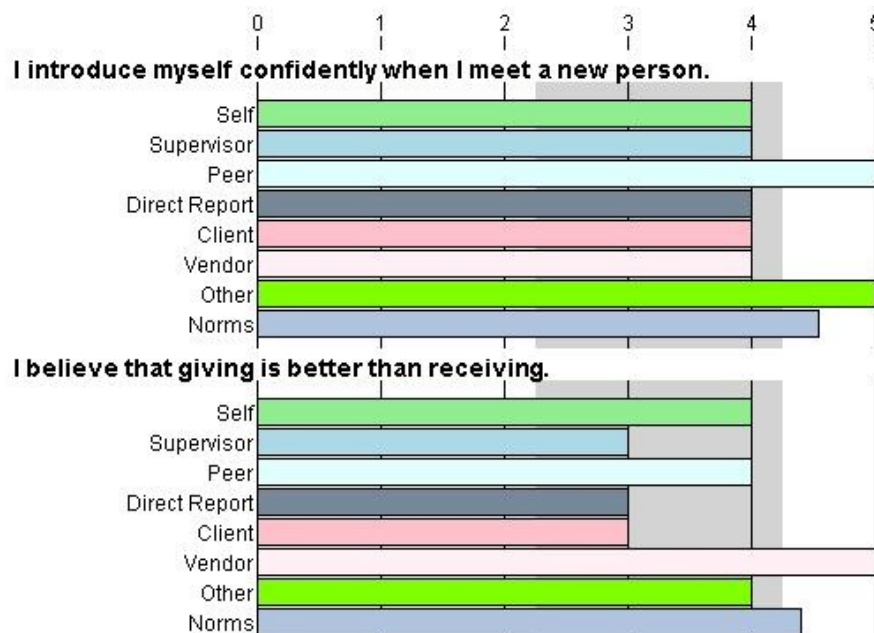
Response ratings predominantly in the ones and twos ("occasionally" and "almost never") suggest that this individual is basically a loner, doing many things alone, rather than with and through other people. Such individuals are also likely to be selective about who they talk to, and tend to only communicate if there is a specific reason to initiate contact.

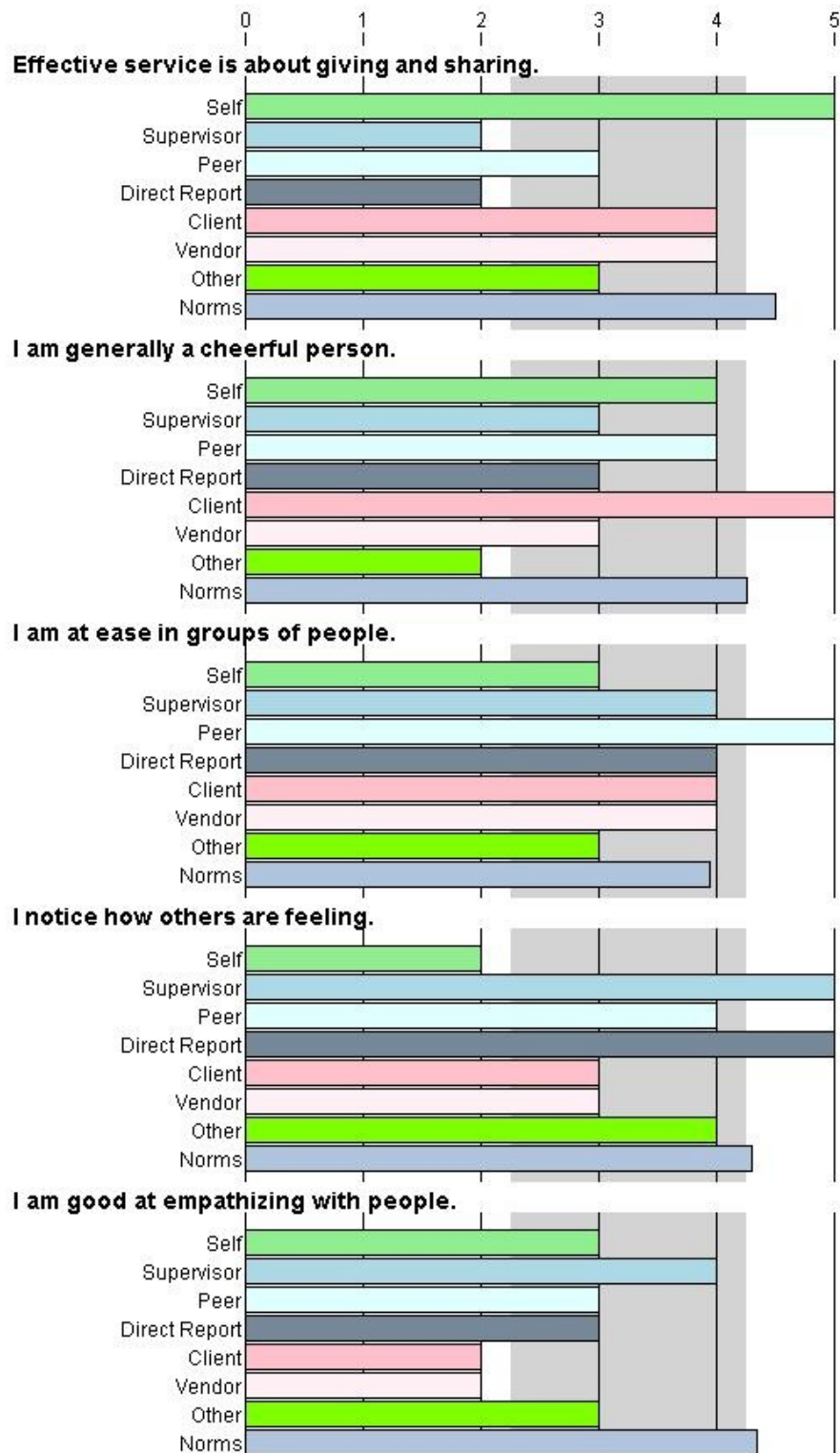
Low scorers are likely to lack general confidence about meeting or dealing with new people, and tend to keep to themselves. Such individuals are likely to consider most relationships to be transactional or only for the purpose of making an exchange of some kind on a like-for-like basis, rather than for mutual support and help.

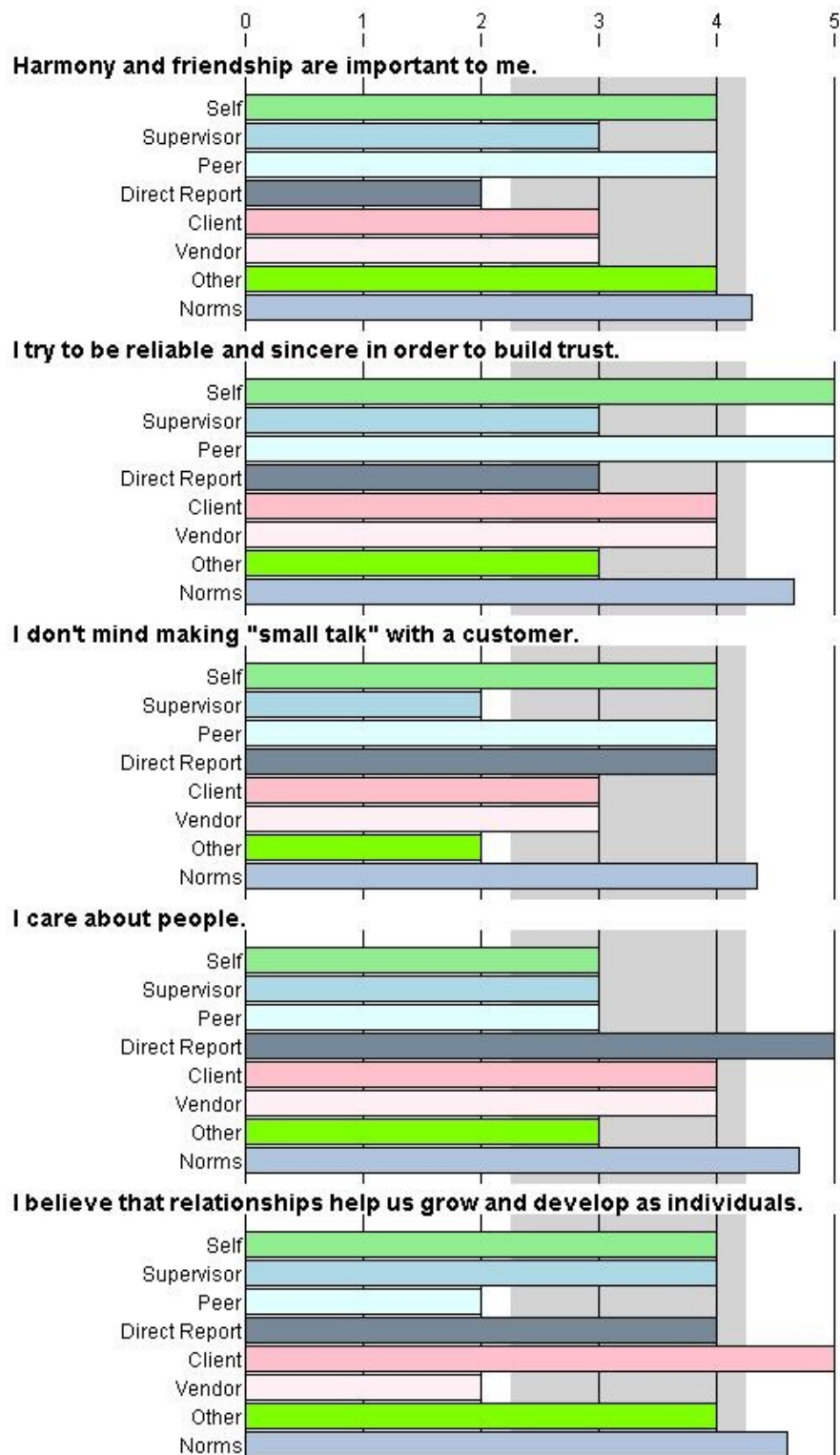
### HIGH (greater than 3.5)

