

Customer Service

ACME Corporation

—
John Doe

Tuesday, December 28, 1999

Discovery 360° Feedback™

CATEGORY FEEDBACK

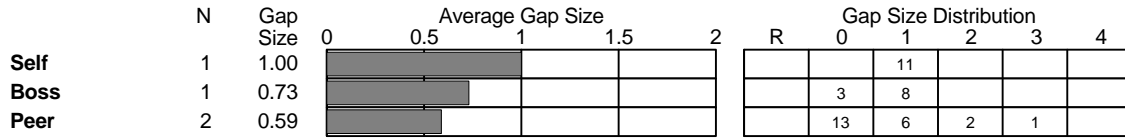
December 28, 1999

Customer Service

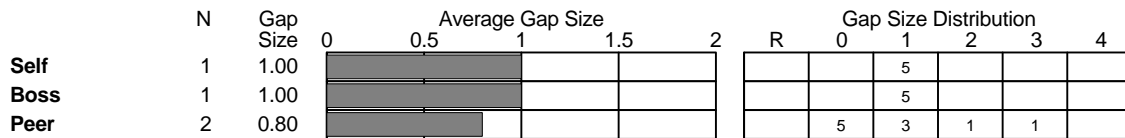
John Doe

CATEGORY REPORT

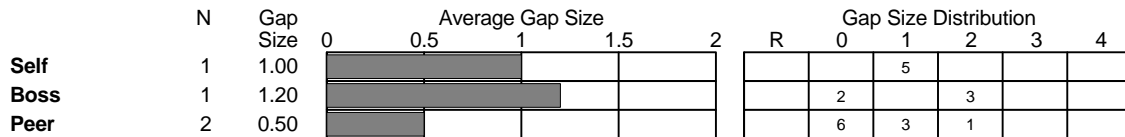
Customer Service



Integrity/Initiative



Communication



INDIVIDUAL FEEDBACK

December 28, 1999

Customer Service

John Doe

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	3	4	
1) Take time to learn the customer's needs and priorities?	1	1	2	1	1.00								1				
	1	1	1	1	1.00								1				
	2	2	0.50									1	1				
2) Deal with people in a friendly and respectful manner?	1	1	2	1	1.00								1				
	1	1	0.00									1					
	2	2	0.50									1	1				
3) Respond quickly to customer requests?	1	1	2	1	1.00								1				
	1	1	0.00									1					
	2	2	0.50									1	1				
4) Return phone calls promptly?	1	1	2	1	1.00								1				
	1	1	0.00									1					
	2	2	0.00									2					
5) Answer questions in an honest and straightforward manner?	1	1	2	1	1.00								1				
	1	1	1.00										1				
	2	2	0.00									2					
6) Make personal sacrifices to satisfy the customer's needs?	1	1	2	1	1.00								1				
	1	1	1.00										1				
	2	2	0.50									1	1				
7) Take independent action to meet the customer's needs?	1	1	2	1	1.00								1				
	1	1	1.00										1				
	2	2	1.00									1		1			
8) Suggest ways the customer can save time or money?	1	1	2	1	1.00								1				
	1	1	1.00										1				
	2	2	1.00									1		1			
9) Ask customers how service can be improved?	1	1	2	1	1.00								1				
	1	1	1.00										1				
	2	2	1.50									1			1		

INDIVIDUAL FEEDBACK

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John Doe

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						
10) Ask customers, "What can we do differently" when breakdowns occur?	Self	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
			1								
	Boss	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
		1									
Peer	2	0.50	<div style="width: 50%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td>1</td><td>1</td><td></td><td></td><td></td></tr></table>		1	1				
	1	1									
11) Offer help (rather than excuses) when presented with special requests?	Self	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
			1								
	Boss	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
		1									
Peer	2	0.50	<div style="width: 50%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td>1</td><td>1</td><td></td><td></td><td></td></tr></table>		1	1				
	1	1									
12) Act in an honest and ethical manner?	Self	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
			1								
	Boss	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
		1									
Peer	2	0.50	<div style="width: 50%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td>1</td><td>1</td><td></td><td></td><td></td></tr></table>		1	1				
	1	1									
13) Keep promises and commitments?	Self	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
			1								
	Boss	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
		1									
Peer	2	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td>1</td><td></td><td>1</td><td></td><td></td></tr></table>		1		1			
	1		1								
14) Tell the truth, regardless of audience?	Self	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
			1								
	Boss	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
		1									
Peer	2	0.50	<div style="width: 50%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td>1</td><td>1</td><td></td><td></td><td></td></tr></table>		1	1				
	1	1									
15) Remain calm when under stress, deadlines and pressure?	Self	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
			1								
	Boss	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
		1									
Peer	2	1.50	<div style="width: 75%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td>1</td><td></td><td></td><td>1</td><td></td></tr></table>		1			1		
	1			1							
16) Admit own mistakes?	Self	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
			1								
	Boss	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
		1									
Peer	2	0.50	<div style="width: 50%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td>1</td><td>1</td><td></td><td></td><td></td></tr></table>		1	1				
	1	1									
17) Communicate ideas in a clear and understandable manner?	Self	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
			1								
	Boss	1	2.00	<div style="width: 200%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td></td><td>1</td><td></td><td></td></tr></table>				1		
			1								
Peer	2	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td>1</td><td></td><td>1</td><td></td><td></td></tr></table>		1		1			
	1		1								
18) Demonstrate patience when explaining new and complex information?	Self	1	1.00	<div style="width: 100%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td>1</td><td></td><td></td><td></td></tr></table>			1			
			1								
	Boss	1	2.00	<div style="width: 200%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td></td><td></td><td>1</td><td></td><td></td></tr></table>				1		
			1								
Peer	2	0.50	<div style="width: 50%; height: 10px; background-color: #cccccc;"></div>	<table border="1" style="width: 100%; text-align: center;"><tr><td></td><td>1</td><td>1</td><td></td><td></td><td></td></tr></table>		1	1				
	1	1									

