Thinking Pattern Reports

Customer Service Styles

Prepared for

SampleB SampleB

Orchestrating Results

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Axiometrics Assessment System

What Are We Measuring?

Our Axiometrics Assessment System measures a person's capacity to think and make value judgments. Values include attitudes, beliefs, likes, and dislikes. Prior to this technology, the only method available to measure values was through observation of behavior. The behavioral method provides important information about people, but it has some limitations. For example, behavioral models answer questions after the decision has been made. They describe that "a person will likely do a certain action in a certain way," and "how that action was perceived by others." Axiometrics enables us to see "WHY" the person makes the decision; why the individual thinks and makes these value judgments. Axiometrics enables us to understand the forces that come together to make a decision by measuring the thinking process that leads to the decision.

How Do We Measure Value?

Axiometrics is based on the award winning research of Dr. Robert S. Hartman, who discovered mathematical principles that define how we think and value. These scientific principles form the core of our measurement system. Validity studies have been conducted on "thousands" of individuals over the past twenty years. They confirm that Axiometrics reliably measures "Value" and that:

1. You can count on the fact that what we measure is reliable. If the results indicate a person is in social or role transition, uncertain about which type of role or function might be best, you can count on this measurement to be accurate.
2. We can measure "value" with mathematics. Rather than describing how people differ in their ability to see and appreciate the worth of others, we can precisely measure how one can see and appreciate others. This factor means that we can compare individuals to one-another and that we can look for numbers and patterns that seem to indicate success as well as difficulty in performance.
3. You can rely on the measurements being objective. In other words, the Axiometric results are not affected by age, race, or sex. Tests on representative samples from a database of over 6,500 individuals confirm that Axiometric technology is objective and does not discriminate.

Introduction

The **CUSTOMER SERVICE STYLE ANALYSIS**^{TM} represents your preferred style for providing service to others. Myths abound that only certain Customer Service styles are the most successful and if you do not possess these styles, then you must change your style to another, more successful style. Our research indicates that any of six Customer Service styles can be effective, given an understanding and utilization of your natural talents and an appreciation for and attending to the development of areas that may inhibit your performance as a Customer Service provider.

This report identifies your Customer Service style and advises you to **Rely on your...** skills that work and to **Watch out for your...** habits that may inhibit your performance as a provider of Customer Service. You also are advised to **Spend time and energy...** on improving certain dimensions.

Customer Service responsibilities vary in numerous ways, depending on the industry, depth and breadth of knowledge required, and the skill sets needed to successfully achieve desired results. The Customer Service job typically requires organizing, decision making, attention to results, an understanding of the technology, communications, interpersonal skills, industry and product knowledge, working effectively with and for others in a particular environment and the ability to effectively perform to the standards and norms of the organization. **The feedback you receive in this package outlines the strengths and blocks you possess to value critical components of Customer Service**. It will be important for you to **prepare yourself** mentally **to seek a better understanding of your natural style** and how it impacts your ability to provide top level service.

Whether you seek to develop your strengths to enhance your professional experience, or desire to grow personally, this feedback will provide you with an "X-Ray" of your current style and pathways for improvement. Typically, our strengths can become blocks because we pay too much attention and give too much energy to what we do best. Our challenge is to capitalize on our natural talents and to change habitual biases that inhibit our success.

There is no "best" style, so each of us has the responsibility and opportunity to enhance our own particular styles. Think of concrete, real-life examples where ineffective Customer Service has caused unnecessary complaints, over-expenditures, missed due dates, costly work that needed to be repeated or loss of customers. **Poor Customer Service is the root cause for customer defection!**

Take the time to study your feedback in each section separately, listing personal experiences that may apply as examples. Then, outline your plan for development in the **Planning Guide.** Reach your fullest potential by making your style work for you!

Identifying Your Value Style

The biases in our thinking that define who and what we are can become the stumbling blocks in our relationships with others. Value Analysis, the science that defines the biases in our thinking and how these biases affect us, provides a new perspective for helping us blend our unique ways of thinking into the world around us. Through Value Analysis, the unique patterns that belong to each one of us can be observed and studied, and can be compared to patterns of other individuals. As a result, the integrity and uniqueness that belongs to each one of us can be protected while, at the same time, the differences and potential conflicts which may occur, because of the uniqueness, can be understood and potentially resolved.

