



Participant: Sally Sample (F)

Administrator Report

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ABOUT THIS REPORT

The Customer Service Inventory (**CSI**) assesses the qualities associated with effectiveness in service intense environments.

Understanding the Results

The bars on the next two pages show how Sally compares with other participants on the key qualities of Customer Focus, Productivity, and Customer Confidence. Scores on these detailed attributes are also combined to give an indication of the participant's overall Customer Service Potential.

On each bar, Sally is graded on a five point scale as shown below:



As when measuring height or weight, 'AVERAGE' is a wider band than other grades because more people fall around the average than towards the extremes of the scale.

Below each bar you will find a general description of what the scale measures followed by some analysis of the score based on Sally's individual test results.

The comparison group selected for this report is: **Customer Service Employees**

An Impression Management scale is included at the end of the report. Impression Management shows the extent to which the participant has tried to present themselves in a favourable light.

Caution

Tests Direct is committed to broadening access to psychometric tests, in order to help people and organizations deepen their understanding of behaviour. This access brings a responsibility - for test users to ensure they deploy tests fairly and interpret the data properly.

The **CSI** should form part of an overall selection decision. It is important to take into consideration other factors such as previous work history and information from sources such as interviews and references.

The recommended shelf-life of this report is one year; after this time, re-testing should be considered.

For more information on the appropriate use of tests, or to find out more about the **CSI** or any of the other tools in the Tests Direct portfolio, please visit <http://www.tests-direct.com>.

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PROFILE CHART FOR SALLY SAMPLE

Customer Focus



AVERAGE

This is about Sally's style of interacting with others, whether she is likely to be co-operative and intuitive when working with customers. In customer service roles the ability to understand a customer's perspective and restrain hostility when with demanding customers are important indicators of effectiveness.

Sally describes being reasonably sensitive and concerned to understand customer perspectives. This includes a fair degree of interest in picking-up customers' more subtle and probably unstated cues. She can generally be expected to cope with a diverse range of customers, but there may be limits to this, so times when she finds adapting to different customers more challenging. Whilst the 'average' score here suggests Sally strives to restrain any hostility or irritation with customers, it is not high enough to rule out occasions when such feelings are allowed to surface. The implication here is Sally's approach will show a reasonable level of sensitivity, but not to the point where she loses sight of some of the more objective task realities. Overall, there appears to be a good balance here between 'finding the facts' and 'minding the feelings'.

Productivity



HIGH

This is about whether Sally references her behaviour against organizational expectations or her own standards. Turning up on time, putting in a good day's work and complying with rules and procedures are qualities consistently associated with effectiveness in customer service roles.

Sally indicates a strong need for order and predictability at work. In a customer service role this means she is likely to be well organized and methodical in approach. The score suggests she works best where customer service systems and processes are clear. So she needs her responsibilities, and the systems and policies she is required to follow, to be spelled out. There is a perfectionistic streak in her approach. This means she is likely to attend to the detail when delivering customer service and never leave anything to chance. This concern to do things to a high standard may mean she has difficulty with colleagues who seem willing to ignore company policy and are less concerned with standards. Her score also indicates she has a strong sense of duty and obligation - both to the business and to the customer. So she is likely to be a hard worker. However a high score can in some settings be counter-productive. It can mean less flexibility when working with customers, less willingness to adapt policy and procedure when necessary.

PROFILE CHART FOR SALLY SAMPLE

Customer Confidence



LOW AVERAGE

This is about the extent to which Sally is likely to be socially confident, energetic, friendly and team-oriented. In customer service roles the ability to cope with high workloads, to create friendly relations, and engage socially with customers quickly and confidently, are qualities often associated with effectiveness.

Sally's answers suggest someone who is less socially confident and less energetic than many others in the comparison group. It is possible she does not particularly enjoy social interaction, especially the more informal elements that help build rapport. Perhaps as a consequence of this, she may take longer than others to establish herself socially when meeting a customer for the first time. The score here also indicates that Sally is less persuasive and less confident when presenting ideas to customers. Therefore she may not particularly enjoy roles which involve engaging customers quickly and making an immediate first impression. On the other hand, she is not likely to put customers off by being seen as arrogant or overconfident. The score here also points towards Sally being someone who may not particularly enjoy fast-paced service environments where there is constant customer contact and a requirement to switch attention between competing priorities. Her responses are indicative of a more thoughtful and considered approach, someone who maintains focus and does not become easily bored by a less demanding pace of activity.

Customer Service Potential



AVERAGE

This scale gives you a quick indicator of overall Customer Service Potential. It is calculated by combining the other scale scores and comparing this total to people in the comparison group (Customer Service Employees).

Sally has a pattern of scores which produces an average overall result. So at a general level she appears to have reasonable potential to deliver effective customer service. However it is important to look at the relative levels of the three more detailed scales. These may reveal specific issues which can be explored during the interview if one is being held.

PROBE INTERVIEW QUESTIONS

Below are questions suggested by the participant's responses. This is not an exhaustive list of interview probes and there may be other things you wish to ask, based on the person's profile or other sources such as their application form and CV. Remember it can be as revealing to explore average scores as to focus on the extremes.

Customer Focus

- Can you describe how your approach varies according to the customer and the nature of their enquiry?
- Which types of customers do you find easiest to relate to? Which types do you find hardest to empathise with?
- Which of the following do you consider more important when working in customer service: knowing the facts or being aware of the customer's feelings?

Productivity

- Do you think it possible to adhere too strictly to organizational standards and procedures?
- How do you deal with people who do not share your respect for standards and systems?
- Have you, in a customer service role, ever chosen to ignore a process or a standard in order to deliver better customer service?

Customer Confidence

- You describe being less socially confident than most. Would others be aware of this? Have you learned ways to present yourself as more self-assured than perhaps you feel?
- How does it affect you when required to spread your attention across multiple customer priorities?
- What is the most intense customer service environment you have had to work in, and how did you deal with the pressures involved?

ADDITIONAL INFORMATION

Impression Management



AVERAGE

Some questions on the *CSI* are there to identify people who either consciously or unconsciously present themselves in a positive light. High scores suggest that confirmatory proof should be sought at interview.

Sally has been reasonably frank about herself when answering the questions. She has provided a useful picture of how she sees herself against key customer service areas.



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