Response ratings 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.









**This section on Temperament/Disposition refers to an individual's internal desire to derive value and enjoyment from his or her 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.**

### **Recommendations for Overall Improvement**

Low scorers need to find ways to feel more comfortable simply talking to people and need to be more accepting of 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.

### **Ways to Strengthen or Improve Temperament/Disposition**

- Develop the ability to look at problems 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)

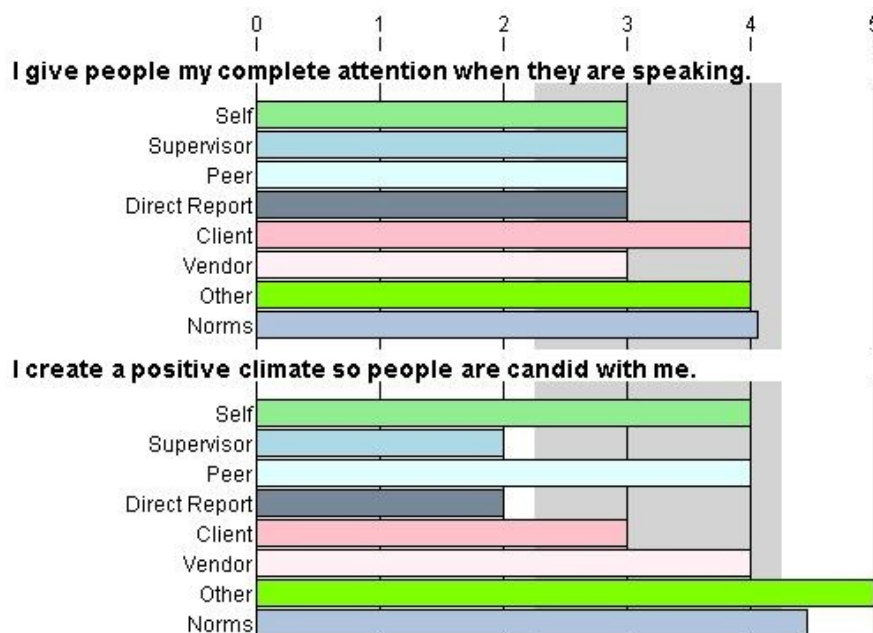
Response ratings predominantly in the ones and twos ("occasionally" and "almost never") suggest that this individual is unlikely to give their full attention to customers offering feedback, making requests, or expressing concerns. Such individuals choose to focus more on what they want to say than on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

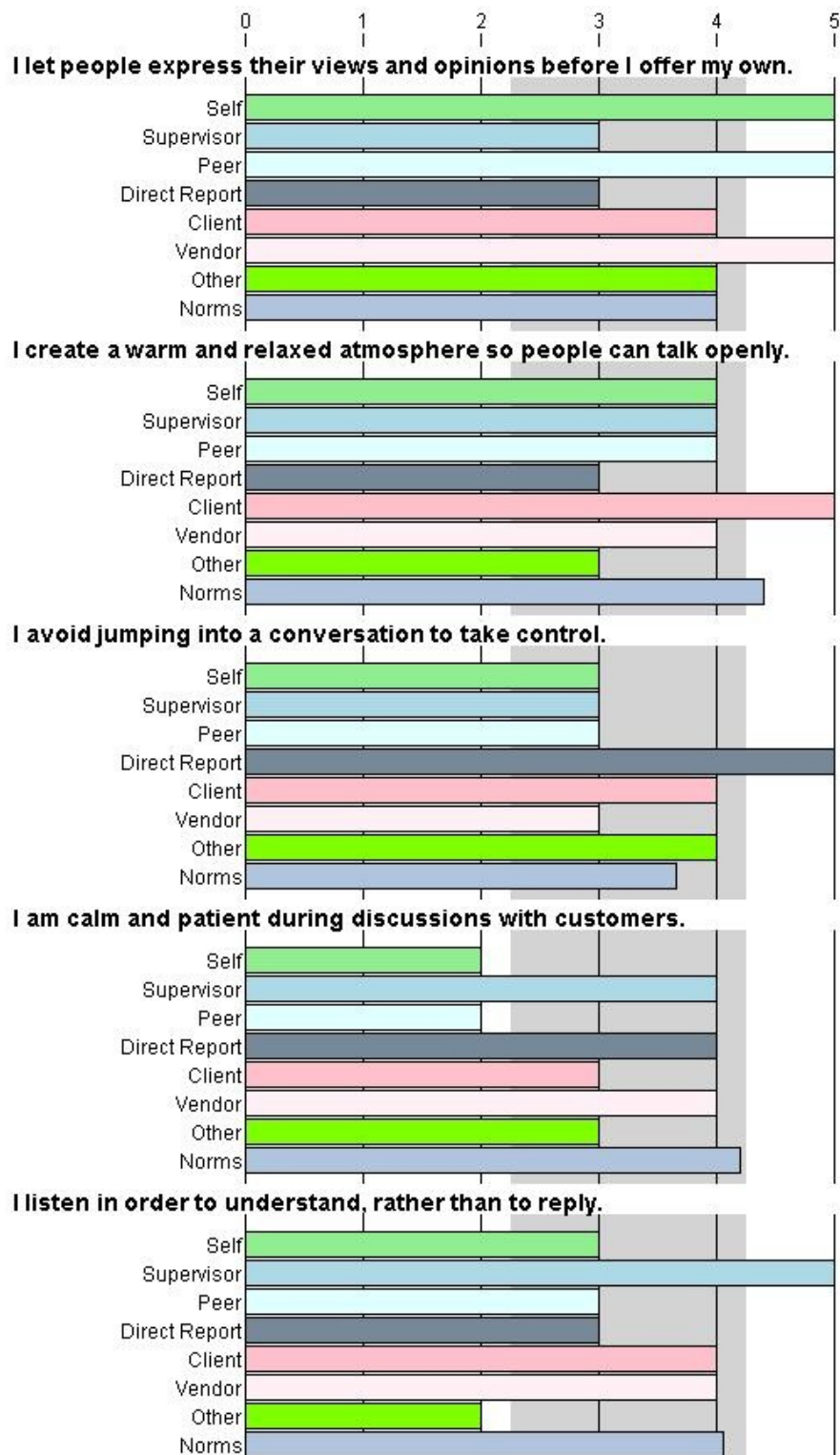
A low scorer is someone customers tend to avoid contact with because they do not believe their feedback will be fully valued or used to resolve the problem. Low scorers often give the impression that they are impatient and distracted, and therefore have only limited time to offer good service or support.