Defining Six Styles of Thinking

How can we understand different styles of thinking and integrate them into our day-to-day decisions? The three dimensions of value which form the basis of our personal value talent also form the basis for understanding the overall focus and style of our thinking. The merging of **Empathetic Value**, **Practical Value**, and **Systemic Value** into a value matrix can help us to re-focus our attention away from biases such as age, race, and sex, which tend to separate us, and toward natural biases which define our uniqueness as human beings and, thus, binds us together.

The Empathetic Value Dimension

Measures the capacity for intuitive insight and the ability to value the uniqueness and worth of others. This style of thinking comes from those who rely on intuitive insights and focus attention on the needs and interests of others.

The Practical Value Dimension

Measures the capacity for practical thinking — for thinking in concrete and common-sense ways. This style of thinking is found in those who concentrate on seeing crucial issues in concrete ways, focusing on seeing what needs to be done and doing it.

The Systemic Value Dimension

Measures the capacity for conceptual, analytical thinking and planning. This style of thinking is found in those who concentrate on building strategies, plans, ideas, and programs for understanding and organizing people, things, and situations.

Defining Six Styles of Thinking (continued)

The three basic styles are:

Empathic

An individual who relies on intuitive "gut" reactions, and who recognizes personal, intrinsic values.

Practical

An individual who appreciates, values and sees as important, practical functional values, and who possesses common-sense, practical thinking.

Systemic

An individual who appreciates and values structure and order; one who thinks before they feel.

The combination of these three basic value styles produces a six-grid matrix. This results in the following styles (for which a general description of each is included).

Relator

An individual who relies on intuitive feelings to guide practical common-sense thinking — a person who pays attention to both the individuality of others and getting things done, and who understands the proper value relationship between getting things done and the unique worth of others. One who may be so empathic that the feelings of others may block good judgment.

Communicator

This person concentrates on getting things done, is very "now"-oriented, but at the same time is aware of the intrinsic worth of others — hence, will not consciously overrun the individuality of others, checking their common sense with intuitive feelings and communicating with both in mind.

Believer

An individual who senses and values the intrinsic worth of others but does so within a structured, ordered environment — hence, they may not overtly show the feelings and values they feel inwardly depending on their preconception about what is proper in the situation. This person may feel conflicting signals between what their head and heart tell them to do.

Doer

This individual is a "now"-oriented, results-oriented person who concentrates on getting things done and on concrete organization — they may not pay as much attention to the individuality of others or to conceptual organization.

Defining Six Styles of Thinking (continued)

Organizer

This individual is an organizer, both conceptually and concretely — paying attention to both getting things done and to functioning in an orderly, structured manner. The organizer may be overly practical, critical or judgmental in their thinking.

Planner

This person gets things done according to a preconceived order, structure and plan — a "layer" person who, when they have set their sights, set the limits of their structure and can concentrate their energies on concretely achieving plans and objectives.

Applying the Six Value Styles

In recent studies of different cultures in American business, we find that the need for respect is the most crucial issue that defines the philosophy of both management and sales support personnel — the number one stress issue, and the number one need for development. One key to respecting others is understanding how people think, what they need in order to make a decision, what they see and what they tend to overlook, and how our thinking fits together with theirs to form a total picture of what is happening.

Your Value Style Analysis helps you identify what you need to make a decision, what you can rely on, and what you should watch out for. Moreover, the analysis identifies similarities and differences between your style of thinking and valuing and other styles. The understanding you gain can become a bridge that protects your uniqueness and increases your ability to relate effectively with others.

The Six Value Styles in the Customer Service Environment

Listed below are each of the styles with an overview of that style **operating in a customer service environment.**

Relator

> The Relator is concerned with each person's needs and interest and sympathizes with each person's point of view. There is a strong need to make the customer feel good. Additionally, the Relator tends to spend too much time and energy with people who make them feel good.

Communicator

> The Communicator feels a personal obligation to help each customer, and wants to make them feel comfortable. The Communicator tends to focus on identifying and solving problems and likes to demonstrate and showcase how service is accomplished. There is a tendency to make the servicing activities fit the unique needs of the customer.

Believer

> The Believer feels an obligation to educate and convince the customer in the power and function of service. The Believer is sensitive to the needs and interests of the customer, but may overlook them in the zeal to demonstrate worth. There is a tendency to delay servicing activities if he/she suspects that the customer does not understand the end result.

Doer

> The Doer pays attention to getting things done and to making things happen. He/she focuses on solving the customer's problems. The Doer may overlook objections, assume consent and move to customer's servicing steps before the customer is ready.

Organizer

> The Organizer focuses on education and logic, and demonstrates the logical choice that the service will offer. He/she tends to assume that the customer's needs and interests are reflected in their solutions. Organizers may become impatient and critical if the customer is not convinced by their explanation.

