

Profiles<sup>™</sup> International  
Customer Service Profile  
HEALTHCARE



**Confidential Coaching Report**

Tuesday, February 20, 2007

**Jason Fronk**

Vision One Technician

**Southard & Associates**

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**Building and Retaining the High Performance Workforce**

## Introduction

Service to the customer is a part of the job for virtually every employee. Proficiency in providing this service is related to an individual's Behavioral Characteristics, basic Proficiencies and their own perspective on providing customer service.

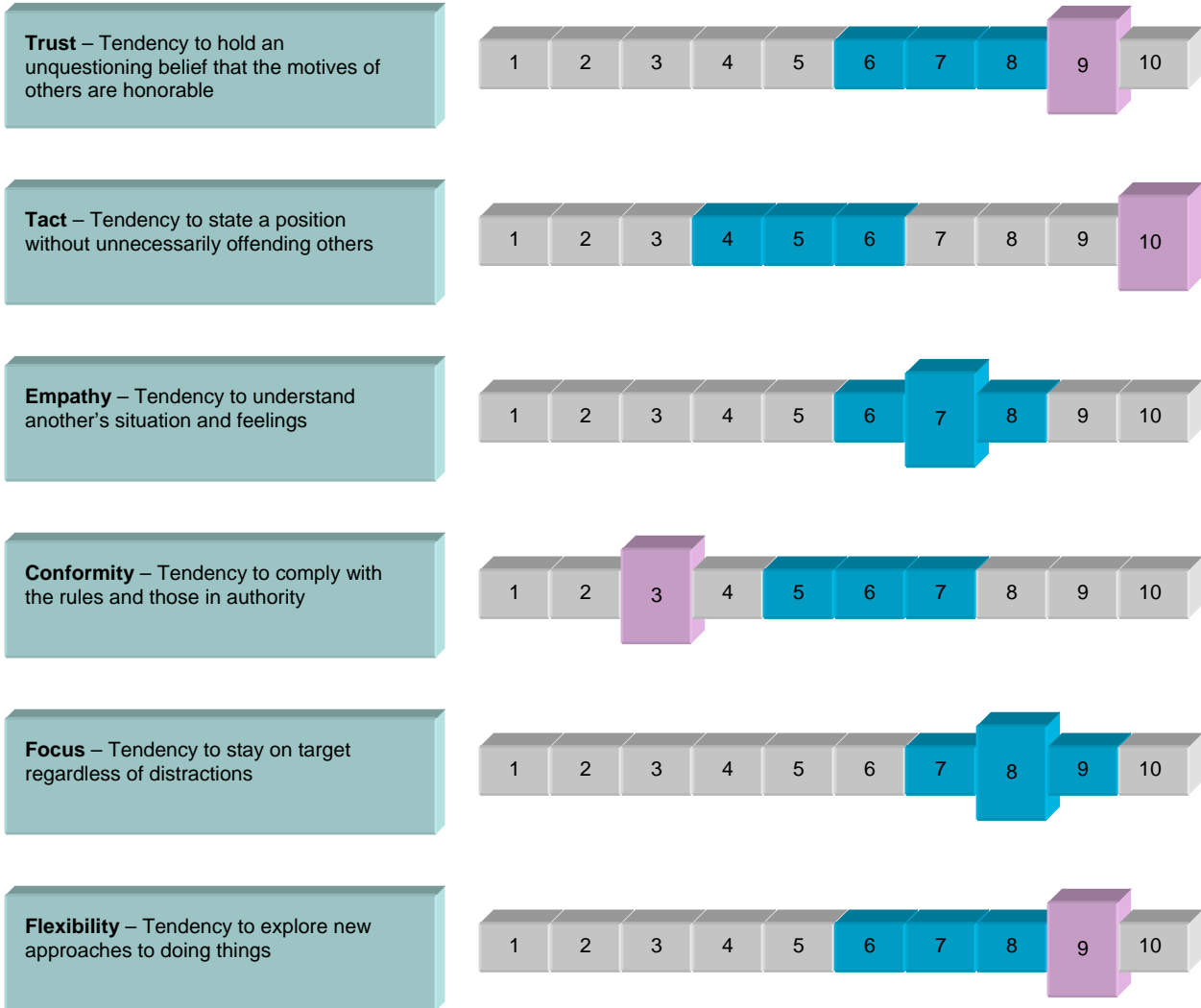
This report reflects the responses provided by Jason Fronk when he completed the Customer Service Perspective assessment. The information is presented in the following four parts:

- **Behavioral Characteristics**— six behavioral characteristics that are important factors for success in providing service to customers.
- **Proficiencies**— a view of basic proficiency in mathematics and vocabulary.
- **Considerations for Employee Development**—on the scales where Mr. Fronk scored outside of the Job Match Pattern, suggestions are provided to assist in his development.
- **Company Service Perspective**— the degree of alignment between the individual's perspective on providing service to the customer and that expressed by the company.

Please consult the User's Guide for additional information on using these results in working with Jason.

## Summary of Behavioral Characteristics

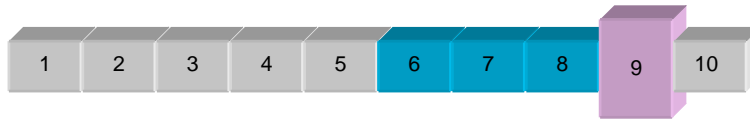
The darker shading represents the Job Match Pattern for the role of Vision One Technician. The larger box indicates his score.



## Behavioral Characteristics

### Trust

- Wary
- Vigilant
- Skeptical



- Unquestioning
- Uncritical
- Optimistic

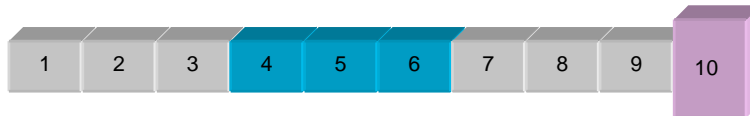
**Pattern 6-8    Score 9**

**Comments on Trust**

Mr. Fronk can be rather trusting at times. He genuinely wants to believe that what others say is true and authentic, possibly regardless of evidence to the contrary. He may not be suspicious of another person’s motives and he strongly feels that most people are honest.

### Tact

- Direct
- Obvious
- Forthright



- Discreet
- Diplomatic
- Restrained

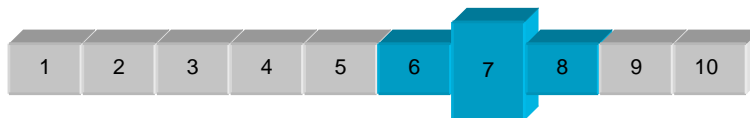
**Pattern 4-6    Score 10**

**Comments on Tact**

He appears quite tactful. Jason is apt to make a conscious effort to be extremely diplomatic with customers, sometimes to the extent of saying things he thinks the customer wants to hear. Jason is a non-confrontational individual who diligently avoids unpleasantness in how he presents himself to others.

### Empathy

- Detached
- Indifferent
- Distant



- Understanding
- Compassionate
- Sensitive

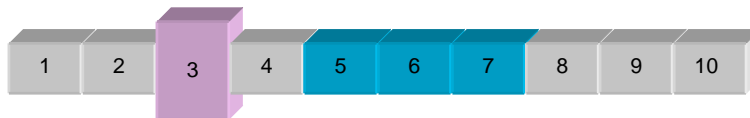
**Pattern 6-8    Score 7**

**Comments on Empathy**

Mr. Fronk generally finds it easy to be sympathetic, understanding and compassionate, to the point of allowing himself to become personally involved in solving the needs of customers. He has a strong need to be helpful to those with whom he has contact.

### Conformity

- Inventive
- Free-spirited
- Independent



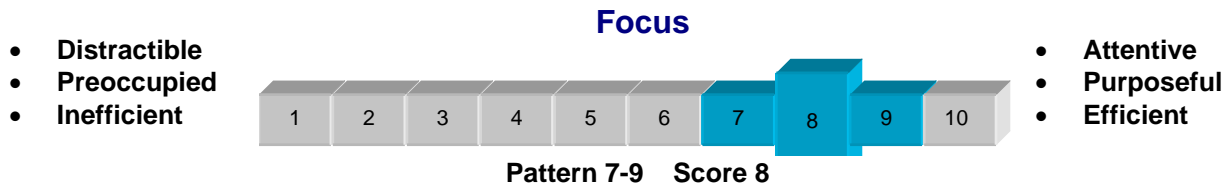
- Traditional
- Compliant
- Conventional