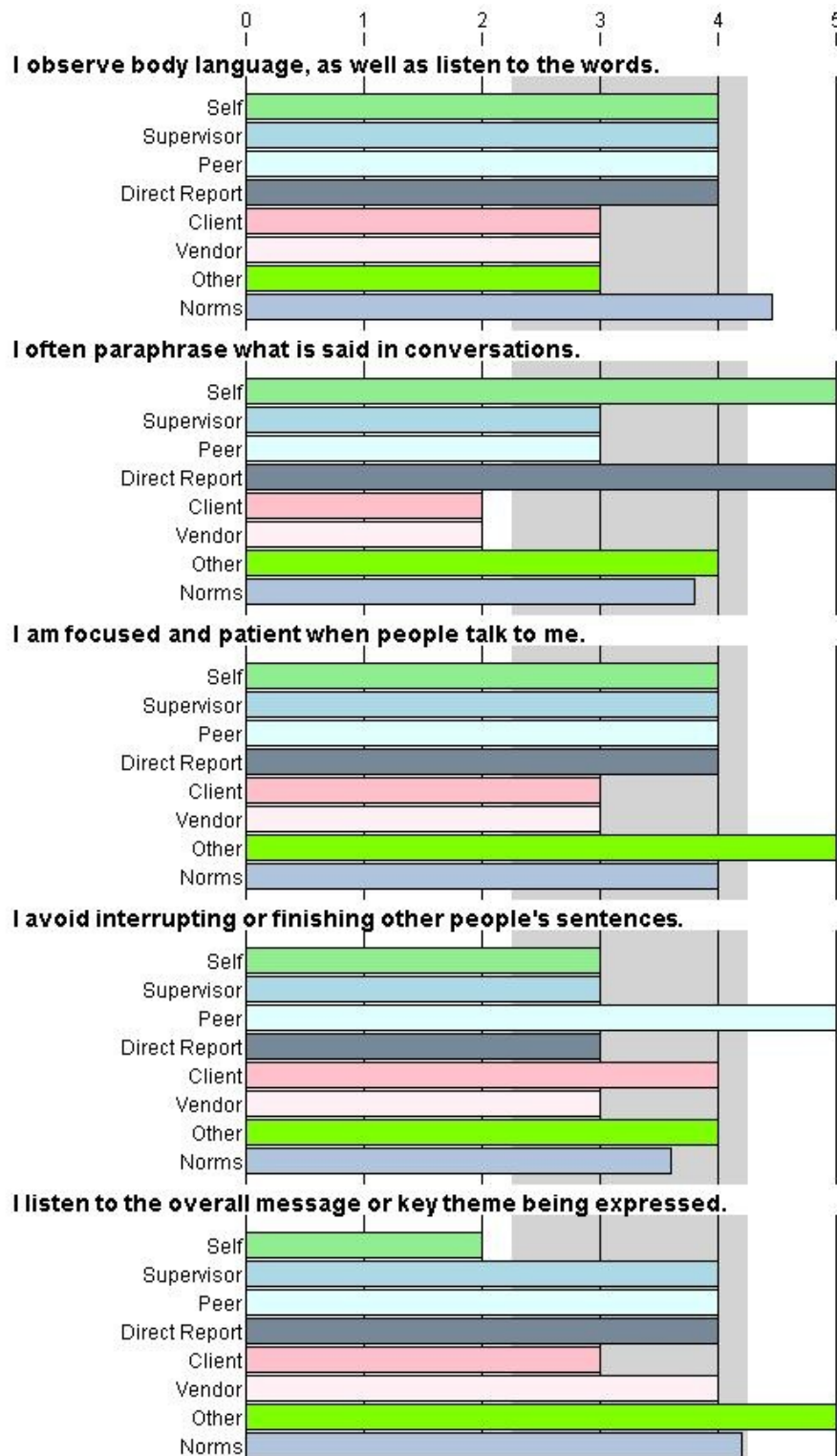
### HIGH (greater than 3.5)

Response ratings 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 when responding to 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.







**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.**

### **Recommendations for Overall Improvement**

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.

### **Ways to Strengthen or Improve 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.

AGGREGATE SELF SCORE ( 3.48 ) 

## Interpretation

### LOW (less than 2.75)

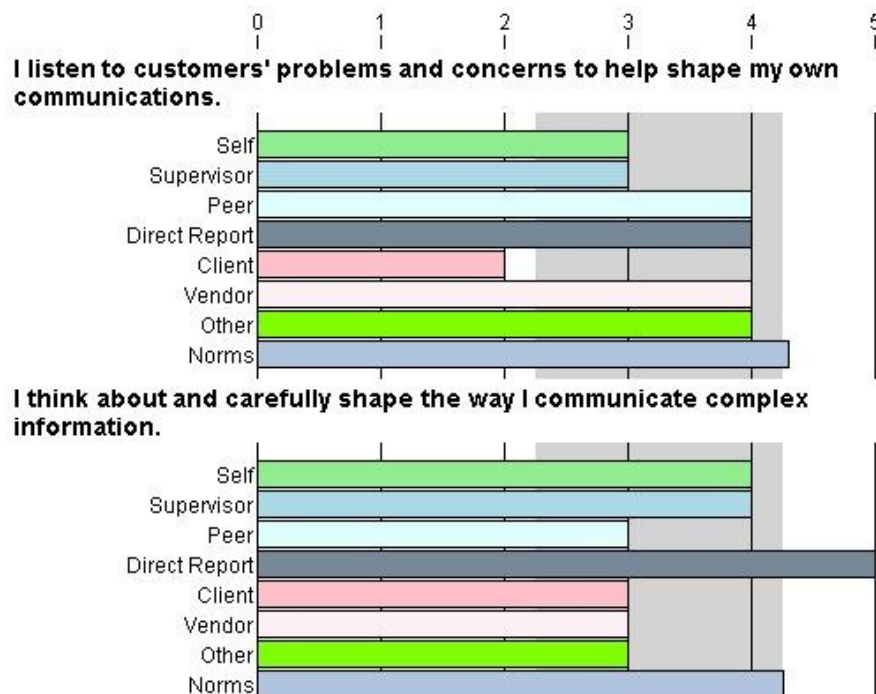
Response ratings predominantly in the ones and twos ("occasionally" and "almost never") suggest that you tend to ignore or forget the needs of different customer groups. You are not likely to select the most appropriate communication channels, and in fact tend to use only one communication or delivery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

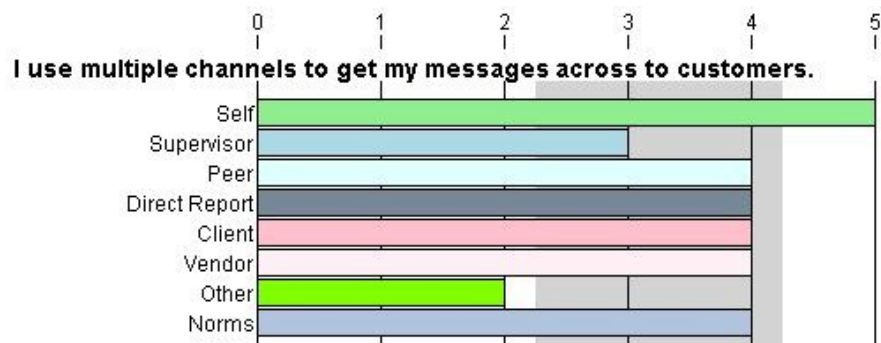
A low scorer is likely to find communication challenging and perhaps even taxing, and something to get over and done with as quickly as possible. Communicating is likely to be a chore. This attitude affects his or her understanding and consequent actions.

### HIGH (greater than 3.5)

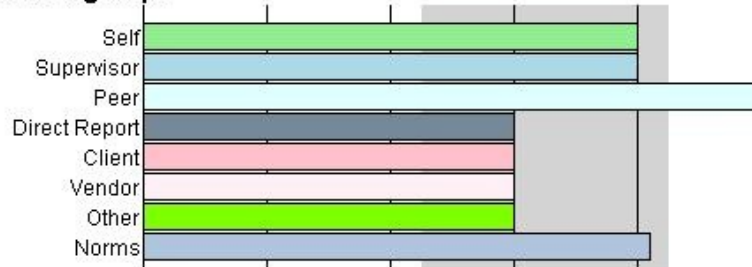
Response ratings predominantly in the fours and fives ("almost always" and "very frequently") suggest that you think carefully about the channels that you use to transmit a message and the most appropriate way to communicate it. To do this, you try hard to always be clear, concise, and consistent in what is said or done.

