

Customer Service

ACME Corporation

—
Composite Report For John Doe

Tuesday, December 28, 1999

Discovery 360° Feedback™

The following experiences are included in this Composite Report:

12/1/1999 - John Doe

12/28/1999 - John Doe

CATEGORY FEEDBACK

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Customer Service

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CATEGORY REPORT

Customer Service

	N	Gap Size	Average Gap Size				R	Gap Size Distribution					
			0	0.5	1	1.5		2	0	1	2	3	4
Self	2	0.50	0.50					11	11				
Boss	2	0.41	0.41					13	9				
Peer	4	0.43	0.43					29	12	2	1		

Integrity/Initiative

	N	Gap Size	Average Gap Size				R	Gap Size Distribution					
			0	0.5	1	1.5		2	0	1	2	3	4
Self	2	0.50	0.50					5	5				
Boss	2	0.50	0.50					5	5				
Peer	4	0.40	0.40					15	3	1	1		

Communication

	N	Gap Size	Average Gap Size				R	Gap Size Distribution					
			0	0.5	1	1.5		2	0	1	2	3	4
Self	2	0.50	0.50					5	5				
Boss	2	0.60	0.60					7		3			
Peer	4	0.25	0.25					16	3	1			

INDIVIDUAL FEEDBACK

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INDIVIDUAL PRACTICES REPORT

How often does this person...

Practice	Self	Boss	Peer	Average Gap Size					Gap Size Distribution					
				N	Gap Size	0	0.5	1	1.5	2	R	0	1	2
1) Take time to learn the customer's needs and priorities?	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
2) Deal with people in a friendly and respectful manner?	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.00	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
3) Respond quickly to customer requests?	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.00	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
4) Return phone calls promptly?	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.00	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.25	0	0	0	0	0	0	0	0	0
5) Answer questions in an honest and straightforward manner?	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.25	0	0	0	0	0	0	0	0	0
6) Make personal sacrifices to satisfy the customer's needs?	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.25	0	0	0	0	0	0	0	0	0
7) Take independent action to meet the customer's needs?	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
8) Suggest ways the customer can save time or money?	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
9) Ask customers how service can be improved?	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.50	0	0	0	0	0	0	0	0	0
	2	2	4	2	0.75	0	0	0	0	0	0	0	0	0

INDIVIDUAL FEEDBACK

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INDIVIDUAL PRACTICES REPORT

How often does this person...

Practice	Self	Boss	Peer	Average Gap Size	Gap Size Distribution	
10) Ask customers, "What can we do differently" when breakdowns occur?	N	2	2	0.50		
	Gap Size	0	0.5	1	1.5	2
	R	0	1	2	3	4
		1	1			
11) Offer help (rather than excuses) when presented with special requests?	N	2	2	0.50		
	Gap Size	0	0.5	1	1.5	2
	R	0	1	2	3	4
		1	1			
12) Act in an honest and ethical manner?	N	2	2	0.50		
	Gap Size	0	0.5	1	1.5	2
	R	0	1	2	3	4
		1	1			
13) Keep promises and commitments?	N	2	2	0.50		
	Gap Size	0	0.5	1	1.5	2
	R	0	1	2	3	4
		1	1			
14) Tell the truth, regardless of audience?	N	2	2	0.50		
	Gap Size	0	0.5	1	1.5	2
	R	0	1	2	3	4
		1	1			
15) Remain calm when under stress, deadlines and pressure?	N	2	2	0.50		
	Gap Size	0	0.5	1	1.5	2
	R	0	1	2	3	4
		1	1			
16) Admit own mistakes?	N	2	2	0.50		
	Gap Size	0	0.5	1	1.5	2
	R	0	1	2	3	4
		1	1			
17) Communicate ideas in a clear and understandable manner?	N	2	2	1.00		
	Gap Size	0	0.5	1	1.5	2
	R	0	1	2	3	4
		1		1		
18) Demonstrate patience when explaining new and complex information?	N	2	2	1.00		
	Gap Size	0	0.5	1	1.5	2
	R	0	1	2	3	4
		1		1		

INDIVIDUAL FEEDBACK

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INDIVIDUAL PRACTICES REPORT

How often does this person...