**Pattern 5-7    Score 3**

**Comments on Conformity**

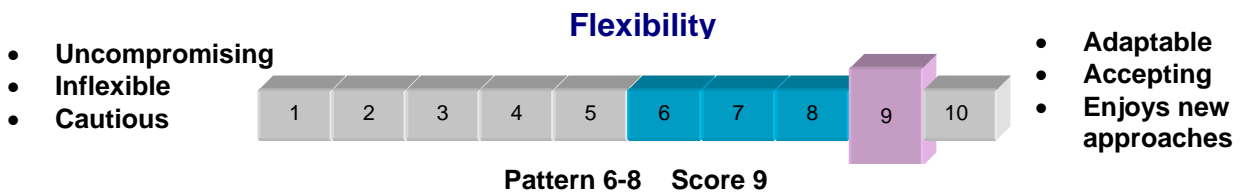
Mr. Fronk may question or even ignore rules and regulations due to his unconventional attitude. He reports a preference for doing things his own way with little or no restrictions, but may be willing to have a conventional attitude on a few occasions.

## Behavioral Characteristics (cont'd)



**Comments on Focus**

Jason demonstrates a relatively strong level of concentration when allowed the opportunity. Only an exceptionally distracting environment should cause him to stray from his focus. The advantage here is that his focus is not so strong as to be completely inflexible. So a change of priorities should not be too disrupting for him, if he is given the time to gather his faculties and head in the new direction.

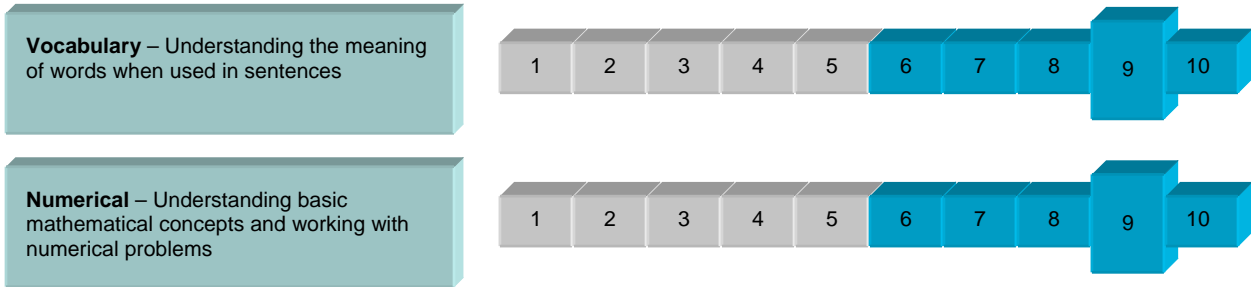


**Comments on Flexibility**

He is so highly open to change that others may consider it a challenge to keep up with him when he suggests new approaches for work accomplishments. He relishes the generation of new ideas, concepts and methods of improving upon how to get things done. He seems to possess quite an innovative attitude.

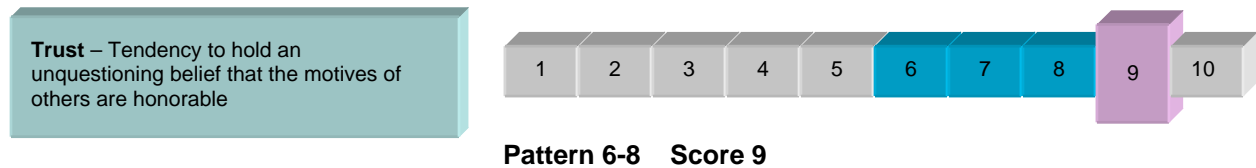
## Proficiencies

The darker shading represents the Job Match Pattern for the role of Vision One Technician. The larger box indicates this individual's score.