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

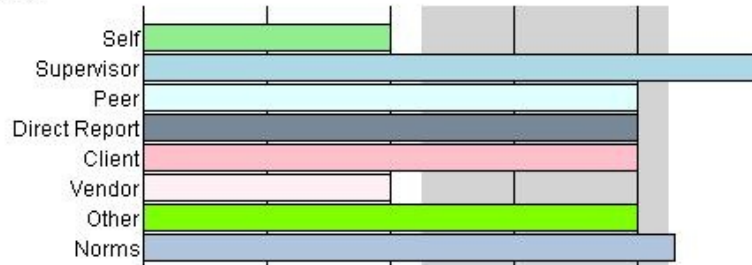




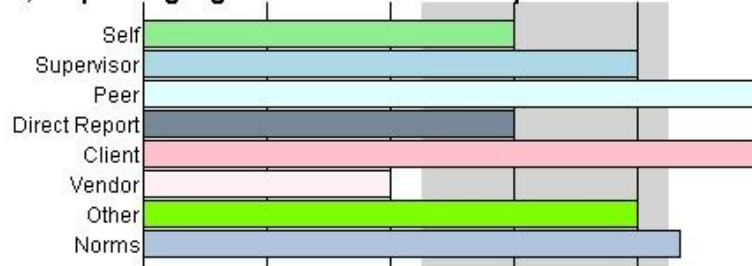
**I am very aware of the needs of each "audience" whether it is an individual or a group.**



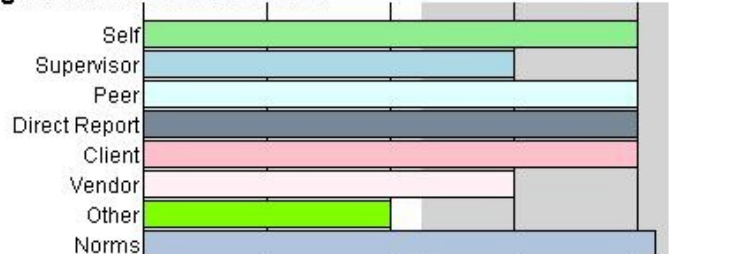
**I ask as many questions as are necessary to get a clear view of what is possible.**

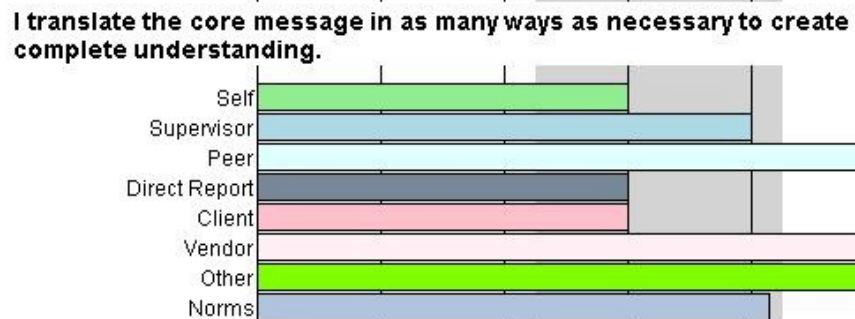
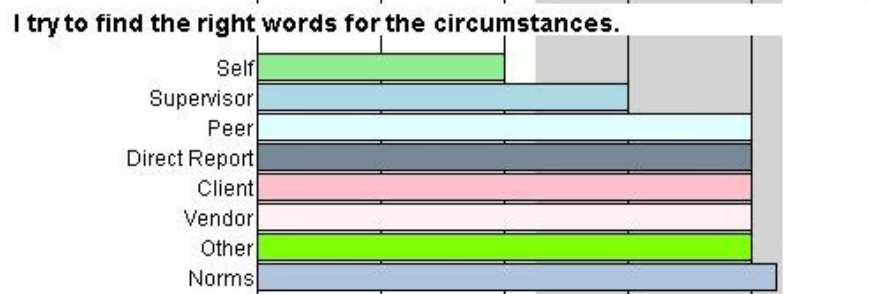
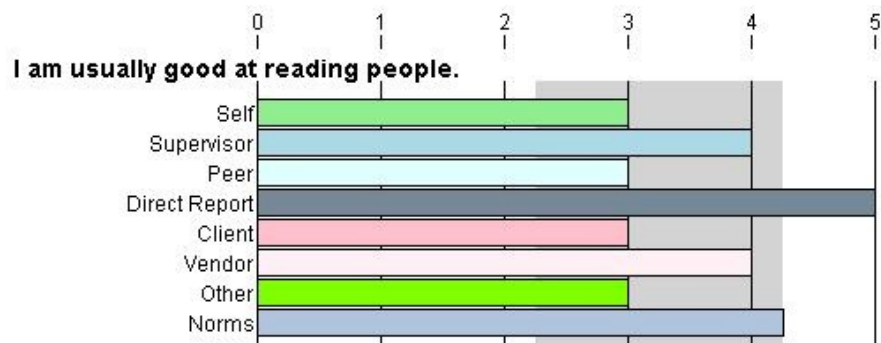


**I use clear, simple language to describe action steps.**



**I openly give and receive feedback.**







**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.**

### **Recommendations for Overall Improvement**

Low scorers need to think more about the variety of ways that customers prefer to receive information and learn 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.

### **Ways to Strengthen or Improve 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)

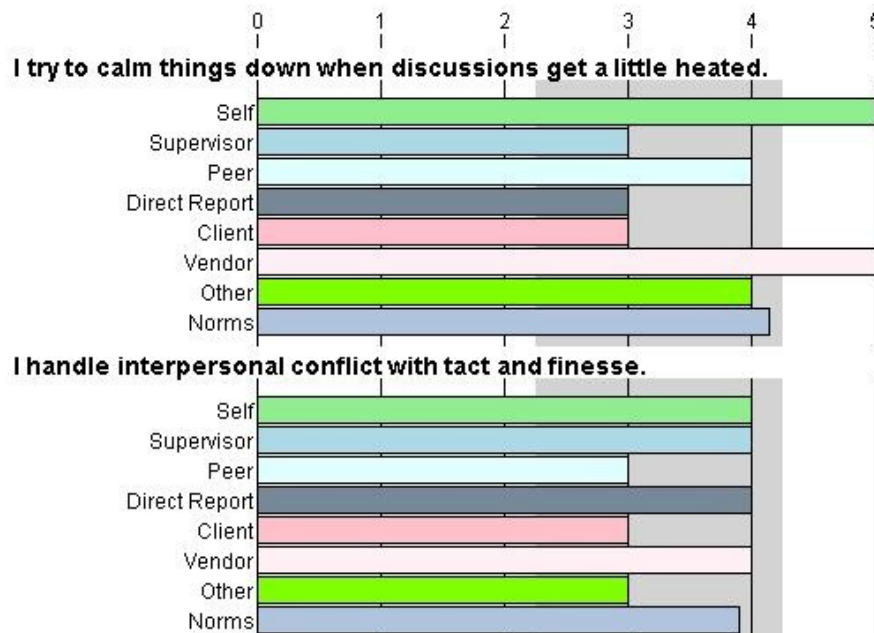
Response ratings predominantly in the ones and twos ("occasionally" and "almost never") suggest that you find conflict personally difficult and even stressful. You are likely to become overly emotional in a conflict situation, rather than immediately look for ways to address the real underlying issues that caused the conflict to occur.

