

Profile Interpretation Manual

Customer Service Representative Benchmark

Signature Profile

Benchmark Profile Description

The Customer Service Representative role is responsible for fielding inquiries and complaints from existing customers in order to promote and/or restore customer satisfaction. They are tasked with treating each encounter as unique, demonstrating concern and empathy for problems without becoming defensive, and for providing solutions.

Predictive Competencies

- Finds Common Ground to Work Well with Others
- Uses Customer Contact to Build Business
- Advocates for Customers to Drive Results
- Keeps Contact with Customers Upbeat and Positive

Predictive Competencies

Finds Common Ground to Work Well with Others

Shows and fosters respect and appreciation for a variety of backgrounds, cultures, values, and perspectives; seeks to understand the views of others; is comfortable accepting the fact that others may not share their personal values; prefers to cooperate in working on mutual goals rather than judge or criticize those who see things differently

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> ▪ Impose on others the same standards by which they judge themselves ▪ Tends to respond more favorably to those individuals who share similar views, background, or values to their own ▪ Can become locked into own viewpoint and resistant to efforts to change or alter an opinion ▪ Can fail to distinguish how people differ from each other; sees only that they differ from their own beliefs ▪ May attempt to change others' views and opinions to fit own image 	<ul style="list-style-type: none"> ▪ Tolerant of individual views, opinions, and attitudes ▪ Tends to accept people at face value without filtering their words or actions through personal biases ▪ Can embrace their own personal values without imposing them on others ▪ Tries to find common ground with others rather than focus on dissimilarities

Lower scores may indicate:

- A need to impose the same tough standards on others that the person uses to judge own outputs
- An inner strength to resist pressure, make the tough decisions and stick to them
- A tendency to give favorable treatment to those who agree with the individual
- A difficulty distinguishing between individuals who share a foreign background, language or heritage

Uses Customer Contact to Build Business

Establishes and implements a customer contact process that maximizes opportunities to increase business; commits to telephone contact at the level of frequency needed to sustain customer interest and promote additional product or service opportunities; comfortable taking the lead in a customer contact and maintaining a high profile role that gets the customer's attention

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> ▪ Prefers to respond to customer requests about additional products or services than to actively solicit new or increased business from them ▪ May lack persistence in sustaining a customer contact process if noncontact activities are more appealing or more pressing ▪ May be timid about taking the lead in customer contacts with the intent to interest them in additional product or service offerings ▪ Counts on a standard process being in place to identify new business opportunities with the customer base 	<ul style="list-style-type: none"> ▪ Takes the initiative in a customer contact process to identify and follow through on opportunities for additional business ▪ Maximizes time spent expanding business opportunities by making customer contact a priority over more administrative or noncontact activities ▪ Keeps a high profile that allows a natural entry into opportunities to satisfy customer requirements ▪ Comfortable taking charge of the contact and leading customers through the steps to a purchase decision

Lower scores may indicate:

- A need to vary activity if the tasks at hand are unpleasant and a reluctance to initiate customer contact unless specifically requested
- A strong reliance on policy or procedures for the methods to satisfy customers
- A preference to remain responsive to requests rather than actively uncover the customer requirements

Advocates for Customer to Drive Results

Consistently achieves above-average sales results by understanding the customer's business, empathizing with their problems and setting a plan to meet their needs; tirelessly focuses on building strong relationships with customers by acting on their behalf to work the seller's internal systems to meet their requirements; sees partnering with customers as the efficient method to reach personal sales career goals

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> ▪ May adopt a casual or relaxed approach that fails to project personal dedication to achieving or surpassing sales targets ▪ Can be content with marginal success or lowers goals to reach a level of success that is easier to accomplish ▪ May not sustain the intensity needed to consistently meet or exceed sales objectives ▪ Wants to be successful on own terms without tying efforts or results to effectively fulfilling customer requirements ▪ Achieves results that will support career progression more so than strengthen partnerships with customers ▪ Can be impersonal or detached in approach to the sales process, minimizing the opportunity to build a customer alliance 	<ul style="list-style-type: none"> ▪ Driven to achieve or exceed targeted results and uses sales as a means to get there; hungry to be a top producer ▪ Holds results achievement to a high personal standard ▪ Believes in taking personal responsibility for the level of success achieved ▪ Unwilling to have goal achievement derailed by internal politics or bureaucratic procedures ▪ Promotes a sense of partnering with customers ▪ Takes the first step to establish a trusting relationship that assures customers of a commitment ▪ Genuinely interested in understanding customer needs and works the company's internal systems to satisfy those needs ▪ Collaborates with a network of support resources to satisfy customer requirements

Lower scores may indicate:

- A desire to be a top salesperson on one's own terms versus objectively fulfilling customer requirements
- A willingness to produce above-average results short-term while using sales as a vehicle for promotion into management
- One who enjoys the thrill of the hunt with an impersonal approach to the sales process

Keeps Contact with Customers Upbeat and Positive

Maintains a positive mental attitude and uses enthusiasm and genuine concern to encourage customers to buy; attempts to make each call an enjoyable experience for the contact; builds long-term relationships which foster repeat business

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> ▪ Tends to let obstacles or barriers dictate mood ▪ Becomes frustrated or discouraged when things do not work out as planned ▪ Skepticism and wariness in sizing people up may result in selective or limited interaction ▪ Tends to prefer the more solitary aspects of the work ▪ Can leave people with a neutral reaction to what tends to be a rather functional contact 	<ul style="list-style-type: none"> ▪ Genuinely positive and upbeat attitude ▪ Looks for the best in others and does not expect to find a hidden agenda ▪ Focuses externally on how they can help others rather than focus on themselves ▪ Enjoys working with other people and tries to make the interaction pleasing or gratifying ▪ Presents an enthusiastic and agreeable attitude that draws a positive response from others ▪ Communicates openly and easily with people

Lower scores may indicate:

- A preference for a good deal of solitude in one's job
- A cautious and somewhat skeptical approach to people that may lead to selective servicing of contacts
- A tendency to let obstacles affect one's mood and zest for interaction with others



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