

# CUSTOMER SERVICE AUDIT

**Private & Confidential**

**16/08/2006**

**Martin Smyth**

	I	II	III
D	6	8	-2
I	8	2	6
S	2	11	-9
C	3	8	-5

## **UNDERSTANDING CLIENT NEEDS**

This communicative, extroverted and active person strives at all times to achieve favorable recognition. He needs to be liked and will therefore do everything possible to establish a favorable working relationship with his clients. In gaining an understanding of the clients' needs, their operations, culture and competitors, Martin Smyth may conduct detailed investigations but fail to gather data or gain a thorough understanding of the client's business environment.

Martin Smyth lacks the patience, self-organization and discipline to be sufficiently probing, analytical, detailed or objective in his assessments.

His positive and entertaining manner will immediately put the client at ease and encourage clients to open up and provide a briefing on their requirements. However, Martin Smyth is not an attentive and patient listener and may only retain a superficial overview of the client's requirements.

## **HANDLING CRITICISM AND AGGRESSION**

Martin Smyth can be demotivated by antagonistic situations and will constantly strive to maintain a favorable atmosphere and interpersonal relationships. He tends to avoid situations where he is likely to be severely criticized even to the extent of neglecting some client assignments. He can make impulsive decisions which could have long-term consequences but this is usually only resorted to as a last attempt win over a dissatisfied client. Because Martin Smyth desires constant approval, avoids conflict at all costs, he is likely to over-promise and, as a result, often under-deliver. Martin Smyth, in most situations, is not well-equipped to deal with criticism or aggression. He would normally take criticism personally and this could generate high levels of stress within Martin Smyth which, in turn, would adversely affect productivity, performance and, above all, relationships with clients.

## **RESPONSIVENESS**

Martin Smyth dislikes being tied down and therefore tends not to commit himself too frequently or too far in advance. He is initially very enthusiastic about an assignment but because of his restlessness and low level of patience gets bored easily and is unable to provide the required follow through. However, he will be motivated to meet deadlines and will respond to client calls when these are related to opportunities for him to create a

favorable impression with important clients. He prefers to spend much time interacting socially with the client. He would appear to possess an unrealistic concept of time and assistance with time management would help.

## **PRESENTATION AND COMMUNICATION SKILLS**

Martin Smyth has good presentation abilities and possesses a poised and influential communication style which is both friendly and persuasive, He will seldom have any problems creating very favorable first impressions with clients. He dislikes administration related tasks, especially if these place restrictions on his mobility and social involvement. In making a presentation to a client he will be confident, entertaining, fast moving and persuasive. The content of his presentation may lack detail and technical validation but he will strive positively to impress the audience. However, some clients may feel let down, requiring a more thorough, better prepared and more detailed technical assessment and proposal.

## **CREATIVITY AND PROBLEM SOLVING SKILLS**

In problem solving Martin Smyth is likely to rely on his intuition, restless energy, personality and wit. He is, however, likely to take decisions, many of which may be impetuous and insufficiently researched. He is particularly interested in solving people problems but these are often of a superficial nature and may be lacking in a real understanding of all the issues. Martin Smyth is unlikely to research options diligently and the decisions taken and conclusions reached may be subjective and emotionally biased. He needs support in implementing unpopular decisions and could, at times, make the most popular decision so as to maintain a favorable image. He, however, is quite capable of generating some unusual and creative concepts.

## **GOAL ORIENTATION**

He is primarily motivated to achieve favorable recognition from others. Martin Smyth is, therefore, most comfortable in a favorable environment and operates with increasing commitment when his achievements are recognized with acclaim.

# JOB COMPATIBILITY

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02/10/2006

**CSR (Retail)/  
Martin Smyth**

		PPA		Job
D	6	8	-2	-9
I	8	2	6	8
S	2	11	-9	-4
C	3	8	-5	4

The results of the completed job profile suggest that the competencies required by the jobholder should include the ability to:

- Create a network of contacts across various disciplines that provide advice on what resources are available both within or outside the organization.
- Encourage others to communicate effectively and efficiently at a level that is understood by all thus developing a culture of participation and involvement.
- Generally motivate people to give their best results, praising them when things go well and appraising them of improvements which can and should be made.
- Create a positive and innovative atmosphere which encourages people to commit themselves to the task in hand and where necessary, go beyond the call of duty in order to achieve their key objectives.
- Evaluate situations, calculate risks while justifying and defending correctness.
- Gather facts and figures, monitor self and others and achieve goals in a timely and factual manner.
- Be proactive and energetic in the work situation, seeking to get things done and at the same time deal with a variety of tasks.
- Adopt an accommodating and helpful manner, debate, agree and where necessary accept the objectives set by others and work within agreed parameters in order to ensuring tasks are complete.

In summary, the person fulfilling this function should be a good communicator, positive, enthusiastic and outgoing, but able to work within procedures on job aspects which may deal with facts, standards and quality. Activity, flexibility, pace and an accommodating, helpful approach may also be requirements of this job.

## JOB COMPARISON

### **Martin Smyth versus the Human Job Analysis**

When compared to the Human Job Analysis Martin Smyth does not appear to have the necessary precision, accuracy, analytical skills or detail-orientation required. As such could be too independent, strong-willed and stubborn for the position.

while the job is calling for a person who follows the rules and procedures of the organization the indicators suggest that Martin Smyth may have a desire to take a stand and could at times be seen by others as unyielding.

If, in discussion, this is found to be the case, then Martin Smyth Could have difficulty achieving and maintaining the level of performance required.

## **PERSONAL STRENGTHS**

The strengths of Martin Smyth when compared to the Human Job Analysis appear to be as follows:

- Develops networks and identifies resources when needed.
- Can create a culture of participation and involvement and encourages people to communicate effectively.
- Influences and persuades others to give their best and appraises them if improvements are necessary.
- Provides a positive and innovative atmosphere which encourages people to achieve their key objectives.
- Is proactive and can deal with a variety of tasks.
- Is accommodating and helpful and will try to meet his objectives within agreed timescales.

## **POSSIBLE LIMITATIONS**

The job is calling for competencies in areas where Martin Smyth may have possible limitations. These are as follows:

- He may not be as willing to spend time evaluating things and justifying and defending correctness in order to come up with an action plan.
- Planning and monitoring are not a real strong point within Martin Smyth and he may fail to identify any variances against goals and miss the opportunity to take corrective action.

## **GOODNESS OF FIT - FIT 3**

Martin Smyth's characteristics are at some variance with the requirements of the role but can still be considered a fair fit.

It is vitally important that the interviewer considers and fully debates the potential weaknesses of this person as described in the "Possible Limitations" and the "Job Comparison" sections of this report.

It is also very important to ensure that the education, knowledge and experience of Martin Smyth fully match the requirements of the job.

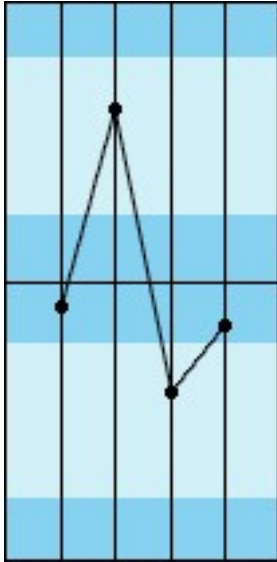
## **INTERVIEW PROCESS**

Regardless of the Personal Strengths and Limitations identified, it is vital to conduct a structured interview to confirm the above comments. It is also important that Martin Smyth's employment history is considered

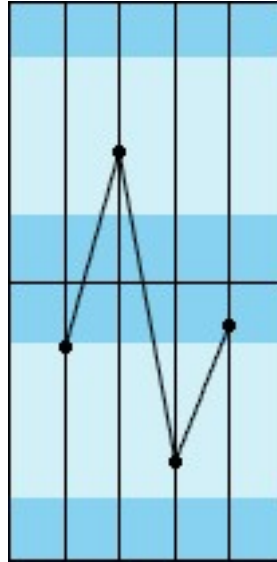
together with an assessment of his knowledge. Wherever possible some form of ability test, such as the Thomas TST, should be taken in order to ensure an acceptable level of fluid intelligence. Finally, it is recommended that penetrating questions are asked at the interview or appraisal session in order to establish his successes and limitations in previous occupations.

Please bear in mind that the full analysis and points to review report should be produced and taken into consideration when comparing a person's profile with the HJA. Equally, biographical data should also be evaluated.

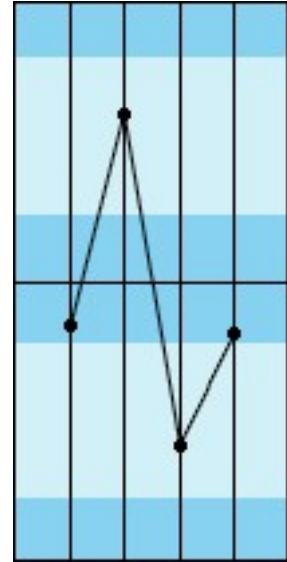
I  
Work Mask  
D I S C



II  
Behaviour under pressure  
D I S C



III  
Self Image  
D I S C



Job  
D I S C

