

Customer Service Report

Name: Tony Sample

Date: Tuesday, July 30, 2002

They are in the top third of the population in terms of reasoning speed. In training situations, they will learn more quickly than the average person will. In most formal training programs, they may feel that the pace of the class is too slow. It is important that they use their advantage of learning speed to focus on more application of the training information that is provided instead of wanting more information. In training situations that allow for individual pacing, they should be allowed to progress at their own pace, although still focusing on application.

This faster learning and reasoning speed enables them to solve problems quickly. This is well-suited for customer service positions that involve dealing with a constantly changing field of problems. This problem solving ability essentially involves their faster projection of the consequences of their choices. This also allows them to think of a wider range of alternate solutions.

Their ability to project the consequences of actions quickly is the basis for strategic thinking. They will generally be more focused on the overall service strategies and the long-term issues rather than on the more immediate service problems. Their vision of what service should be in concept is often more clearly defined than that of others. This focus on the strategic issues can be a problem at times when the tactical and immediate problems are more critical. They see so clearly where things need to be that they may overestimate the challenges and obstacles of the moment. Businesses must have a clear vision of where they are going, but it is equally important to deal effectively with the needs of today. It is important that they have good tactical thinkers to support them in this area. It is also important that they supply others with the specific steps to achieve their vision. A faster learning speed allows them to essentially take shortcuts in their thinking that may not be apparent to others. This can even lead others to view their thinking as incomplete or impulsive, since their logic is not clear to them.

It is easy for them to become bored if the job does not challenge their abilities to some extent. It is important that this challenge be found in activities outside of the workplace if the job cannot provide it.

It is critical that others understand the inherent communication problem. They process information faster than the average person. Therefore they tend to communicate information faster than the average customer can absorb it. It is essential that they learn to slow down and match their delivery to their audience. It is a good thing to encourage their customers to ask questions often, and they should

Customer Service Report

Name: Tony Sample

Date: Tuesday, July 30, 2002

continually confirm that what they heard is what they intended. They must also ensure that their instructions are complete, providing all of the information that is necessary for others.

They are best suited for service positions in which unusual circumstances are a normal occurrence. Their ability to work effectively without defined policies or procedures is valuable when dealing with the unexpected. It is also valuable in companies undergoing substantial change, particularly during the transition phase. They are a creative problem solver who can apply their talents to a wide range of situations. Troubleshooter positions require their kind of flexibility and creativity. New businesses that have not yet developed structures are well-suited for their adaptability. Also small businesses in which employees must perform a variety of service functions will find their flexibility to be a valuable resource. It is very difficult for them to work within rigid policies and procedures. Franchise operations or large corporations often depend upon such systems for their success, and therefore are not good matches for their strengths. In any service situation, customers have certain expectations of quality regardless of how unusual the circumstances. It is important for them to identify the organization's set standards of quality and orient their flexible responses around those points. They have the ability to deal well with exceptions to the rule. They must beware of the trap of letting exceptions become the rule. While this may satisfy a few individual customers, it can sometimes produce a perception among other customers that service standards are based on chance or favoritism. Their loose interpretation of policies can sometimes lead them to over commit on their promises to customers, when the flexibility of their response exceeds the flexibility of their company's resources.

Their strong desire to be with other people makes them well-suited for service positions involving a high level of people contact. Since they have the ability to communicate enthusiasm so effectively, almost any area of the hospitality industry is ideal for them. There, quality is often measured by the perceived warmth and friendliness of the business, and they deliver that easily. Face-to-face contact with customers in any organization is the best place to use their strengths. They also enjoy talking, usually communicating that same high level of enthusiasm even over the telephone. Service positions in which they must work alone will be quite difficult for them. When that is necessary, their need to socialize must then be met in other ways, preferably outside of the workplace. They prefer talking to listening, and many service positions are essentially opportunities for customers to talk and to know that someone is listening to them. This concentration on listening would be challenging for them, and they would need to use some type of supporting technique to be effective, such as note taking or following a guideline of questions and responses.

Customers will appreciate their direct answers. Even when the news is not what they wanted to hear, they speak directly with little fear of confrontation. They also tend to make decisions quickly when they have the necessary information, feeling that is better to ask for forgiveness than to ask for permission. This ability to cope with a higher level of confrontation makes them well-suited to many of the more difficult

Customer Service Report

Name: Tony Sample

Date: Tuesday, July 30, 2002

positions in service organizations in which they must handle demanding customers or problem situations. They seldom avoid confrontation, and therefore they have a tendency to be drawn into an argument more easily than others. Customer service often requires a passive response to a customer's aggressive demands. This is more difficult for them, and when they find it necessary to do that for any length of time, it will be important for them to provide some outlet for their frustration. This could be physical exercise, sports, time alone, some form of entertainment, or whatever works for them. While customers will appreciate their directness, it is important for them to temper that directness with the level of diplomacy and tact that is in keeping with the nature of their position.

They are constantly seeking to win. For them, the world is a competitive arena, and they are the player, the challenger, and the would-be champion. When companies speak of self-starters, they are usually talking about them. There is a never-ending internal competition in them to outperform others; to get there faster; to get more points; to get their share of the spotlight. This drive to win pushes them harder than the average person. They are easily motivated by individual recognition, and are capable of extraordinary efforts to achieve their goals. Being highly competitive is effective on a work team only if the competitive energy can be channeled into the team effort. Too often they will tend to compete unnecessarily with other members of their team. They may have some edge or performance secret that they keep to themselves. In a service environment, they may attempt to win customer interactions by proving the customer wrong, proving they are right, pointing out customer shortcomings, or simply acting superior. They will find situations that reward only group efforts or situations in which everyone receives the same reward regardless of their contribution to be quite discouraging.

They are very sensitive to the emotional moods of customers. This is very helpful in many sensitive service situations, particularly in recognizing those unhappy customers that fail to voice their complaints. They also enjoy constant activity and prefer to stay busy. They want to get things done quickly and this perceived sense of urgency is communicated to their customers. Their sensitivity makes them more vulnerable to criticism. This can present problems in dealing with difficult customers, as they tend to become defensive, taking their criticism personally. In positions of high stress or even moderate stress over a prolonged period of time, they can become frustrated and irritable. When under stress, their high level of nervous energy can make them impatient and moody. Unfortunately, this is often communicated to others around them, and outshines the good job they generally deliver. It is important that they find constructive outlets for their frustration that are away from the eyes and ears of the customers. When they are under pressure, their impatience can lead them to make quick decisions without evaluating the longer term consequences.

Their balance between spontaneity and planning is well-suited for almost any service position. Customers seek fast and efficient service that is delivered when they need it. They have the ability to react to reasonable requests on demand, yet at the same

Customer Service Report

Name: Tony Sample

Date: Tuesday, July 30, 2002

time, they recognize the value of planning in ensuring the efficiency and quality of that service. Their habits of organization provide them with a good foundation for handling the details that can really make a difference in customer follow-up. They also allow the flexibility that is essential in a world of change and unpredictability.

They have answered the questions frankly and directly.