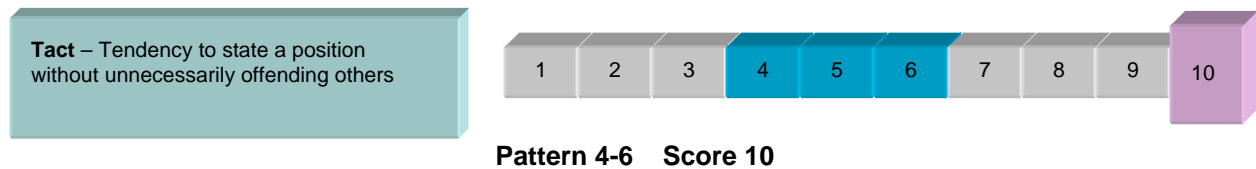
## Considerations for Employee Development

The darker shading represents the Job Match Pattern for the role of Vision One Technician. Mr. Fronk scored outside the Job Match Pattern in the areas listed below. Information and coaching comments are provided to facilitate working with him.



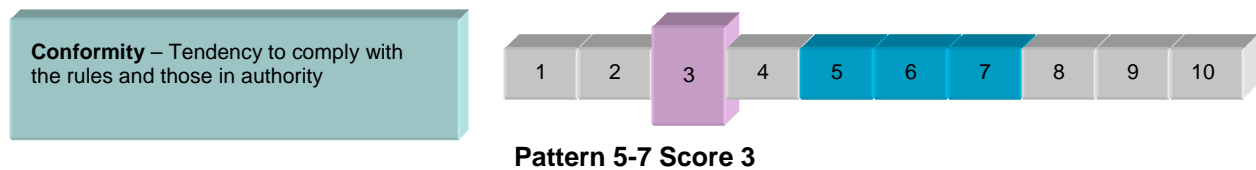
### Considerations for Employee Development

Mr. Fronk demonstrates such a high level of trust in the motivations of others that he may be seen as quite naïve to some customers. To avoid being taken advantage of, he may benefit from training that highlights how to deal with a manipulative customer. Additionally, if lack of experience in this position is an issue, he could learn from more real-world incidents over time.



### Considerations for Employee Development

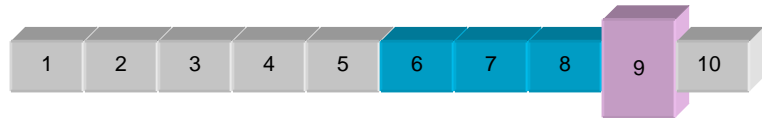
With such an emphasis on tact and delicacy in communication, Jason may be overlooking the practicality of greater candor. Try to balance his talent for diplomacy with the skills needed to be more direct and plain-speaking when necessary. Shadowing a co-worker who has attained this balance may provide the illustrative training needed.



### Considerations for Employee Development

With a relatively low level of conventionality, Jason may find some procedures difficult to follow, especially when he feels that there may be a “better” way to accomplish his work. If following the rules becomes a persistent challenge, reintegration into the norms of his department may be needed. Emphasize belongingness with the team and its customs.

**Flexibility** – Tendency to explore new approaches to doing things



**Pattern 6-8    Score 9**

**Considerations for Employee Development**

Jason exhibits an excitement concerning change that may sometimes detract from other concerns that are more relevant to his immediate goals. One means to redirect his thinking may be to make clear the reasons behind the present procedural format and to make obvious the need to take small methodical steps when confronting the need for change.

## Company Service Perspective

Fifty (50) questions related to providing service to the customer were presented to Jason. The responses to these questions suggest his perspective of providing customer service. The answers provided by the company represent their perspective and are compared to the answers provided by Jason.

### PERSPECTIVES THAT CONFLICT

### HIS ANSWER

Most patients or clients know what they want; they don't have time for extra questions or paperwork.	No
My job is to tend to a patient's needs, not to be a sympathetic ear.	No
When calling my supervisor for help, I don't need to let the patient or client know what's going on.	Yes
Patients and clients don't like to be asked a lot of questions.	No
Giving good service means having the freedom to make an immediate decision concerning a patient or client, rather than having to go to my supervisor for permission.	No
Whenever a phone call with a client or patient goes on too long, I should find ways to close the conversation quickly.	No
Sometimes a patient or client must be reminded that we are very busy and other people are waiting to be helped.	Yes
When a patient or client complains about our services, I should defend and support the reputation of the organization.	Yes
Unless dictated by procedures, no patient or client should be given special or individualized service.	No
It is my responsibility to tend to patient or client needs when they are under our care.	Yes
In order to keep a patient or client calm, I should realize that I may need to say something that isn't entirely frank.	Yes