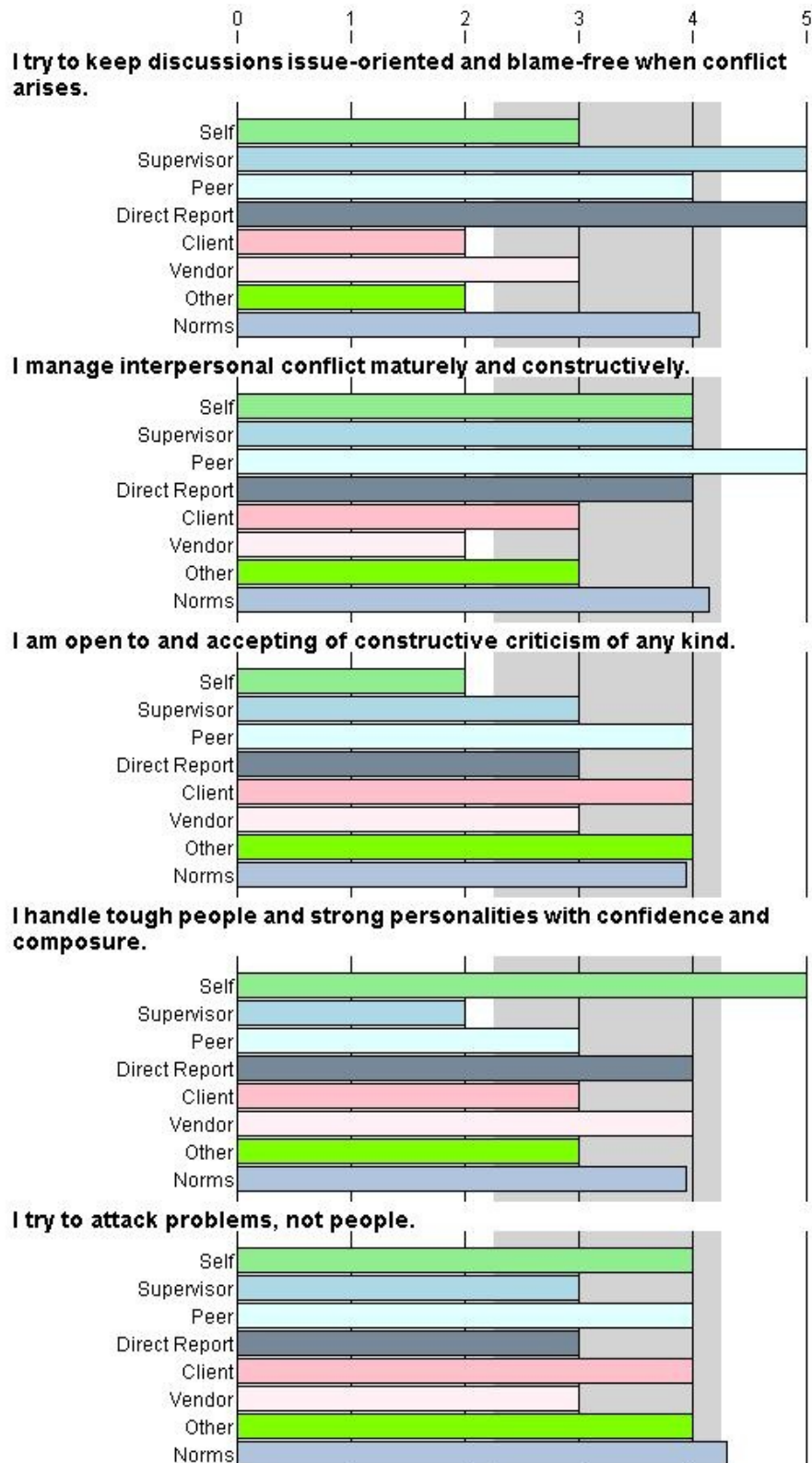
A low scorer is likely to want to run away from the conflict situation or to concede important points or even become overly argumentative or stubborn, perhaps irritating the customer even further. In some conflict situations, low scorers tend to engage in too many personal or emotional exchanges and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

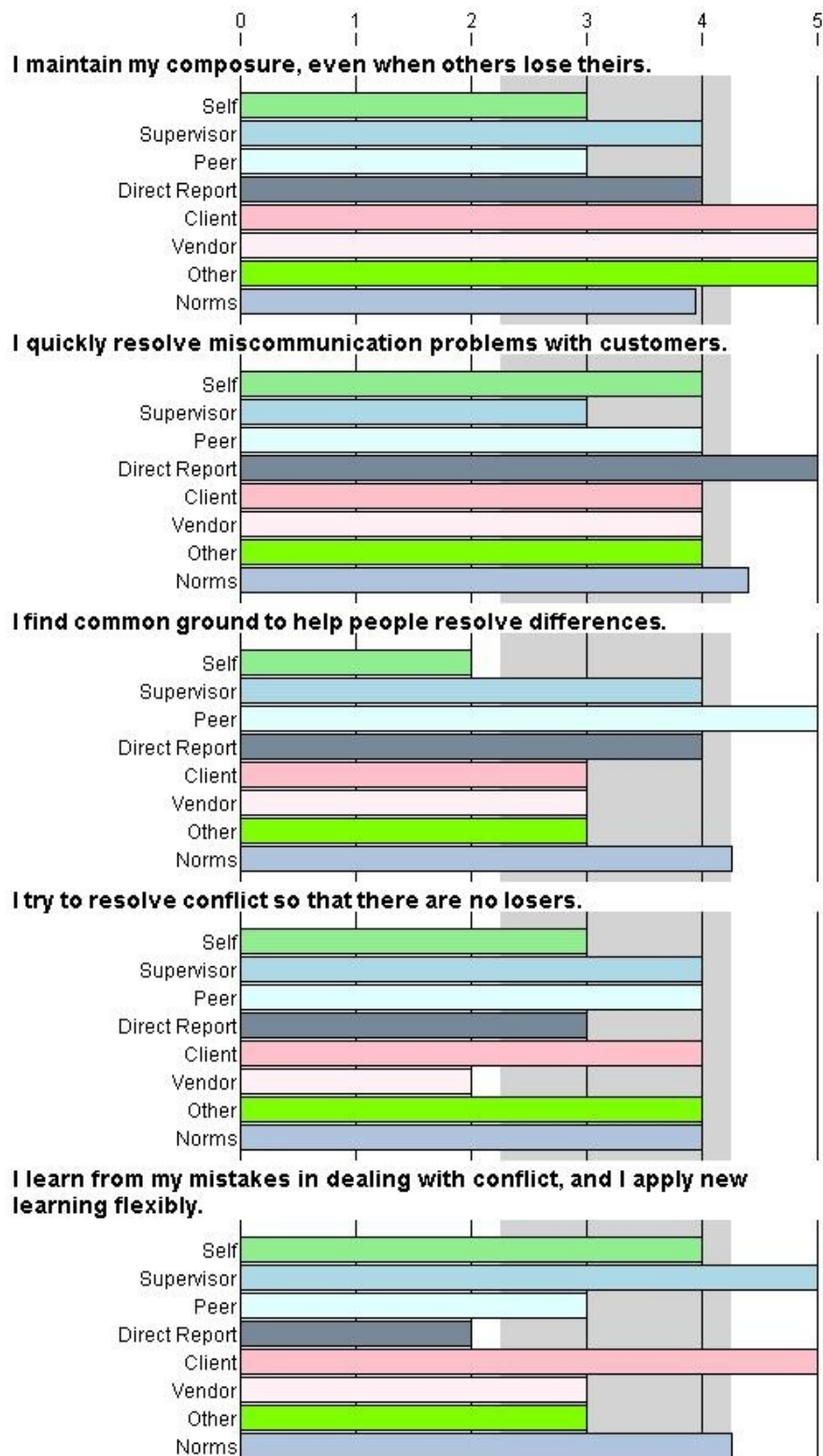
### HIGH (greater than 3.5)

Response ratings predominantly in the fours and fives ("almost always" and "very frequently") suggest that you deal 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 in order to become even more adept at resolving disputes.







**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.**

### **Recommendations for Overall Improvement**

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 problem that causes them concern.

### **Ways to Strengthen or Improve 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 things calm and the discussion on an even keel.
- 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.

AGGREGATE SELF SCORE ( 3.54 ) 

## Interpretation

### LOW (less than 2.75)

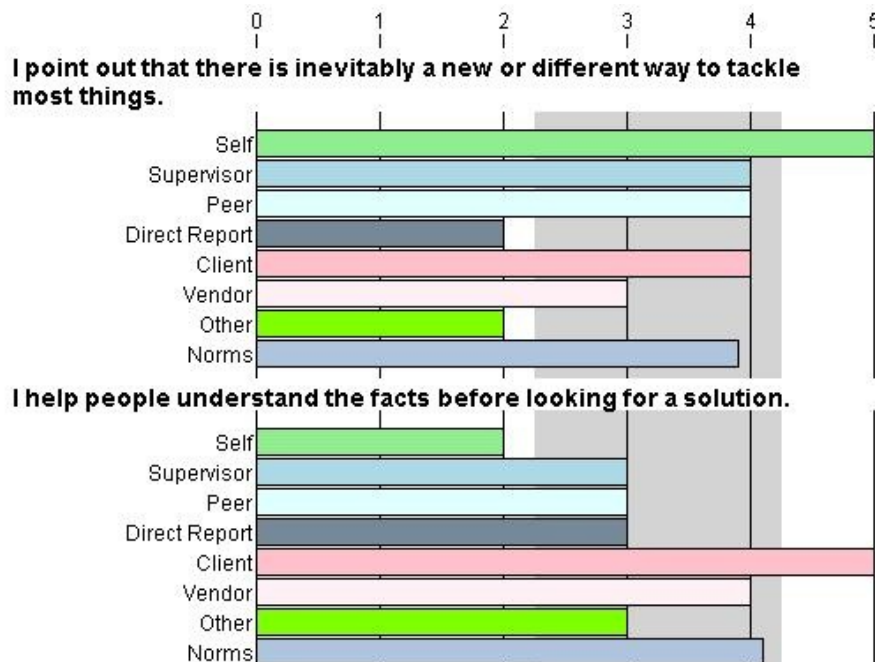
Response ratings predominantly in the ones and twos ("occasionally" and "almost never") suggest that you rarely suggest creative ways to analyze and solve problems. You are likely to steer customers toward accepting arbitrary or constraining rules or boundaries, thus inhibiting your ability to find a better solution.

