



THE CUSTOMER SERVICE ATTRIBUTE INDEX™

Jane Doe

Customer Service

XYZ Corporation

7-22-2003



INTRODUCTION

The Attribute Index and the Dimensions of Thought

Over fifty years of scientific research has revealed that there are three distinct dimensions in the process of thinking: people, tasks, and systems. These three "dimensions of thinking" are involved in every judgment or decision we make.

The three dimensions of thinking are:

The People Dimension: Intense personal involvement with, concentration on, or investment in specific people. This dimension involves acknowledging people as unique individuals. Examples include love, empathy, creativity, conscience, etc.

The Tasks Dimension: The real, practical world and the things in it. This is the dimension of thinking that involves things as they compare with other things, relative or practical thinking. Examples include elements of the real, material world, comparisons of good/better/best, and seeing people, tasks or things as they compare with other people or things in their class.

The Systems Dimension: Black or white, formal ideas of how things should or should not be, all or nothing. This dimension is the one of definitions or ideals, goals, structured thinking, policies, procedures, rules, laws, oughts and shoulds.

People use all three of these dimensions in their thought processes. It is the ratio with which we apply them that makes us different from one another. We all have different balances of the three dimensions; that's what makes our decisions and actions different from each other's. These dimensions, and how we use them, are at the core of who we are. They are behind our preferences, our strengths, and our weaknesses.

It is this understanding of our individual strengths and weaknesses that will enable us to affect change in our lives and achieve greater personal success. It is only by first understanding something that we are then able to change it.



EXTERNAL DESCRIPTION

Lawful (High)

Pattern Description:

Jane is a person who understands situations in terms of people and the structure within which they exist, or the integration of human resources with an established organization, system, order, or rules and laws. She prefers coordinating or balancing the needs of people and the system that they are a part of (e.g., society, corporate, etc.). She is very good at this. She understands people very well, and enjoys working with structure and order. She under appreciates, however, the Tasks Dimension slightly in comparison to the other two dimensions. This implies that she is less focused on completing the objective than she is ensuring that the rules were followed or that people were satisfied. Deadlines may be missed as a result of some tendency to prefer form to function with regards to the rules. Her overall development levels in the People and Systems Dimensions are equal and high, while the Tasks Dimension is moderate but slightly under developed in comparison. Level of development speaks to her ability to "see" a specific dimension. The more clearly an individual sees a dimension of thought, the more able she is to use it; therefore, the better she is at it.

Strengths:

- Integrating systems with human resources
- Organizational and human resource development
- Applying systemic thinking to humanistic resources or needs
- Respect for policies
- Understanding people
- Big picture thinking

Weaknesses:

- Repetitive production work
- Detailed work, quality control
- Performance management
- Concrete organizing

Externally Motivated By:

- Sense of belonging
- Personal relationships
- Order
- Interaction with others on a professional level



EXTERNAL DESCRIPTION

Needs For Growth:

To develop greater awareness of the comparative aspects of work and work performance.

Potential targets for reinforcement or possible development:

- Attention to Detail
- Attitude Toward Others
- Quality Orientation

Preferred Environment:

Working with dedicated and loyal co-workers in an environment where good structure exists and people are involved and valued as a whole by the organization.

External Emotional Bias Description:

Jane's external emotional bias is the degree of optimism or pessimism with which she tends to view the world around her. Each of us can choose to see things in an overly positive or negative light but having a neutral view is preferential.