	N	Gap Size	Average Gap Size					Gap Size Distribution						
			0	0.5	1	1.5	2	R	0	1	2	3	4	
19) Discuss problems and breakdowns without blaming others?	Self	2	0.50											
	Boss	2	0.00											
	Peer	4	0.25											
20) Allow people to finish what they have to say?	Self	2	0.50											
	Boss	2	0.00											
	Peer	4	0.25											
21) Summarize/paraphrase what others say to demonstrate understanding?	Self	2	0.50											
	Boss	2	1.00											
	Peer	4	0.00											

OVERVIEW FEEDBACK

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OVERVIEW REPORT

STRENGTHS / BOSS

The following are your Strengths. These practices have the smallest average gap size. Continue performing these in the manner you are performing them.

Practice	Gap Size
2) Deal with people in a friendly and respectful manner?	0.00
3) Respond quickly to customer requests?	0.00
4) Return phone calls promptly?	0.00
19) Discuss problems and breakdowns without blaming others?	0.00
20) Allow people to finish what they have to say?	0.00

POSSIBLE DEVELOPMENTAL NEEDS / BOSS

The following are your Developmental Needs. These practices have the largest average gap sizes.

Practice	Gap Size
21) Summarize/paraphrase what others say to demonstrate understanding?	1.00
18) Demonstrate patience when explaining new and complex information?	1.00
17) Communicate ideas in a clear and understandable manner?	1.00
10) Ask customers, "What can we do differently" when breakdowns occur?	1.00
16) Admit own mistakes?	0.50

Examine each of these practices to see how many people answered each question. Also examine the Gap Distribution data to locate the degree of change desired by the majority.

Select priorities to develop by considering the importance of the practice and your ability to make the changes people desire.

DEVELOPMENTAL SUGGESTIONS

The following are some suggestions related to the Developmental Needs noted above.

- 21) a) Take brief notes to key points on paper.
- b) Remember you will not know if you have accurately understood someone until you have summarized your understanding. This is the most important action a listener can take.
- c) Present the restatement to others in your own words.
- d) Consider sending a written summarization of your understanding or the communication.
- e) Ask questions for clarification.
- 18) a) Present key ideas one at a time.
- b) Pause two or three seconds before responding to the person's questions.
- c) Keep the pitch, tone and pace of your voice at normal levels.
- d) Ask the person to summarize his or her understanding of key points.
- e) Ask for questions or reactions after each key point.

OVERVIEW REPORT

- 17)
 - a) Use simple direct language and terminology.
 - b) Make brief notes before communicating.
 - c) Identify for yourself key ideas to communicate.
 - d) Highlight or emphasize key ideas with visual material.
 - e) Ask the listener to summarize his/her understanding of your message.
- 10)
 - a) Meet with your customer's staff to determine how your organization can correct the breakdown in the future.
 - b) Keep an open mind. You might discover it takes less than you thought to correct the breakdown.
 - c) Focus on what went wrong, rather than who did it wrong.
 - d) Ask for reasons why your customer felt the work or project didn't get done right.

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OVERVIEW REPORT

STRENGTHS / PEER

The following are your Strengths. These practices have the smallest average gap size. Continue performing these in the manner you are performing them.

Practice	Gap Size
21) Summarize/paraphrase what others say to demonstrate understanding?	0.00
1) Take time to learn the customer's needs and priorities?	0.25
4) Return phone calls promptly?	0.25
5) Answer questions in an honest and straightforward manner?	0.25
6) Make personal sacrifices to satisfy the customer's needs?	0.25

POSSIBLE DEVELOPMENTAL NEEDS / PEER

The following are your Developmental Needs. These practices have the largest average gap sizes.

Practice	Gap Size	
15) Remain calm when under stress, deadlines and pressure?	0.75	Check
9) Ask customers how service can be improved?	0.75	Check
17) Communicate ideas in a clear and understandable manner?	0.50	
13) Keep promises and commitments?	0.50	
11) Offer help (rather than excuses) when presented with special requests?	0.50	

Examine each of these practices to see how many people answered each question. Also examine the Gap Distribution data to locate the degree of change desired by the majority.

Select priorities to develop by considering the importance of the practice and your ability to make the changes people desire.

DEVELOPMENTAL SUGGESTIONS

The following are some suggestions related to the Developmental Needs noted above.