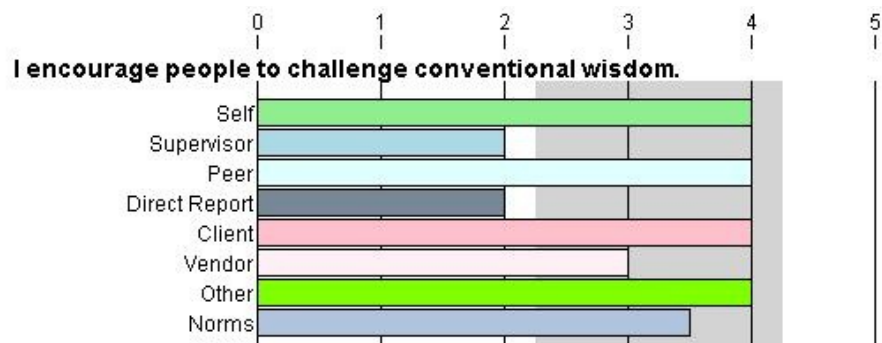
A low scorer is likely to have only limited skills to help customers look rigorously at the situations or circumstances that they face and less likely to use careful sifting and analysis to come up with solutions. He or she generally lacks knowledge or appropriate understanding in how to use problem-solving 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)

Response ratings predominantly in the fours and fives ("almost always" and "very frequently") suggest that you encourage customers to look at problems or issues from different viewpoints and use a range of different analysis tools to do so. You are likely to encourage them to generate several possible solutions and to carefully evaluate the one most likely to provide the best possible course of 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.





**I routinely demonstrate and use a range of problem-solving methods and tools.**



**I quickly help people separate assumptions from hard evidence.**



**I make sure that apples are being compared with apples when solving problems.**



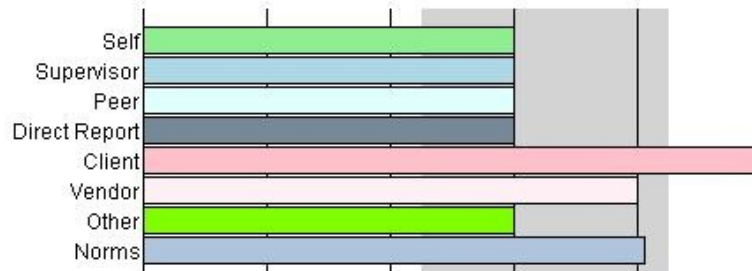
**I get people to challenge paradigms or sacred cows.**



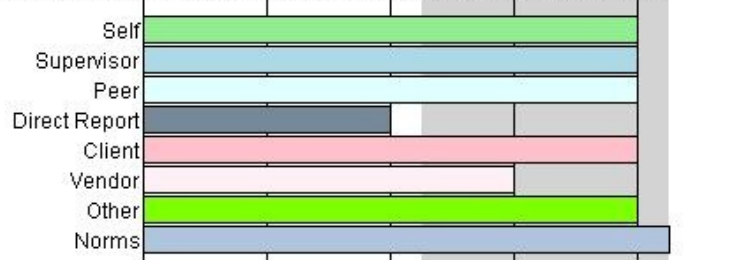


0 1 2 3 4 5

**I help people identify several possible answers or options, not just one.**



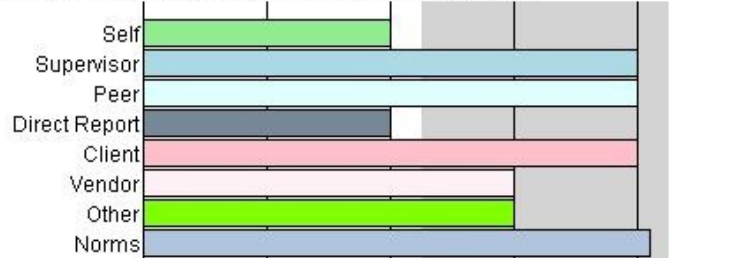
**I try to identify the consequences of various courses of action.**



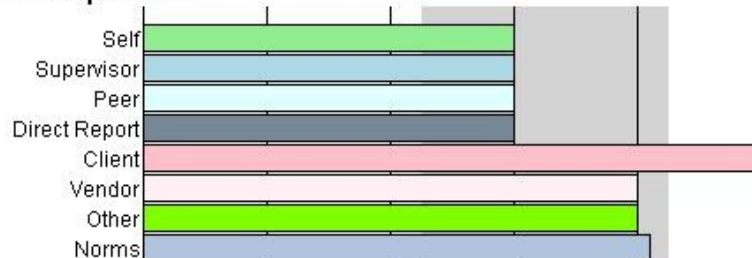
**I encourage customers to look for the context of the issue or problem.**



**I invite customers to work with me to find solutions.**



**I ask probing and incisive questions to help customers discover the real cause of a problem.**



**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.**

### **Recommendations for Overall Improvement**

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 problems or concerns in new contexts or from different viewpoints.

### **Ways to Strengthen or Improve 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 on solutions or respond 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.

AGGREGATE SELF SCORE ( 3.58 ) 

## Interpretation

### LOW (less than 2.75)

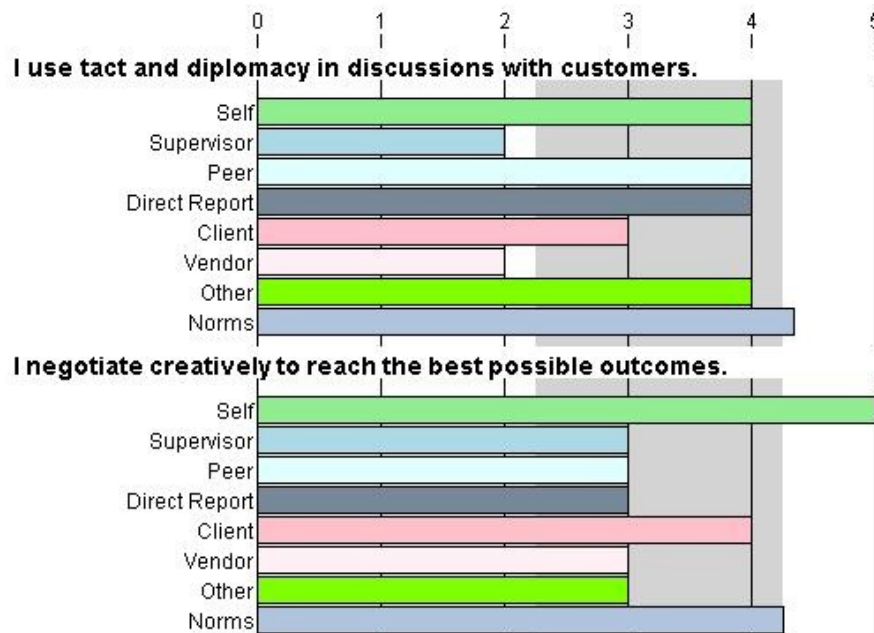
Response ratings predominantly in the ones and twos ("occasionally" and "almost never") suggest that you do not always feel comfortable or entirely in control when negotiating or dealing with a customer. It is likely that either the customer dominates the discussion or you fail to work hard enough to generate ways to overcome apparent areas of difference.