Planner

> The Planner relies on a service plan which identifies needs and provides solutions for generating interest and for providing service. He/she assumes that customer needs and interests are best represented by his/her presentation. The Planner may not respond to objections to the servicing plan.

The next pages outline your personal style — what strengths to rely on, what tendencies to watch out for, and suggestions to spend time and energy on certain aspects.

Doer

ESTABLISH RAPPORT

Rely On Your...

- Ability to build customer confidence, understand and resolve issues.

- Ability to establish relations with the customer through personal and social talk and readily shift to customer issues and concerns.

- Capability to attend to practical, common sense issues, and to keep conversation on a level that the customer can identify with.

- Ability to generate a sense that their problems will be immediately taken care of.

Be Careful Not To...

- Be impatient with others, to talk at or around others if you feel that the problem-solving process is being unnecessarily slowed.

- See conversation as a challenge, which you must win in order to achieve the most practical result.

- Focus on problems, rather than people with problems, sometimes leaving customers feeling left out of the process.

- Become overly advice-giving and evaluative even in the initial conversation.

- Overlook customer concerns and issues which do not seem practical or relevant to you.

IDENTIFY ISSUES

Rely On Your...

- Ability to identify crucial issues which have immediate impact.

- Ability to see what needs to be done in a practical, common sense way.

- Ability to think on your feet, to see and understand what the customer is saying and to respond in a common-sense manner which customers can understand.

- Ability to pay attention to identifying issues which help keep customers' confidence and attention on the process.

Doer

Be Careful Not To…

- Become so focused on immediate issues that you overlook problems, which have long-range or delayed consequences.

- Push the customer toward your own assessment of what needs to be done, overlooking customer opinions and concerns.

- Become overly critical of customer ideas and opinions which you think are impractical or irrelevant.

- Try to move directly from identifying a problem to imposing your own solutions, leaving out the customer's need to understand the issues or to feel comfortable that the best alternative has been chosen.

EVALUATE ALTERNATIVES

Rely On Your…

- Ability to focus on the immediate impact of alternatives and to solutions which are practical, applicable and easily understood.

- Ability to evaluate alternatives and keep attention focused on the most practical, workable solution.

- Attention to getting things done, making things work, and deciding issues in a timely manner.

- Ability to generate unique, individualistic and novel ways for solving problems.

- Ability to communicate ideas for solving problems in a common sense, understandable manner.

Be Careful Not To…

- Select and impose the most practical solution, especially if the customer does not understand it, see it as the key, or is not ready to settle your concerns

- Become overly critical of and impatient with the customer who is not ready to accept your alternatives as the way to solve the problems.

- Overlook long-term consequences.

- Be impatient with any delays in what you see as the most practical, common-sense way to proceed.

Doer

REACH AGREEMENT

Rely On Your…

- Ability to focus on solving the problem in the most practical, timely manner.

- Strength of conviction that your resolution of the problem is the best, most practical, and the easiest to implement.

- Ability to think on your feet and anticipate any reasons which customer may have for delaying resolution of the problem.

Be Careful Not To…

- Allow your "now" focused thinking and need to get a result at any cost.

- Impose what you think is best and most practical, leaving the customer with unresolved anxieties and concerns.

- Allow your sense of urgency to lead to a lack of quality control and to solutions, which only create more problems in the long run.

Planning Guide

Assignment #1

Review the section, "**Rely on your...**", and **list** specific examples where each strength has worked for you. **Be specific**, detailing how each strength benefits customer service.

1.

2.

3.

Planning Guide
(continued)

Assignment #2

Review the section, "**Be careful not to...**", and **list** specific examples where each of these areas potentially or actually adversely affected your customer service success. **Be specific, detailing the actual occurrences, what took place and the outcomes**.

1.

2.

3.

Planning Guide
(continued)

Assignment #3

Review the section, "**Spend time and energy...**", and **prioritize** those areas that require immediate development to ensure your success. **Detail the reasons** for the priority you choose and **explain the expected effect** the development will have.

Priority:

1. (Reason and Effect)

2. (Reason and Effect)

3. (Reason and Effect)

Planning Guide
(continued)

Assignment #4

Write at least **two objectives** for your development, including specific action[s] to take and timeframes for completion. **Cite** how you will measure the successful completion of your development goals.

Example: "I will successfully complete the company's advanced course on Listening Skills by 10-1-[Year] and document successful use of three techniques in the 4th quarter.

1.

2.