- 15)
 - a) When feeling stressed try to find ways to relax.
 - b) Try to prioritize key deadlines, being realistic about what can be accomplished.
 - c) Step back from the deadline or pressure. Get some physical exercise and give yourself time to regroup mentally.
 - d) Ask others for help when you get swamped.
- 9)
 - a) Remember customers will do business with those they feel are making an extra effort to meet their needs.
 - b) Meet with key customers periodically to inquire about how service can be improved.
 - c) Conduct a focus group meeting with the key people in your customer's organization to determine how your customer service might be improved.
 - d) Bring in a company expert to review your customer's operation or systems to determine how you

OVERVIEW REPORT

- 17)
 - a) may be able to improve customer service.
 - b) Use simple direct language and terminology.
 - c) Make brief notes before communicating.
 - d) Identify for yourself key ideas to communicate.
 - e) Highlight or emphasize key ideas with visual material.
- 13)
 - a) Ask the listener to summarize his/her understanding of your message.
 - b) Remember nothing happens until someone makes a responsible commitment.
 - c) Do what you said you were going to do.
 - d) Always give your best effort-there may never be a second chance.
 - e) Above all else, managers must be believable. Keeping your promises and commitments will help you be believable.
- 11)
 - a) A promise or commitment fulfilled helps establish trust.
 - b) Remember your customer is number one. Offer to go above and beyond to meet their needs.
 - c) Go out of your way to keep your customer happy.
 - d) Ask your customers, "What could I do to handle your concern to meet your expectations?" Many times they will ask for less than you expected.
 - e) Accept that making sacrifices is something every customer expects of you.

FEEDBACK REPORT

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SUMMARY REPORT

RESPONSES FROM BOSS

The following list displays the practices on the survey for this group arranged by Average Gap Size.

Practice	Gap Size
2) Deal with people in a friendly and respectful manner?	0.00
3) Respond quickly to customer requests?	0.00
4) Return phone calls promptly?	0.00
19) Discuss problems and breakdowns without blaming others?	0.00
20) Allow people to finish what they have to say?	0.00
1) Take time to learn the customer's needs and priorities?	0.50
5) Answer questions in an honest and straightforward manner?	0.50
6) Make personal sacrifices to satisfy the customer's needs?	0.50
7) Take independent action to meet the customer's needs?	0.50
8) Suggest ways the customer can save time or money?	0.50
9) Ask customers how service can be improved?	0.50
11) Offer help (rather than excuses) when presented with special requests?	0.50
12) Act in an honest and ethical manner?	0.50
13) Keep promises and commitments?	0.50
14) Tell the truth, regardless of audience?	0.50
15) Remain calm when under stress, deadlines and pressure?	0.50
16) Admit own mistakes?	0.50
10) Ask customers, "What can we do differently" when breakdowns occur?	1.00
17) Communicate ideas in a clear and understandable manner?	1.00
18) Demonstrate patience when explaining new and complex information?	1.00
21) Summarize/paraphrase what others say to demonstrate understanding?	1.00

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SUMMARY REPORT

RESPONSES FROM PEER

The following list displays the practices on the survey for this group arranged by Average Gap Size.

Practice	Gap Size	
21) Summarize/paraphrase what others say to demonstrate understanding?	0.00	
1) Take time to learn the customer's needs and priorities?	0.25	
4) Return phone calls promptly?	0.25	
5) Answer questions in an honest and straightforward manner?	0.25	
6) Make personal sacrifices to satisfy the customer's needs?	0.25	
12) Act in an honest and ethical manner?	0.25	
14) Tell the truth, regardless of audience?	0.25	
16) Admit own mistakes?	0.25	
18) Demonstrate patience when explaining new and complex information?	0.25	
19) Discuss problems and breakdowns without blaming others?	0.25	
20) Allow people to finish what they have to say?	0.25	
2) Deal with people in a friendly and respectful manner?	0.50	
3) Respond quickly to customer requests?	0.50	
7) Take independent action to meet the customer's needs?	0.50	
8) Suggest ways the customer can save time or money?	0.50	
10) Ask customers, "What can we do differently" when breakdowns occur?	0.50	
11) Offer help (rather than excuses) when presented with special requests?	0.50	
13) Keep promises and commitments?	0.50	
17) Communicate ideas in a clear and understandable manner?	0.50	
9) Ask customers how service can be improved?	0.75	Check
15) Remain calm when under stress, deadlines and pressure?	0.75	Check

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SUMMARY REPORT

For the practices with the largest Gap Sizes, examine each practice to see how many people completed the surveys and the degree of change desired by the majority.

In selecting priorities for development, also consider the importance of the practices, and your ability to make the changes people desire.