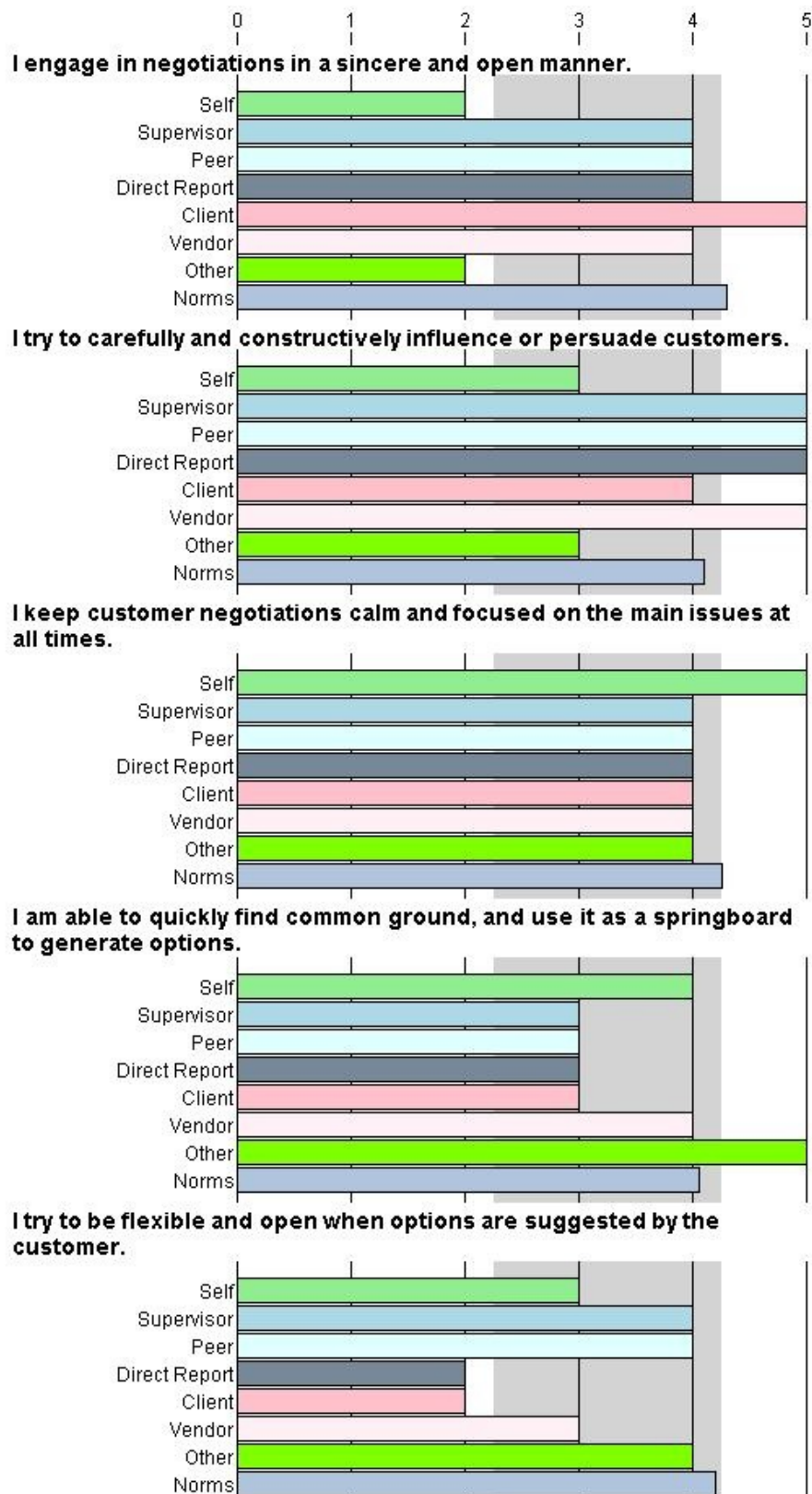
A low scorer is likely to enter into discussions with customers with too many pre-set ideas, and hence does not always forcefully push for outcomes that are preferred by the organization. Customers are more likely to cut off the discussion before possible courses of action can be debated.

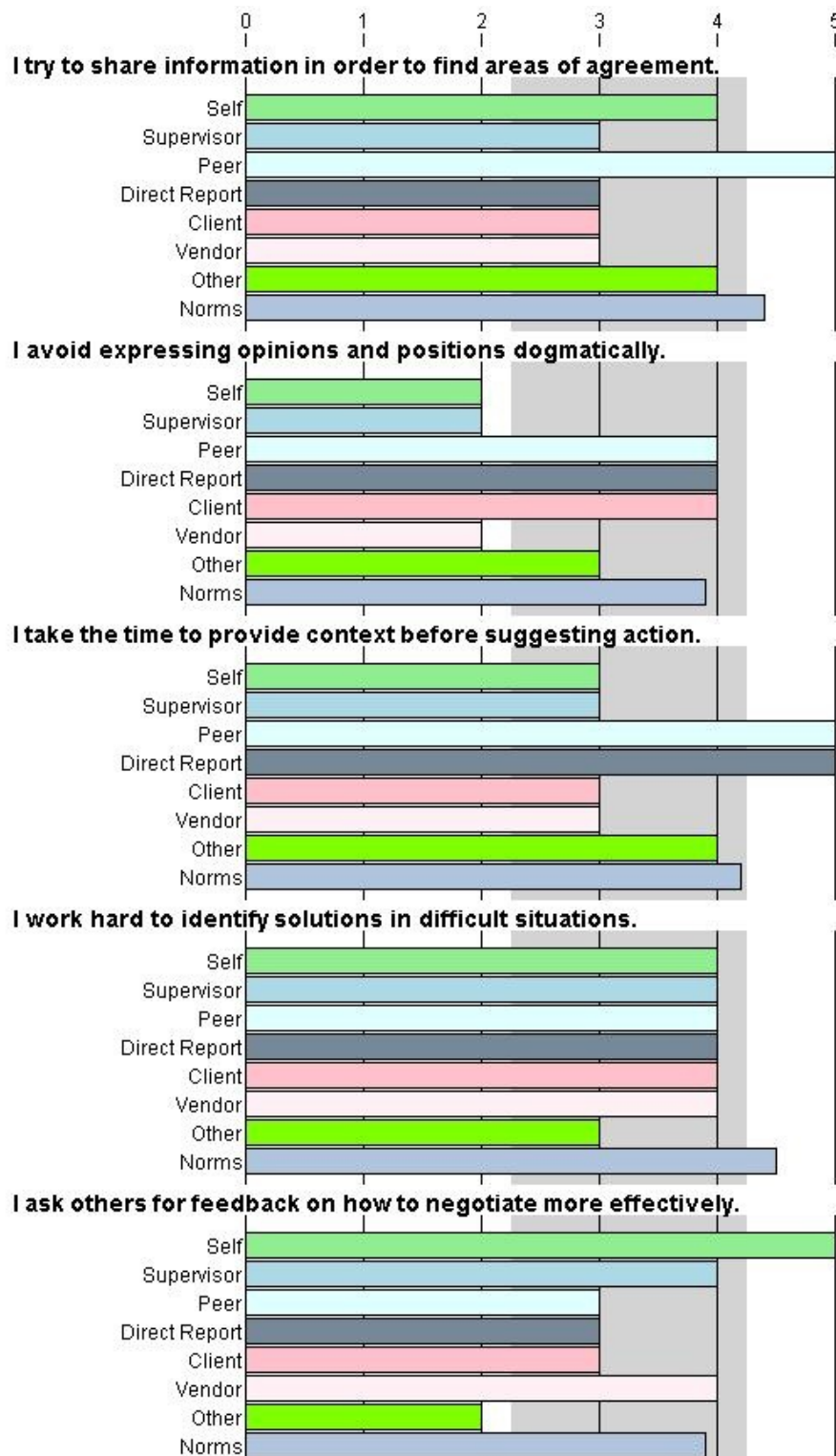
### HIGH (greater than 3.5)

Response ratings predominantly in the fours and fives ("almost always" and "very frequently") suggest that you are relatively adept at using careful and tactful negotiation techniques and methods to generate solution options or mutually beneficial outcomes (for the customer and for the organization). You are 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.







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

### **Recommendations for Overall Improvement**

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 become familiar with an array of negotiating methods and tactics (e.g., different questioning techniques, shifting conversation focus, lateral thinking, and the careful use of if-then statements).