INDIVIDUAL FEEDBACK

December 28, 1999

Customer Service

John Doe

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	1	1.00											
	Boss	1	0.00								1			
	Peer	2	0.50								1	1		
20) Allow people to finish what they have to say?	Self	1	1.00									1		
	Boss	1	0.00								1			
	Peer	2	0.50								1	1		
21) Summarize/paraphrase what others say to demonstrate understanding?	Self	1	1.00									1		
	Boss	1	2.00										1	
	Peer	2	0.00								2			

OVERVIEW FEEDBACK

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John Doe

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?	2.00
18) Demonstrate patience when explaining new and complex information?	2.00
17) Communicate ideas in a clear and understandable manner?	2.00
16) Admit own mistakes?	1.00
15) Remain calm when under stress, deadlines and pressure?	1.00

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.
- 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.

OVERVIEW FEEDBACK

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Customer Service

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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
4) Return phone calls promptly?	0.00
5) Answer questions in an honest and straightforward manner?	0.00
21) Summarize/paraphrase what others say to demonstrate understanding?	0.00
1) Take time to learn the customer's needs and priorities?	0.50
2) Deal with people in a friendly and respectful manner?	0.50

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?	1.50	Check
9) Ask customers how service can be improved?	1.50	Check
17) Communicate ideas in a clear and understandable manner?	1.00	
13) Keep promises and commitments?	1.00	
8) Suggest ways the customer can save time or money?	1.00	

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

- may be able to improve customer service.
- 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.
 - 13)
 - a) Remember nothing happens until someone makes a responsible commitment.
 - b) Do what you said you were going to do.
 - c) Always give your best effort-there may never be a second chance.
 - d) Above all else, managers must be believable. Keeping your promises and commitments will help you be believable.
 - e) A promise or commitment fulfilled helps establish trust.
 - 8)
 - a) Meet with your customers to discuss methods and ideas that could save them time and money.
 - b) Keep you customers informed of changes in technology that will save them time or money.
 - c) Bring in a company expert to review your customer's operation or systems to determine how you may be able to save them time or money.
 - d) Attend industry workshops and seminars to get ideas that will allow you to demonstrate to your customers how they can save time or money.

FEEDBACK REPORT

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Customer Service

John Doe

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?	1.00
5) Answer questions in an honest and straightforward manner?	1.00
6) Make personal sacrifices to satisfy the customer's needs?	1.00
7) Take independent action to meet the customer's needs?	1.00
8) Suggest ways the customer can save time or money?	1.00
9) Ask customers how service can be improved?	1.00
10) Ask customers, "What can we do differently" when breakdowns occur?	1.00
11) Offer help (rather than excuses) when presented with special requests?	1.00
12) Act in an honest and ethical manner?	1.00
13) Keep promises and commitments?	1.00
14) Tell the truth, regardless of audience?	1.00
15) Remain calm when under stress, deadlines and pressure?	1.00
16) Admit own mistakes?	1.00
17) Communicate ideas in a clear and understandable manner?	2.00
18) Demonstrate patience when explaining new and complex information?	2.00
21) Summarize/paraphrase what others say to demonstrate understanding?	2.00

FEEDBACK REPORT

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Customer Service

John Doe

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	
4) Return phone calls promptly?	0.00	
5) Answer questions in an honest and straightforward manner?	0.00	
21) Summarize/paraphrase what others say to demonstrate understanding?	0.00	
1) Take time to learn the customer's needs and priorities?	0.50	
2) Deal with people in a friendly and respectful manner?	0.50	
3) Respond quickly to customer requests?	0.50	
6) Make personal sacrifices to satisfy the customer's needs?	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	
12) Act in an honest and ethical manner?	0.50	
14) Tell the truth, regardless of audience?	0.50	
16) Admit own mistakes?	0.50	
18) Demonstrate patience when explaining new and complex information?	0.50	
19) Discuss problems and breakdowns without blaming others?	0.50	
20) Allow people to finish what they have to say?	0.50	
7) Take independent action to meet the customer's needs?	1.00	
8) Suggest ways the customer can save time or money?	1.00	
13) Keep promises and commitments?	1.00	
17) Communicate ideas in a clear and understandable manner?	1.00	
9) Ask customers how service can be improved?	1.50	Check
15) Remain calm when under stress, deadlines and pressure?	1.50	Check

FEEDBACK REPORT

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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.