Her emotional bias shows that she is a person who guards or watches to keep or maintain order. Her emotional bias could be interpreted as the "true believer" because she can become very dogmatic about the order or structure that she supports. In extreme cases she could even have blind loyalty toward the preferred order and thus would be dependent on its rules to guide her own behavior. The People Dimension is negatively viewed demonstrating some distance from others, or trouble understanding them, possibly even distrust of them. The Tasks Dimension is negatively viewed as well which could result in feelings of being "outside" the group or a tendency to be overly focused on problems within the group. In the Systems Dimension the overvaluation of rules reveals a strong preference for external order or structure. In stressful situations she could even become dogmatic towards having things done "the right way," even at the expense of people and personal needs or objective deadlines. However, she normally prefers to have plans clearly laid out and has a strong desire to comply with all rules. (-,-,+)



INTERNAL DESCRIPTION

Undirected (High)

Pattern Description:

Jane defines herself according to her present work or primary social role and identifies this with the perception of her true strengths and weaknesses. Her self-image is more flexible and malleable according to the demands of her primary social role or work. She has a good self-image, and she is confident in the roles she finds herself in life right now (e.g., spouse, manager, parent, etc). However, she is less confident about the best way to proceed in one of those roles. This can be caused by changes in the "way" she fulfills a role. New technology at work, changing relationships, new responsibilities, these would all be examples of changes in her life that could cause her to change how she fulfills her many roles. She sees the People and Tasks Dimensions clearly and has good levels of development in both. She sees the Systems Dimension less clearly with moderate development. Level of development speaks to her ability to "see" a specific dimension. The more clearly an individual sees a dimension of thought, the more able she is to use it; therefore, the better she is at it.

Strengths:

- Self-confidence
- Role awareness
- Self-acceptance
- Persistence

Weaknesses:

- Self-direction
- Project goal focus
- Internal mission statement

Internally Driven By:

- Self-improvement
- Material possessions
- Professional/social role involvement
- Responsibilities



INTERNAL DESCRIPTION

Needs For Growth:

To develop a clearer sense of direction that guides her actions based on her own internal understanding of how she should be doing things, rather than how she feel others expect her to do things.

Potential targets for reinforcement or possible development:

- Self-Direction
- Sense of Mission
- Self Awareness

Internal Emotional Bias Description:

Jane's internal emotional bias is the degree of optimism or pessimism with which she tends to view herself and her life. Each of us can choose to see things in an overly positive or negative light but having a neutral view is preferential.

She is driven to achieve. She tends to undervalue her own unique self worth and instead places a lot of emphasis on achieving and getting things done correctly and according to her expectations or others. Despite the under valuation she has for herself, she still tends to display self-confidence and can be very comfortable in social situations. She is typically well organized. (-,+,+)



CRITICAL SUCCESS ATTRIBUTES

ATTITUDE TOWARD OTHERS: To what extent does Jane tend to maintain a positive, open and objective attitude toward others?

0 1 2 3 4 5 6 7 8 9 10



8.1 *

8.3

EMOTIONAL CONTROL: To what extent does Jane tend to maintain a rational and objective demeanor when faced with a stressful or emotional situation? Will she usually act objectively, rather than impulsively and emotionally?

0 1 2 3 4 5 6 7 8 9 10



7.1 *

7.2

EMPATHETIC OUTLOOK: What is Jane's present capacity to perceive and understand the feelings and attitudes of others or to place herself in the shoes of another?

0 1 2 3 4 5 6 7 8 9 10



8.1 *

8.3

JOB ETHIC: How strong is Jane's personal commitment to the execution of a specific task?

0 1 2 3 4 5 6 7 8 9 10

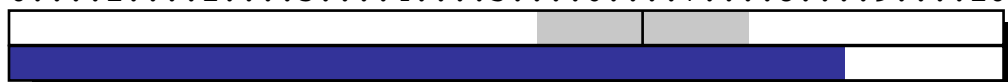


7.1 *

6.8

PERSONAL ACCOUNTABILITY: How likely is Jane to be responsible for the consequences of her own decisions and actions and not shift the focus or blame for poor performance to somewhere else or on others?

0 1 2 3 4 5 6 7 8 9 10



6.5 *

8.6

Rev: 0.88-0.93

* 68% of the population falls within the shaded area.

EC:F-IC:F: [7.7:4.6-8.2:8.3]



CRITICAL SUCCESS ATTRIBUTES

PROBLEM AND SITUATION ANALYSIS: To what degree can Jane identify the critical activities in a process? Is she able to break down the process into its component activities and understand what needs to be corrected?

0 1 2 3 4 5 6 7 8 9 10



8.1 *
7.8

RESPECT FOR POLICIES: To what extent does Jane appreciate the value of conducting business affairs according to the intent of company policies and standards?

0 1 2 3 4 5 6 7 8 9 10



7.8 *
8.6

SELF CONFIDENCE: To what degree does Jane tend to develop and maintain an inner strength based on the desire to succeed and on her belief that she possesses the capabilities to succeed?

0 1 2 3 4 5 6 7 8 9 10



7.0 *
8.8

SELF DISCIPLINE AND SENSE OF DUTY: How strongly does Jane feel the need to be consistent and true to herself in her actions? Can she rule her own conduct and remain true to her ideals?

0 1 2 3 4 5 6 7 8 9 10



6.8 *
7.4

UNDERSTANDING ATTITUDE: How good is Jane at reading between the lines or understanding the body language, reticence, stress and emotions of others?

0 1 2 3 4 5 6 7 8 9 10



8.1 *
8.3

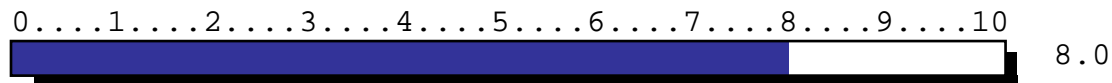
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THE CUSTOMER SERVICE ATTRIBUTE INDEX™ SUMMARY

This summary is of the information presented in the remaining pages of the report. We've placed it here, ahead of the supporting information, to give you an overall picture and provide a quick glance at the individual strengths and weaknesses of the respondent.

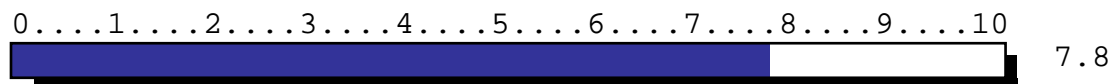
COMMUNICATING WITH CUSTOMERS



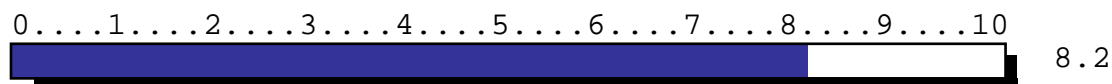
CONFLICT AND PROBLEM RESOLUTION



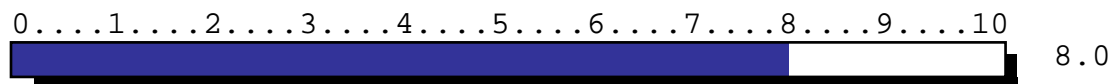
RELATING WITH OTHERS



SELF MANAGEMENT



WORK ATTITUDE



WORK ETHIC





COMMUNICATING WITH CUSTOMERS

"How well does Jane communicate with customers?" This measures Jane's ability to listen to and respond to the customer in an objective, efficient and professional manner.

EVALUATING WHAT IS SAID: How open is Jane toward other people and how willing is she to hear what others are saying, rather than what she thinks they should say or they are going to say?

0 1 2 3 4 5 6 7 8 9 10



7.5 *

7.3

HUMAN AWARENESS: At this time, is Jane sufficiently capable of being conscious of the feelings and opinions of others? Does she see the unique individual value of other people instead of just seeing their organizational role or value?

0 1 2 3 4 5 6 7 8 9 10



8.1 *

8.3

SENSE OF TIMING: How good is Jane at evaluating a situation in such a way that statements, decisions, and actions are the most effective, accurate, and timely?

0 1 2 3 4 5 6 7 8 9 10



7.6 *

7.8

SURRENDERING CONTROL: How comfortable is Jane with surrendering control of a given situation or its outcome to another person or a group of people, or does she feel a strong need to retain control herself?

0 1 2 3 4 5 6 7 8 9 10



7.6 *

8.5

UNDERSTANDING ATTITUDE: How good is Jane at reading between the lines or understanding the body language, reticence, stress and emotions of others?

0 1 2 3 4 5 6 7 8 9 10



8.1 *

8.3

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CONFLICT AND PROBLEM RESOLUTION

"Will Jane diffuse a conflict, or will she fuel it?" This measures Jane's ability to resolve a problem or conflict which involves people or customers.

EMOTIONAL CONTROL: To what extent does Jane tend to maintain a rational and objective demeanor when faced with a stressful or emotional situation? Will she usually act objectively, rather than impulsively and emotionally?

0 1 2 3 4 5 6 7 8 9 10



7.1 *
7.2

INTEGRATIVE ABILITY: Currently, what is Jane's capability for identifying the elements of a problem situation, understanding which components are critical, and then deciding what to do?

0 1 2 3 4 5 6 7 8 9 10



8.0 *
7.1

INTUITIVE DECISION MAKING: How accurately does Jane compile intuitive perceptions about a situation into an appropriate decision or action?

0 1 2 3 4 5 6 7 8 9 10



7.6 *
8.5

PROBLEM AND SITUATION ANALYSIS: To what degree can Jane identify the critical activities in a process? Is she able to break down the process into its component activities and understand what needs to be corrected?

0 1 2 3 4 5 6 7 8 9 10



8.1 *
7.8

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CONFLICT AND PROBLEM RESOLUTION

SEEING POTENTIAL PROBLEMS: What is Jane's aptitude for structuring current situations in an ongoing scenario and being able to identify developments that could cause problems in the future?

0 1 2 3 4 5 6 7 8 9 10



8.2 *

8.2

USING COMMON SENSE: What is Jane's ability to focus on practical thinking, to see the world clearly and to make common sense decisions?

0 1 2 3 4 5 6 7 8 9 10



7.4 *

4.9

* 68% of the population falls within the shaded area.



RELATING WITH OTHERS

"How well does Jane relate with others?" This measures Jane's ability to understand and appreciate customer needs and to deal with customers in a concerned but objective manner.

ATTITUDE TOWARD OTHERS: To what extent does Jane tend to maintain a positive, open and objective attitude toward others?

0 1 2 3 4 5 6 7 8 9 10



8.1 *

8.3

EMOTIONAL CONTROL: To what extent does Jane tend to maintain a rational and objective demeanor when faced with a stressful or emotional situation? Will she usually act objectively, rather than impulsively and emotionally?

0 1 2 3 4 5 6 7 8 9 10



7.1 *

7.2

FREEDOM FROM PREJUDICES: How well can Jane readily prevent prejudices from entering into and affecting an interpersonal relationship?

0 1 2 3 4 5 6 7 8 9 10



8.5 *

8.3

HANDLING REJECTION: How well does Jane tend to avoid taking rejection or criticism in an overly personal manner? Does she tend to value herself based too much on her external accomplishments, rather than based on her internal self-belief?

0 1 2 3 4 5 6 7 8 9 10



6.6 *

6.6

RELATING TO OTHERS: How well does Jane gain personal insight into others, and how effectively does she coordinate that information and knowledge of others into productive interactions?

0 1 2 3 4 5 6 7 8 9 10



8.1 *

8.3

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RELATING WITH OTHERS

EMPATHETIC OUTLOOK: What is Jane's present capacity to perceive and understand the feelings and attitudes of others or to place herself in the shoes of another?

0 1 2 3 4 5 6 7 8 9 10



8.1 *

8.3

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SELF MANAGEMENT

"Is Jane an effective manager of Jane?" This category takes a look at how Jane manages herself and the capacity she has to develop herself.

HANDLING STRESS: What is Jane's ability to balance and defuse inner tensions and stress? Such tensions, if allowed to build up, might interfere with her ability to perform up to her potential.

0 1 2 3 4 5 6 7 8 9 10



7.0 *
8.6

PERSONAL ACCOUNTABILITY: How likely is Jane to be responsible for the consequences of her own decisions and actions and not shift the focus or blame for poor performance to somewhere else or on others?

0 1 2 3 4 5 6 7 8 9 10



6.5 *
8.6

SELF ASSESSMENT: How proficient and practiced is Jane at taking her ability to evaluate the skills and techniques of others and turning it inward to evaluate herself in a similar fashion?

0 1 2 3 4 5 6 7 8 9 10



5.9 *
8.3

SELF CONFIDENCE: To what degree does Jane tend to develop and maintain an inner strength based on the desire to succeed and on her belief that she possesses the capabilities to succeed?

0 1 2 3 4 5 6 7 8 9 10



7.0 *
8.8

INTERNAL SELF CONTROL: What is Jane's tendency to remain calm and cool under pressure? Whereas "Emotional Control" relates to Jane's external actions when stressed, this capacity is an assessment of her ability to remain calm inside.

0 1 2 3 4 5 6 7 8 9 10



5.6 *
7.8

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SELF MANAGEMENT

SELF DISCIPLINE AND SENSE OF DUTY: How strongly does Jane feel the need to be consistent and true to herself in her actions? Can she rule her own conduct and remain true to her ideals?

0 1 2 3 4 5 6 7 8 9 10



6.8 *

7.4

* 68% of the population falls within the shaded area.



WORK ATTITUDE

"What attitude does Jane bring to work everyday?" This measures Jane's ability to feel satisfied and competent in her job and to work in a persistent and consistent manner.

CONSISTENCY AND RELIABILITY: How strong is Jane's internal need to be conscientious in her personal or professional efforts, to be both consistent and reliable in her life roles?

0 1 2 3 4 5 6 7 8 9 10



7.5 *

7.4

FOLLOWING DIRECTIONS: To what degree does Jane tend to hear, understand and follow directions or instructions effectively? This is her willingness to postpone making personal decisions or taking action until she has listened to what she is being asked to do.

0 1 2 3 4 5 6 7 8 9 10



7.8 *

8.0

HANDLING STRESS: What is Jane's ability to balance and defuse inner tensions and stress? Such tensions, if allowed to build up, might interfere with her ability to perform up to her potential.

0 1 2 3 4 5 6 7 8 9 10



7.0 *

8.6

PERSISTENCE: How likely is Jane to stay the course in times of difficulty? Does she readily face adversity and obstacles without flinching?

0 1 2 3 4 5 6 7 8 9 10



7.4 *

6.8

PERSONAL ACCOUNTABILITY: How likely is Jane to be responsible for the consequences of her own decisions and actions and not shift the focus or blame for poor performance to somewhere else or on others?

0 1 2 3 4 5 6 7 8 9 10



6.5 *

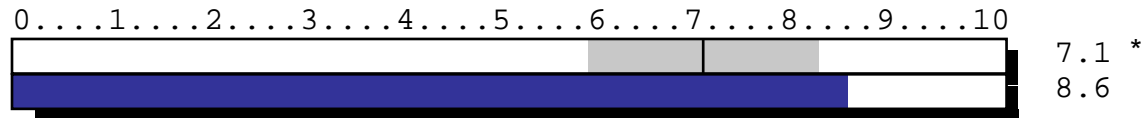
8.6

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WORK ATTITUDE

ROLE CONFIDENCE: How clearly does Jane see her role in the world or at work? Does she view it as being positive, practical and functional, and does she see herself as valuable in that role?



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WORK ETHIC

"Is Jane a hard and honest worker?" This is an overall assessment of Jane's work ethic. It involves her ability to meet pre-set standards, respect company policies and property, possess a strong work ethic, and make decisions which take into consideration the needs of everyone involved (e.g. herself, others and the company).

ATTITUDE TOWARD HONESTY: Is Jane open to being honest even when it involves reporting her own lack of results or the dishonesty of others?

0 1 2 3 4 5 6 7 8 9 10



6.9 *

6.8

BALANCED DECISION MAKING: The ability to be objective and to evaluate fairly the different aspects of a situation is very important. How well does Jane make ethical decisions that take into account all aspects and components involved?

0 1 2 3 4 5 6 7 8 9 10



7.0 *

6.5

JOB ETHIC: How strong is Jane's personal commitment to the execution of a specific task?

0 1 2 3 4 5 6 7 8 9 10



7.1 *

6.8

MEETING STANDARDS: How clearly is Jane able to see and understand the basic requirements established for a job and how committed will she then tend to be in meeting them?

0 1 2 3 4 5 6 7 8 9 10



6.9 *

8.0

RESPECT FOR POLICIES: To what extent does Jane appreciate the value of conducting business affairs according to the intent of company policies and standards?

0 1 2 3 4 5 6 7 8 9 10



7.8 *

8.6

* 68% of the population falls within the shaded area.



WORK ETHIC

RESPECT FOR PROPERTY: What is Jane's understanding and appreciation for the value of protecting and using company property correctly?

0 1 2 3 4 5 6 7 8 9 10



8.0 *

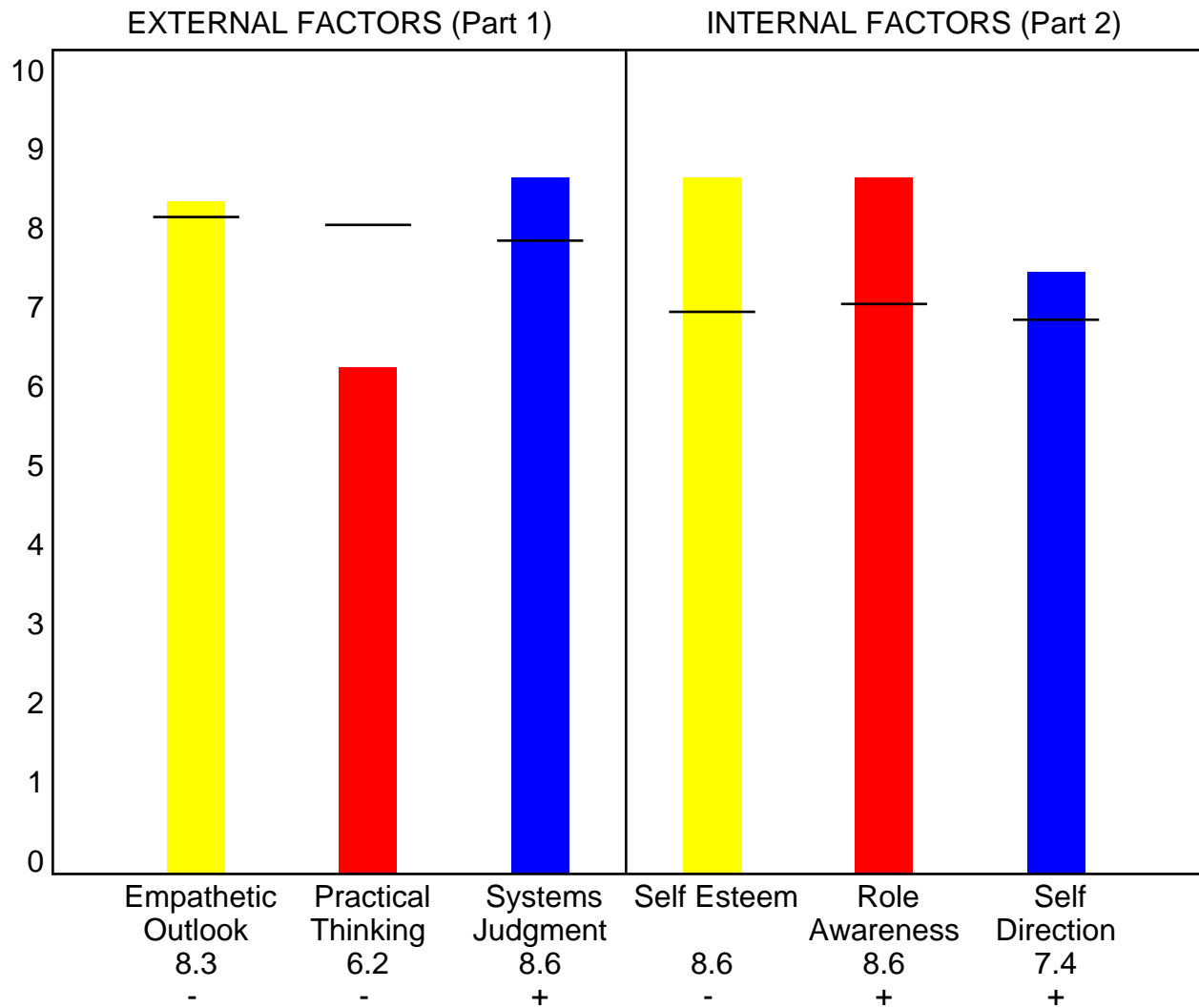
6.2

* 68% of the population falls within the shaded area.



DIMENSIONAL BALANCE

For consulting and coaching





CORE ATTRIBUTE LIST

For consulting and coaching

- Self Confidence (8.8)
- Realistic Personal Goal Setting (8.8)
- Personal Accountability (8.6)
- Results Orientation (8.6)
- Handling Stress (8.6)
- Project Scheduling (8.6)
- Conveying Role Value (8.6)
- Respect For Policies (8.6)
- Self Esteem (8.6)
- Role Confidence (8.6)
- Systems Judgment (8.6)
- Sense Of Belonging (8.6)
- Self Improvement (8.6)
- Material Possessions (8.6)
- Role Awareness (8.6)
- Enjoyment Of The Job (8.6)
- Taking Responsibility (8.6) see Personal Accountability
- Intuitive Decision Making (8.5)
- Surrendering Control (8.5)
- Proactive Thinking (8.5)
- Creativity (8.5)
- Attitude Toward Others (8.3)
- Freedom From Prejudices (8.3)
- Realistic Expectations (8.3)
- Self Assessment (8.3)
- Evaluating Others (8.3)
- Correcting Others (8.3)
- Developing Others (8.3)
- Realistic Goal Setting For Others (8.3)
- Human Awareness (8.3)
- Understanding Prospect's Motivations (8.3) see Understanding Motivational Needs
- Understanding Motivational Needs (8.3)
- Long Range Planning (8.3)
- Relating To Others (8.3)
- Sensitivity To Others (8.3)
- People Reading (8.3) see Understanding Attitude
- Understanding Attitude (8.3)
- Empathetic Outlook (8.3)
- Monitoring Others (8.3)
- Personal Relationships (8.3)
- Seeing Potential Problems (8.2)
- Problem Solving (8.1)
- Following Directions (8.0)
- Personal Commitment (8.0)
- Commitment To The Job (8.0) see Personal Commitment
- Gaining Commitment (8.0)
- Meeting Standards (8.0)
- Persuading Others (8.0)
- Problem And Situation Analysis (7.8)
- Internal Self Control (7.8)
- Sense Of Timing (7.8)
- Conceptual Thinking (7.4)
- Attention To Detail (7.4)
- Consistency And Reliability (7.4)
- Personal Drive (7.4)
- Self Discipline And Sense Of Duty (7.4)
- Quality Orientation (7.4)
- Initiative (7.4)
- Self Direction (7.4)
- Sense Of Mission (7.4)
- Self Management (7.4)
- Leading Others (7.3)
- Accurate Listening (7.3) see Evaluating What Is Said
- Evaluating What Is Said (7.3)
- Emotional Control (7.2)
- Theoretical Problem Solving (7.1)
- Integrative Ability (7.1)
- Job Ethic (6.8)
- Persistence (6.8)
- Attitude Toward Honesty (6.8)
- Self Starting Ability (6.7)
- Handling Rejection (6.6)
- Balanced Decision Making (6.5)
- Problem Management (6.3)
- Concrete Organization (6.2)
- Respect For Property (6.2)
- Status And Recognition (6.2)
- Practical Thinking (6.2)
- Accountability For Others (6.1)
- Project And Goal Focus (6.0)
- Goal Directedness (6.0) see Project And Goal Focus
- Using Common Sense (4.9)