### **Ways to Strengthen or Improve 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 to be sure you are understanding one another.
- 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 creating 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)

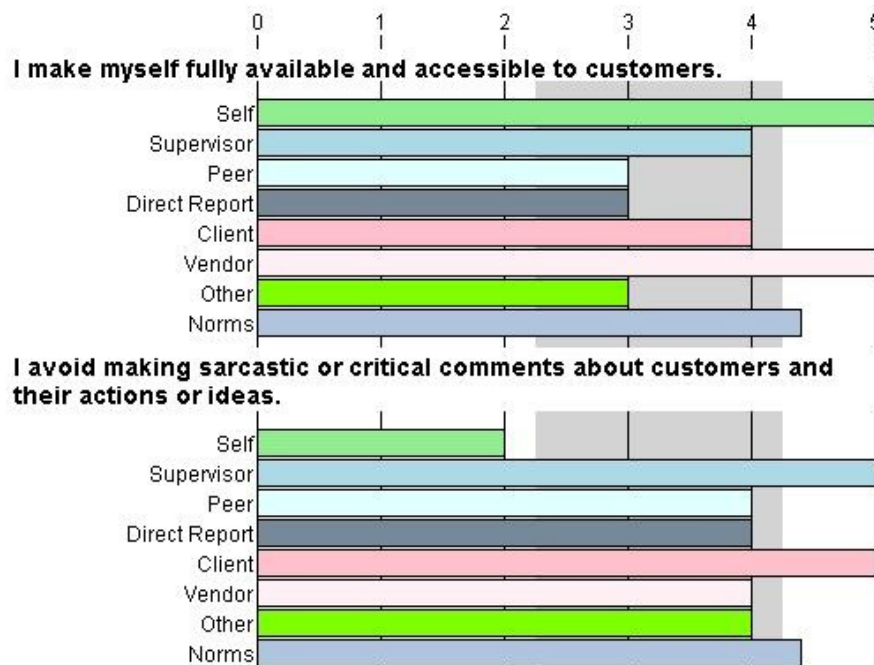
Response ratings predominantly in the ones and twos ("occasionally" and "almost never") suggest that you are either aloof or not concerned about customers' issues and might even deliberately distance yourself from them. You are not likely to be aware that customers need sincere advice or support. Even when you find yourself in a more serious conversation, you 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.

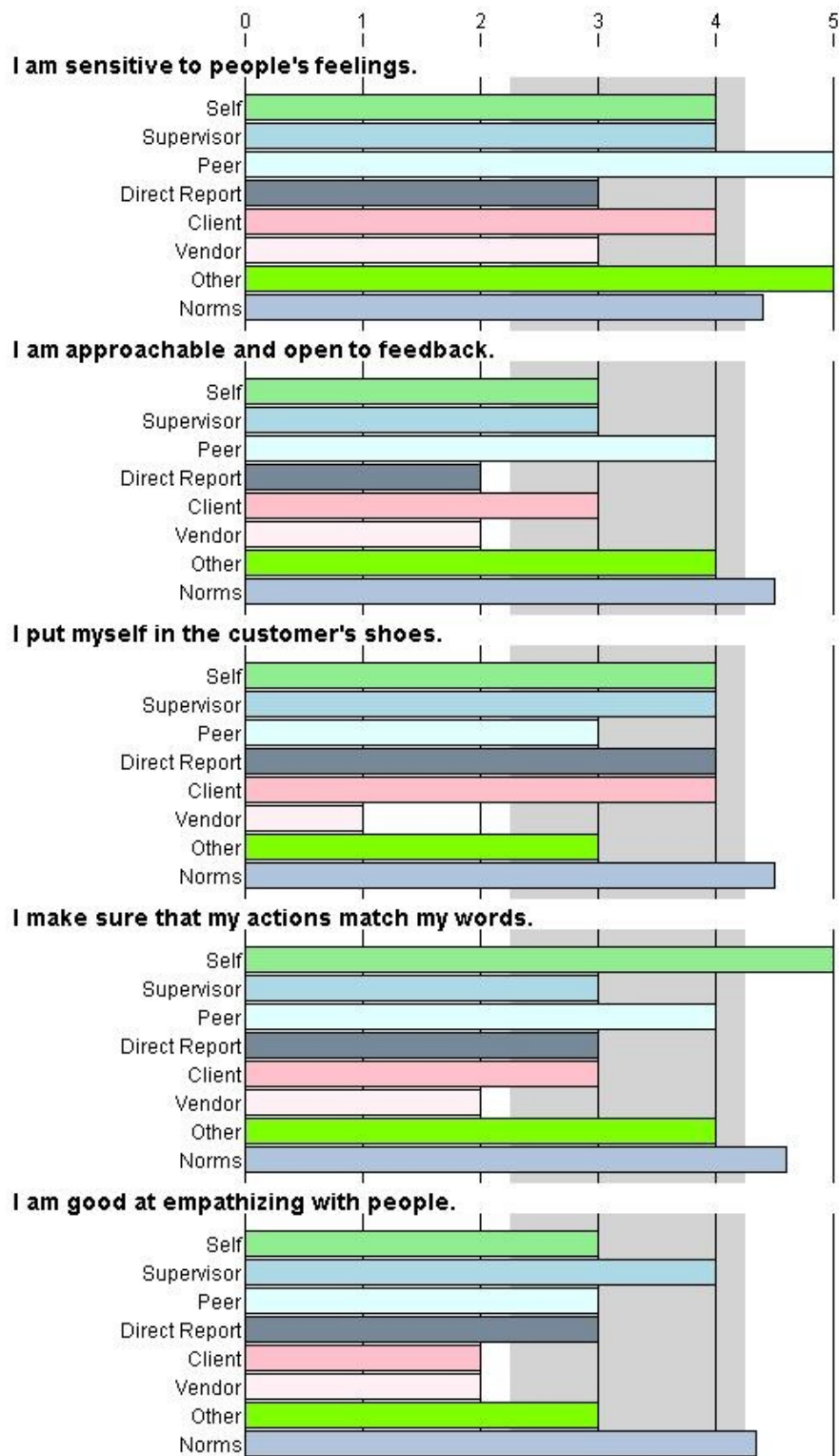
### HIGH (greater than 3.5)

Response ratings predominantly in the fours and fives ("almost always" and "very frequently") suggest that you generally like people and enjoy building strong and rewarding relationships. You are 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 good listeners, friendly, non-critical, and highly reliable in terms of any commitment that they make.









**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.**

### **Recommendations for Overall Improvement**

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.

### **Ways to Strengthen or Improve 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

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### Top 10 Strengths

#### Carefully Negotiating

64 .I try to carefully and constructively influence or persuade customers. 4.29

#### Temperament/Disposition

1 .I introduce myself confidently when I meet a new person. 4.29

#### Carefully Negotiating

65 .I keep customer negotiations calm and focused on the main issues at all times. 4.14

#### Resolving Conflict

44 .I maintain my composure, even when others lose theirs. 4.14

#### Attentive Listening

15 .I let people express their views and opinions before I offer my own. 4.14

#### Building Warmth and Empathy

75 .I am sensitive to people's feelings. 4.00

74 .I avoid making sarcastic or critical comments about customers and their actions or ideas. 4.00

#### Engaging in Joint Problem Solving

53 .I quickly help people separate assumptions from hard evidence. 4.00

#### Resolving Conflict

45 .I quickly resolve miscommunication problems with customers. 4.00

#### Communicating Clearly

36 .I translate the core message in as many ways as necessary to create complete understanding. 4.00

### Top 10 Development Needs

#### Communicating Clearly

34 .I am generally patient, and give customers plenty of time to ask questions. 2.43

#### Temperament/Disposition

7 .I am good at empathizing with people. 2.86

#### Carefully Negotiating

69 .I avoid expressing opinions and positions dogmatically. 3.00

#### Building Warmth and Empathy

76 .I am approachable and open to feedback. 3.00

79 .I carefully observe what customers say and do. 3.00

#### Temperament/Disposition

10 .I don't mind making "small talk" with a customer. 3.14

#### Attentive Listening

18 .I am calm and patient during discussions with customers. 3.14

#### Communicating Clearly

33 .I flex my communication style and method when necessary for clarity. 3.14

#### Engaging in Joint Problem Solving

59 .I invite customers to work with me to find solutions. 3.14

#### Carefully Negotiating

67 .I try to be flexible and open when options are suggested by the customer. 3.14



## **DEVELOPMENT PLAN**

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Here is a link to a 12 page workbook that can help you further

<http://tinyurl.com/7fc4wd7>

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.

I am generally patient, and give customers plenty of time to ask questions.

Score: 2.43

Action to Take:

I am good at empathizing with people.

Score: 2.86

Action to Take:

I avoid expressing opinions and positions dogmatically.

Score: 3.00

Action to Take:

I am approachable and open to feedback.

Score: 3.00

Action to Take:

I carefully observe what customers say and do.

Score: 3.00

Action to Take: