



Customer Service Styles[®]

Feedback Report

by Human Synergistics

Goals for Service Quality

Satisfaction

Our quality of service meets and exceeds customers' expectations.

Repurchase Intentions

Our customers are likely to do business with us again and, in fact, almost always become repeat customers.

Word-of-Mouth

Our customers regularly and strongly recommend us to others potentially interested in our products and services.

Service Quality and Customer Service Styles

Service quality often is measured along five dimensions—all of which are potentially affected by customer service styles:

- (1) *Reliability*: The ability to perform the promised service dependably and accurately;
- (2) *Responsiveness*: The willingness to help customers and to provide prompt service;
- (3) *Assurance*: The knowledge and courtesy of employees and their ability to convey trust and confidence;
- (4) *Empathy*: The provision of caring, individualized attention to customers; and
- (5) *Tangibles*: The appearance of physical facilities, equipment, personnel, and communication materials (Berry and Parasuraman, 1991)

The expectations of customers are most likely to be met when the service they receive is viewed as excellent along these dimensions. Marketing specialists like Philip Kotler have delineated what is needed to achieve reliability, responsiveness, assurance, and empathy: Top management commitment to quality, high standards, systems for monitoring service performance, systems for satisfying customer complaints, and

satisfying both employees and customers. The last factor is a critical one in that the others become meaningless if employees are dissatisfied, work within a negative culture, and interact with customers in a manner that reflects that culture.

Customer service styles represent the ways in which service providers approach their work and interact with their clients. The ways in which providers approach their work are quite visible to clients and are almost certain to shape their perceptions of reliability, assurance (knowledge), and tangibles. Similarly, the ways in which providers interact with customers are probably the main determinants of customer's perceptions of responsiveness, assurance (courtesy), and empathy. Thus, constructive and positive customer service styles are a prerequisite for excellent customer service.

Customer Service Styles

The styles exhibited by service providers are a product of various factors including their own personal behavioral styles, the training they have received, and the operating culture of their organization. Culture, viewed in terms of "how things work around here," may be a particularly important factor in determining service styles. Research and consulting with the *Organizational Culture Inventory (OCI)* have suggested that there is a strong link between culture (i.e., how members are expected to work with one another) and the way that members interact with people external to the organization (in particular, customers and clients).

The *Customer Service Styles Survey* measures service styles along the same 12 patterns of behavior on which the *OCI* focuses. Like the *OCI*, the *CSSS* organizes these behavioral styles into 3 clusters or general types of styles: **Constructive**, **Passive/Defensive**, and **Aggressive/Defensive**.

Constructive Service Styles

Constructive service styles are based on a balanced concern for tasks and people and reflect a commitment both to achieving the goals of the organization *and* forging positive relationships with customers. Service providers think and behave in ways that enable them to meet their satisfaction needs (e.g., for achievement and growth) and, in doing so, meet the needs of their customers. Constructive styles include:

- *Achievement*—taking initiative, solving problems, and getting things done (which promotes reliability)
- *Self-Actualizing*—maintaining standards, learning, and effecting improvements (which promotes assurance (knowledge) and tangibles)
- *Humanistic-Encouraging*—emphasizing customers' needs, sharing information, and being helpful (which promotes responsiveness and empathy)

- *Affiliative*—being friendly to customers, making them feel welcome, and showing appreciation (which promotes assurance and empathy)

Passive/Defensive Service Styles

Passive/Defensive service styles are based on a concern for the organization and people (mainly coworkers and superiors rather than customers). Service providers think and behave in ways that enable them to meet their security needs (e.g., for acceptance and self-protection); in doing so, they strive to attain consistency, minimize disruptions, and maintain organizational stability. Passive/Defensive styles include:

- *Approval*—emphasizing and being responsive to the needs of coworkers and superiors (which detracts from reliability and responsiveness)
- *Conventional*—strictly adhering to organizational rules and procedures (which detracts from empathy)
- *Dependent*—following orders and pushing decisions upward (which detracts from responsiveness)
- *Avoidance*—staying detached, non-committal, staying away from problems (which detracts from all the dimensions of service quality)

Aggressive/Defensive Service Styles

Aggressive/Defensive service styles are based on a concern for the task, the organization, and one's personal success. Service providers think and behave in ways that enable them to meet their security needs (e.g., for power and status); in doing so, they strive to outperform their peers, stay in charge, and attain their image of short-term success. Aggressive/Defensive styles include:

- *Oppositional*—confronting and questioning clients and blaming problems on them (which detracts from responsiveness and empathy)
- *Power*—trying to control and manipulate customers to keep them in line (which detracts from responsiveness and empathy)
- *Competitive*—pressuring customers and bargaining with them in win/lose ways (which detracts from assurance)
- *Perfectionistic*—emphasizing details and objectives that may not be relevant to customers (which detracts, ironically, from reliability and responsiveness)

In general, Constructive styles enhance service quality and Passive/Defensive and Aggressive/Defensive styles detract from it.

The CSSS Profile

Your organization's CSSS results are presented at the end of this report on a circular profile or *circumplex*. The customer service styles are organized around the circumplex based on their degree of similarity. Thus, the Constructive styles are located at the top of the circumplex (11 o'clock to 2 o'clock positions). Passive/Defensive styles are located at the mid to lower right side (3 o'clock to 6 o'clock) and Aggressive/Defensive styles are located at the lower to mid left side of the circumplex (7 o'clock to 10 o'clock). An example of a circumplex, portraying positive results, is shown on the next page.

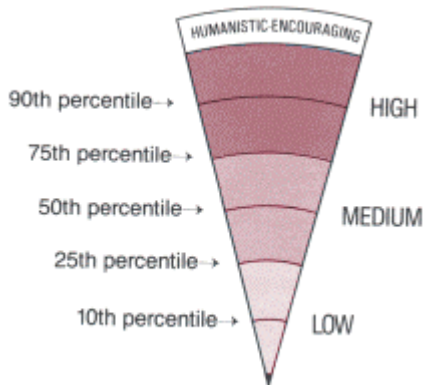
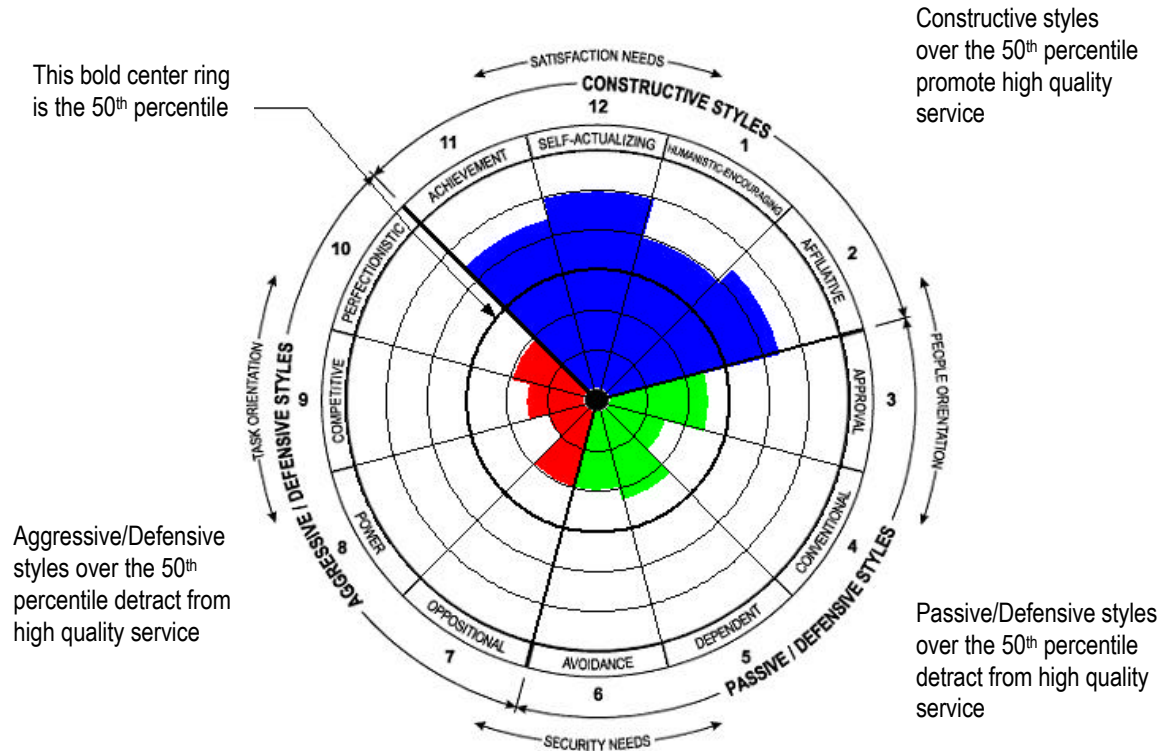
How to Interpret CSSS Circumplex Results

When reviewing your organization's results, focus on the length of the shaded area or extensions for each style from the center of the circumplex outward. These extensions reflect your organization's percentile scores. The bold center ring represents the 50th percentile. Scores falling below the 50th percentile are low relative to the scores of other organizations and indicate that the styles *are not* characteristic of your service providers. Scores that fall above the 50th percentile are high relative to the scores of other organizations and indicate that the styles are characteristic of your service providers. Scores that fall close to the 50th percentile *are* average relative to the scores of other organizations and indicate that the styles *are moderately* characteristic of your service providers.

The percentile scores are based on a comparison of your organization's raw or unadjusted scores to those obtained for other organizations that have used the CSSS. The percentile scores are important because they remove the effects of social desirability from customer's original responses and, in turn, convert their raw scores to a common or standardized scale. Thus, when you compare the extensions (and corresponding percentile scores) along different styles, you can more accurately determine which styles best describe how your providers approach their work and interact with customers. Please note that the statistical norming of the profile is preliminary and may change over time as more data are collected.

Customer Service Styles Profile

(Illustrating Constructive Service Styles)



HIGH – Your style score is in the HIGH range if it is *at or above* the 75th percentile.

MEDIUM – Your style score is in the MEDIUM range if it is *between* the 25th and 75th percentiles.

LOW – Your style score is in the LOW range if it is *at or below* the 25th percentile.

Which Service Styles Characterize Your Organization?

The service styles that prevail in your organization are best described by those styles that have the highest percentile scores (and therefore the greatest extensions) in your organization's CSSS profile. The two most extended styles in the profile are your organization's *primary and secondary service styles*. The primary and secondary styles describe the styles that your customers view as being particularly strong (as compared to customers' descriptions of other organizations).

Take a moment to review your organization's CSSS profile located at the end of this report. Which two styles are most extended in the profile? Record the names of these styles below.

My organization's primary style is: _____

My organization's secondary style is: _____

The following pages provide detailed descriptions of the CSSS styles organized by cluster. Sometimes the primary and secondary styles belong to the same cluster; other times they are associated with different clusters.

Read through the descriptions of your organization's primary and secondary service styles. These descriptions are generic, but nevertheless will provide you with a better understanding of how your organization's service providers approach their work and interact with customers. The descriptions also will explain how the service styles are related to the operating culture of organizations.

Highlight or underline any parts of the primary and secondary style descriptions that you feel are particularly relevant to your organization.

Constructive Style Descriptions

Achievement (11:00)

The Achievement Style translates into solution-oriented and consistently good, solid customer service. Service providers do the job right the first time, suggest “extras” that anticipate the customer’s future needs, and work to meet the needs and expectations of both their organization and the client. This style is strong when service providers:

deliver what they promise;

make “win/win” decisions that are good for both their organization and the customer;

work to meet or exceed customers’ expectations; and

take initiative to solve problems and make things happen.

An Achievement culture—which characterizes organizations that value goal setting, planning, appropriate risk taking, and task accomplishment—promotes this approach to customer service. Members are expected to set challenging but realistic goals, establish plans to reach these goals, and pursue them with enthusiasm. This positive task orientation guides members’ interactions not only with each other but with clients as well. In turn, the needs of clients are well served.

Self-Actualizing (12:00)

The Self-Actualizing Style promotes high quality and adaptive service that is continuously improving. Service providers take a real interest in their jobs, bring a creative flair to their work, and regard their products and services as important. This style is evident when providers:

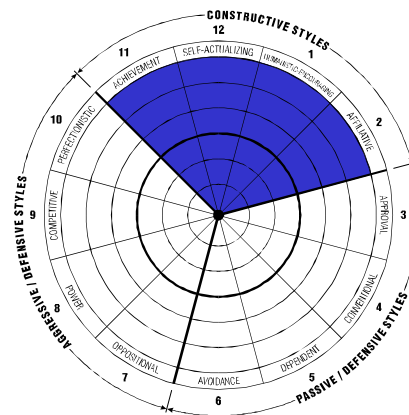
show an interest in improving the quality of their products and/or services;

approach special requests with interest and creativity;

genuinely seem to enjoy their jobs; and

maintain standards and their personal integrity.

This approach to service is promoted by a Self-Actualizing culture and organizations that value creativity, quality over quantity, and both task accomplishment and individual growth. Members are encouraged to gain enjoyment from their work, develop



themselves, and take on new and interesting activities. These behaviors are expected not only of service providers but also of members who support them; as a result, customers benefit from the efforts of people who actively strive to do things better.

Humanistic-Encouraging (1:00)

The Humanistic/Encouraging style promotes personalized service, trust and goodwill, and client loyalty to the providers and their organization. Customers find that employees will share information with them, go the “extra mile” to help them, and make sure they get what they need. With this style, service providers:

- work to build a long-term, trust-based, relationship with customers for their organization;
- willingly go out of their way to assist customers;
- explain things in a helpful, informative way; and
- really try to satisfy the needs of their customers.

This style is promoted by a Humanistic-Encouraging culture and organizations that are managed in a participative and person-centered way. Within these organizations, members are expected to be supportive, constructive, and open to influence in their dealings with one another. These people-oriented expectations tend to “spill over” into members’ relations and interactions with clients who, in turn, inevitably recognize and appreciate the attentive and helpful service they receive.

Affiliative (2:00)

The Affiliative style affords a warm and friendly atmosphere, one that makes doing business with the organization comfortable and enjoyable for clients. Service providers are informal and sociable (without being overbearing), easy to talk to, and consistently courteous and reassuring. With this style, members of the organization:

- make every client feel like an important customer;
- treat customers in a friendly way;
- show their appreciation—even after the sale; and
- take time to listen.

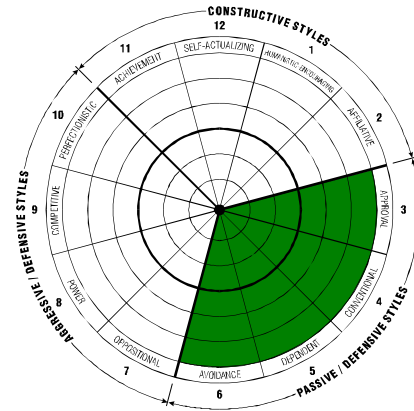
This customer service style prevails in organizations with an Affiliative culture, one that reflects a priority on cooperation, teamwork, and cordial interpersonal relationships.

Members are expected to be friendly, open, and sensitive to the satisfaction of each other and the work group. Accustomed to treating each other well, they tend to interact with clients in the same way, regard them as members of the group, and cooperate with each other in providing them the type of service a good acquaintance deserves.

Passive/Defensive Style Descriptions

Approval (3:00)

The Approval style prevails when service providers are preoccupied with being accepted by their co-workers and/or superiors and emphasize their needs over those of the customer. While employees may seek to gain the approval of customers (by telling them things they want to hear and always agreeing with them), their bottom-line concern is making the people they work with happy. This style prevails when service providers:



- pay more attention to their co-workers (or boss) than to customers;
- do what's easiest for their co-workers—and not necessarily what's best for the client;
- seem reluctant to do anything that might upset or require their co-workers to work harder; and
- get distracted by requests and interruptions from co-workers or superiors.

These customer service styles are prevalent in organizations with an Approval culture, where internal disagreements are avoided and interpersonal relationships are pleasant—at least superficially. Members feel that they must agree with, gain the approval of, and be liked by everyone (including customers). The problem is that members spend more time with each other than with customers and, when push comes to shove, will do things to accommodate one another even if it means ignoring or alienating customers.

Conventional (4:00)

The Conventional approach to customer service is characterized by adherence to rules, traditions, and (when extreme) inflexible standard procedures. While this approach may promote efficiency, consistency and reliability, it can also result in impersonal, regimented and superficial transactions for clients. The Conventional style is evident when service providers:

- offer apologies like “I’m sorry; that’s our policy;”

come across like they're following a "script;"

have to follow rules and policies without exceptions; and

deal with customers in a bureaucratic, impersonal manner.

These styles take hold in organizations with a Conventional culture—i.e., those that are conservative, traditional, and bureaucratically controlled. Members are expected to conform, follow the rules, and accept things "the way they are." For customers, this "routine" may translate into speedy, low-cost service with few surprises. However, customer loyalty may be marginal and they are likely to go elsewhere if their special requests aren't met or if something better becomes available.

Dependent (5:00)

The Dependent style prevails when service providers don't have the authority they need to carry out the tasks for which they're responsible. Customers may be treated nicely, but are subject to constant delays and "back room" negotiations to get answers and information. The Dependent style is exhibited when service providers:

need to get a manager's approval to fulfill special requests;

seem to lack the authority to make on-the-spot decisions;

have to check with superiors to get information; and

need to get a supervisor to "sign-off" on routine transactions or forms.

This approach to customer service is endemic in organizations characterized by hierarchical control systems, minimal empowerment of members, and a Dependent culture. Centralized decision making in such organizations leads members to do only what they are told and to clear all decisions with superiors. In response, customers run out of patience, want to deal with a supervisor, or simply move on to another supplier with whom they can do business in a more rational and efficient manner.

Avoidance (6:00)

Avoidance styles translate into little or no service at all, with employees disassociating themselves from the organization, their jobs, and the customer. Customers, who basically have to resort to doing business on a "self-service" basis, are unable to get assistance, buy what they really need, or get help with complaints. Service providers are falling into the Avoidance style if they:

come across as indifferent—like they just "don't care" about their jobs;

seem detached or removed from their organization;

act like “it’s not their job” when you need something done; and
avoid promising or committing to anything.

An Avoidance culture characterizes organizations that fail to reward success but nevertheless punish mistakes. This negative reward system leads members to maintain a low profile, shift responsibilities to others, and avoid any possibility of being blamed for a problem. During their minimal interactions with clients, service providers may sympathize with their requests and complaints but do little to resolve things in a manner that is best for the client (or the organization).

Aggressive/Defensive Style Descriptions

Oppositional (7:00)

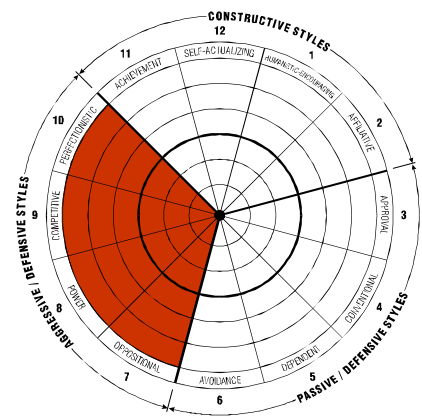
The Oppositional style prevails when service providers view clients negatively and complain that they would like their jobs “if it weren’t for the customers.” Customers are treated as if they were a necessary evil and are dealt with in a cynical, if not hostile and confrontational, manner. The Oppositional style is apparent when service providers:

- argue with clients;
- treat legitimate requests as unreasonable;
- act as if clients are trying to take advantage of them; and
- directly or indirectly blame problems on clients.

This approach to service can emerge in organizations with generally Defensive cultures, particularly those in which Oppositional norms are strong. An Oppositional culture describes organizations in which conflict and negativism are rewarded and in which members gain status and influence by being critical. These norms rarely “infect” the treatment of customers; however, when they do, the resulting behaviors almost ensure that clients will take their business elsewhere.

Power (8:00)

The goal of the Power-oriented approach to customer service is to “control” the client. Service providers, who may come off as somewhat arrogant and inflexible, take advantage of any dependence the customer may have on them for their expertise, information, or product. As clients are expected to adapt to the organization (rather than vice versa), service providers:



proceed as if they know more about their clients' needs than do the clients themselves;

try to control or subtly manipulate clients;

provide service at their own convenience rather than that of the client; and

act like they're "doing the client a favor" when simply doing what they're paid for.

This approach to customer service can evolve in organizations with Power cultures, which tend to be non-participative and structured on the basis of the authority inherent in members' positions. Members are rewarded for acting forceful, taking charge and, ultimately, controlling clients. A strong market position (due to patents, little or no competition, price advantages) can allow an organization to slip into this type of rigid and invincible mindset; the same forces can enable Power styles to emerge with respect to client relations.

Competitive (9:00)

Service styles become Competitive when providers view clients as potential conquests, approach negotiations in win/lose terms, and focus on the immediate transaction rather than on the long-term relationship. While sales will be made, the clients (who were promised everything), may feel that they were pressured, bought too much or the wrong thing, or didn't get the service promised. This style is strong when providers:

pressure clients to make decisions too quickly or "buy" things they don't really need;

aggressively bargain or haggle with clients;

say anything to make a sale—regardless of whether they can deliver; and

try to "outsmart" and outmaneuver clients.

Competitive organizational cultures breed Competitive service styles. Members are rewarded for outperforming their peers and for coming across as fast-paced and successful. While some competition can motivate good service and increase sales, strong pressures in this direction disrupt teamwork and work against long-term goals. Furthermore, norms governing internal relationships can spill over and cloud external relationships, effectively pitting the organization and its members against their clients.

Perfectionistic (10:00)

The Perfectionistic style prevails when service providers and their organizations insist on doing things "exactly right" and as precisely as they believe they should be done.

Whereas clients may receive service that is excellent along certain criteria, this may come at the price of delays, information overload, and overly complex transactions. The Perfectionistic style becomes counter-productive when service providers:

- make things too complicated for clients;
- get hung-up on problems and risks that may seem irrelevant to clients;
- get wrapped up in details that aren't important to clients; and
- miss deadlines or take up too much time trying to do things perfectly.

This approach to service tends to be promoted by Perfectionistic cultures, in which precision, persistence, hard work, and the appearance of competence are valued. Members feel they must avoid any mistakes, keep track of everything, and work long hours to attain narrowly defined objectives. If moderate and complemented by Constructive styles, these norms can enhance customer service; however, they are likely to run counter to the preferences of clients when extreme or reinforced by other Aggressive styles like Power and Competition.

Service Quality

In addition to assessing customer service styles, the CSSS measures a few outcomes that can help to illustrate some of the implications of your service providers' styles. Customers are asked the following questions regarding service quality:

does the quality of services provided by this organization meet your expectations?

is the quality of products/services *"inconsistent"*—that is, subject to variability?

is this organization likely to get repeat business from you?

would you recommend this organization to potential customers like yourself?

would you choose to do business with this organization again (assuming you had the flexibility or opportunity to go elsewhere)?

Review your organization's results on these service quality questions. These results, presented in a table and bar chart at the end of this report, will allow you to compare your service quality ratings to the average for other organizations surveyed. Note in the space below any results that are inconsistent with your organization's goals for service quality. The greater the inconsistencies, the greater the need for change.

CSSS results that are inconsistent with my organization's goals for service quality:

Implications for Change

As noted above, the quality of service reported by customers is driven in part by the service styles of providers. In turn, customer service styles are shaped by a number of factors including, importantly, organizational culture. This causal chain suggests that one of the most effective means for improving customer service is to redirect the culture of an organization in a positive and constructive way.

Starting at the beginning, the operating culture of an organization is driven by the values and philosophies of founders and top managers and the type of culture they believe is ideal. However, the operating culture of an organization is more directly shaped by the realities that members face on a day-to-day basis.

This means that it is critical to continually monitor the structures, systems, technology, and skills/qualities that people in the organization confront on a daily basis and to modify or change any aspects that are inconsistent with or contradictory to the organization's values, philosophy, and customer service goals. The drivers of culture can be used as levers for change when they are modified in ways that fully support and reinforce the organization's goal of excellent service quality.

For most organizations, the norms and drivers associated with Constructive cultures are highly consistent with their values and customer service goals. In contrast, the norms and drivers associated with Passive/Defensive and Aggressive/Defensive cultures tend to be inconsistent with the values and goals of most organizations. The *OCI Interpretation & Development Guide* (available from Human Synergistics) describes a variety of drivers and outcomes that have been found to be associated with Constructive, Passive/Defensive, and Aggressive/Defensive cultures. For example, drivers of Constructive cultures (as opposed to defensive cultures) include:

- participative structures that are more organic (as opposed to mechanistic or bureaucratic);
- human resource management systems that emphasize productive behaviors and results (as opposed to unproductive or undesired behaviors and results);
- technology that promotes autonomy, interdependencies, and job enrichment (as opposed to technology that isolates people from one another and restricts their ability to make decisions and assume responsibility for their work); and
- leadership styles that support, facilitate, and guide the work of individuals and groups (as opposed to leadership styles that dictate, restrict, or even ignore the activities of individuals and groups).

The drivers of culture described in the *OCI Interpretation and Development Guide*, as well as those measured by the *Organizational Effectiveness Inventory*, are among the strongest causal factors found to be associated with Constructive, Passive/Defensive, and Aggressive/Defensive cultures to date. The importance of these drivers is supported by research and successful culture change programs carried out in various types of organizations. Keep in mind, however, that there are many potential drivers of culture—some of which have been identified and others that have yet to be studied. As you begin to analyze your organization's culture in greater detail, focus on identifying those drivers or causal factors that most strongly communicate norms and reinforce behaviors that are inconsistent with what the organization desires (with respect not only to how members interact with one another but also with customers). These drivers can potentially be your organization's greatest levers for change.

Customer Service Styles Survey

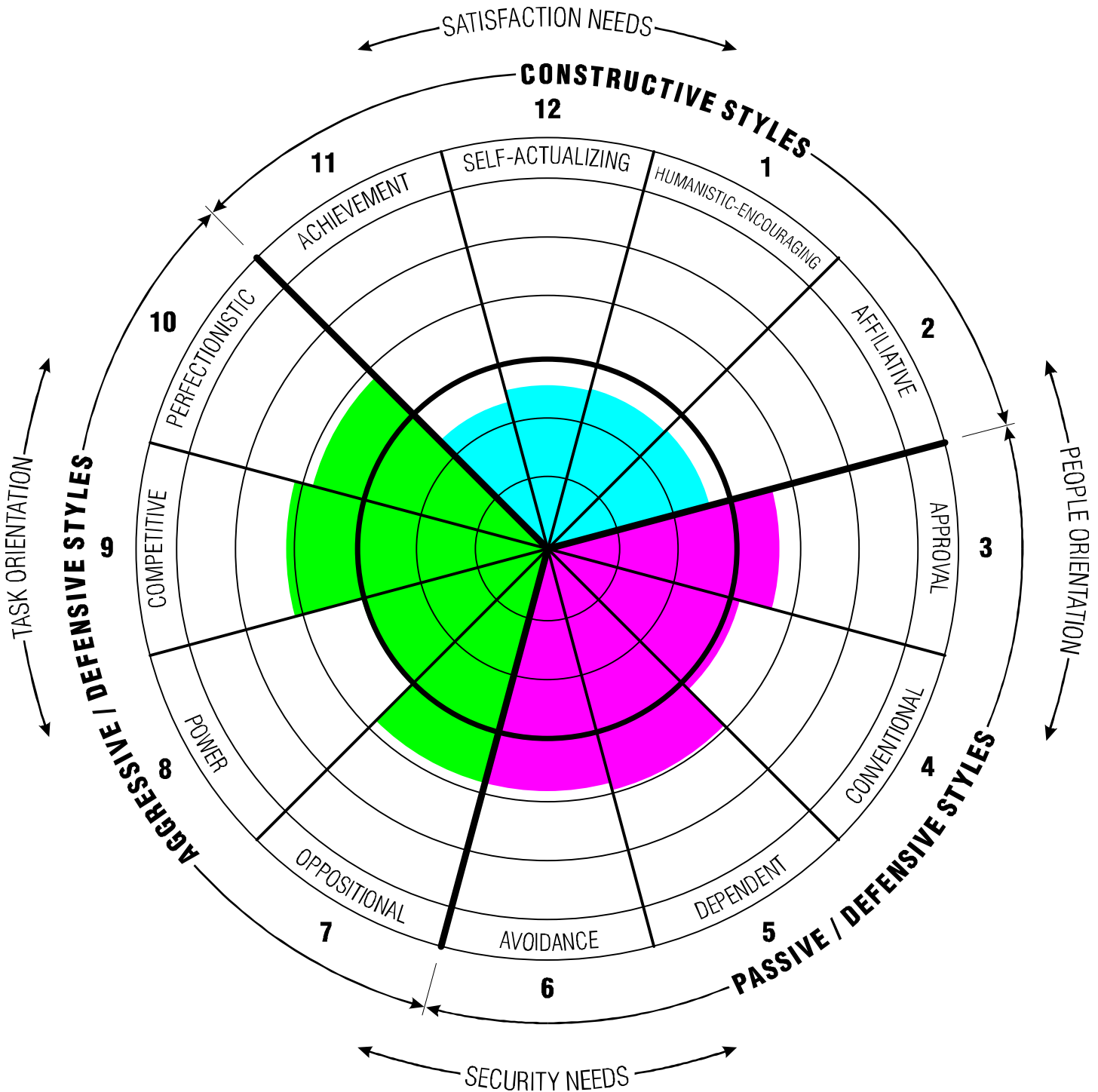
Sample Report

October 2003

Customer Service Styles

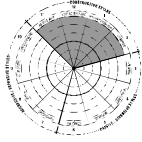
All Respondents

N = 19

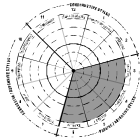


CUSTOMER SERVICE STYLES
(All Respondents)

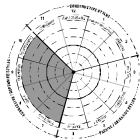
Customer Service Styles
All Respondents
 N=19



Constructive Styles	Percentile Score	Raw Score	Standard Deviation
Humanistic	39.00%	15.07	3.01
Affiliative	40.00%	16.27	2.69
Achievement	33.00%	14.29	2.49
Self-Actualizing	38.00%	14.44	2.24



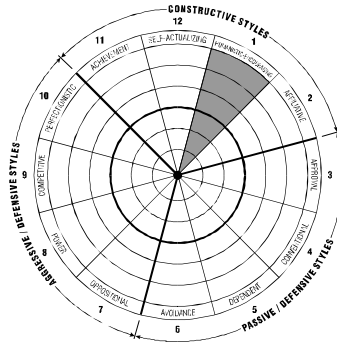
Passive/Defensive Styles	Percentile Score	Raw Score	Standard Deviation
Approval	66.00%	6.09	2.30
Conventional	53.00%	7.56	1.51
Dependent	73.00%	8.09	3.59
Avoidance	70.00%	5.53	1.81



Aggressive/Defensive Styles	Percentile Score	Raw Score	Standard Deviation
Oppositional	70.00%	5.12	1.58
Power	50.00%	5.53	1.62
Competitive	76.00%	4.83	1.34
Perfectionistic	70.00%	6.27	2.52

CUSTOMER SERVICE STYLES
(All Respondents)

Constructive
Style 1: Humanistic/Encouraging



All Respondents	Answering in Terms of:		
	Your Results (Mean)	Historical Avg. (Mean)	Gap
explain things in a helpful, informative way?	3.89	3.94	-0.06
work to build a long-term, trust-based relationship between you and their organization?	3.50	3.71	-0.21
really try to satisfy you needs as a customer?	3.61	3.96	-0.35
willingly go out of their way to assist you?	3.26	3.87	-0.61

1= Not at all; 5 = To a Very Great Extent

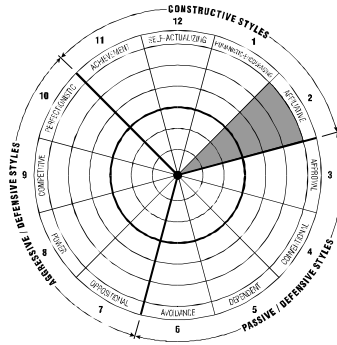
Gap= (Your Results - Historical Average)

- Gap indicates that the mean of your results for a particular item is lower than the average.

+ Gap indicates that the mean of your results for a particular item is higher than the average.

CUSTOMER SERVICE STYLES
(All Respondents)

**Constructive
 Style 2: Affiliative**



All Respondents	Answering in Terms of:		
	Your Results (Mean)	Historical Avg. (Mean)	Gap
show their appreciation - even after the sale?	3.92	3.77	0.15
take time to listen?	3.94	3.96	-0.03
make you feel like an important customer?	3.71	3.83	-0.12
treat you in a friendly way?	4.05	4.23	-0.18

1= Not at all; 5 = To a Very Great Extent

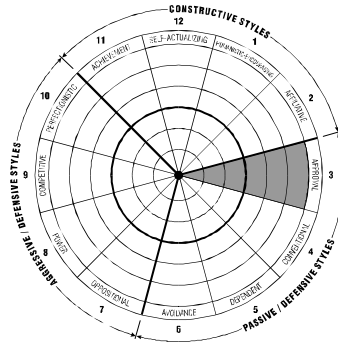
Gap= (Your Results - Historical Average)

- Gap indicates that the mean of your results for a particular item is lower than the average.

+ Gap indicates that the mean of your results for a particular item is higher than the average.

CUSTOMER SERVICE STYLES
(All Respondents)

**Passive/Defensive
 Style 3: Approval**



All Respondents	Answering in Terms of:		
	Your Results (Mean)	Historical Avg. (Mean)	Gap
pay more attention to their co-workers (or boss) than to you?	1.33	1.37	-0.04
seem reluctant to do anything that might upset or require their co-workers to work harder?	1.50	1.37	0.13
do what's easiest for their co-workers - and not necessarily what's best for you?	1.50	1.36	0.14
get distracted by requests and interruptions from co-workers or superiors?	1.89	1.53	0.36

1= Not at all; 5 = To a Very Great Extent

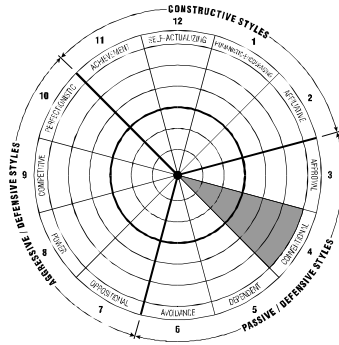
Gap= (Your Results - Historical Average)

+ Gap indicates that the mean of your results for a particular item is higher than the average.

- Gap indicates that the mean of your results for a particular item is lower than the average.

CUSTOMER SERVICE STYLES
(All Respondents)

Passive/Defensive
Style 4: Conventional



All Respondents	Answering in Terms of:		
	Your Results (Mean)	Historical Avg. (Mean)	Gap
come across like they're following a "script"?	1.29	1.58	-0.29
offer apologies like "I'm sorry; that's our policy"?	1.86	1.64	0.21
deal with you in a bureaucratic, impersonal manner?	1.68	1.45	0.24
have to follow rules and policies without exceptions?	2.57	2.29	0.28

1= Not at all; 5 = To a Very Great Extent

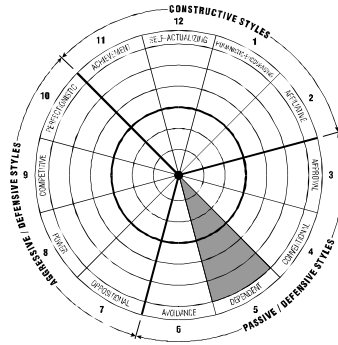
Gap= (Your Results - Historical Average)

+ Gap indicates that the mean of your results for a particular item is higher than the average.

- Gap indicates that the mean of your results for a particular item is lower than the average.

CUSTOMER SERVICE STYLES
(All Respondents)

**Passive/Defensive
 Style 5: Dependent**



All Respondents	Answering in Terms of:		
	Your Results (Mean)	Historical Avg. (Mean)	Gap
need to get a supervisor to "sign-off" on routine transactions or forms?	1.54	1.42	0.12
have to check with superiors to get information?	2.00	1.82	0.18
need to get a manager's approval to fulfill special requests?	2.00	1.82	0.18
seem to lack the authority to make on-the-spot decisions?	2.11	1.59	0.53

1= Not at all; 5 = To a Very Great Extent

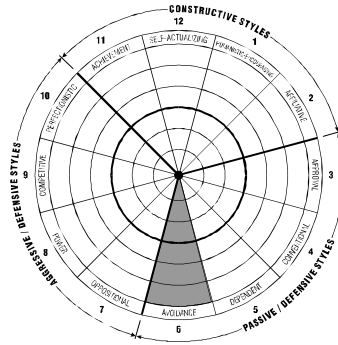
Gap= (Your Results - Historical Average)

+ Gap indicates that the mean of your results for a particular item is higher than the average.

- Gap indicates that the mean of your results for a particular item is lower than the average.

CUSTOMER SERVICE STYLES
(All Respondents)

Passive/Defensive
Style 6: Avoidance



All Respondents	Answering in Terms of:		
	Your Results (Mean)	Historical Avg. (Mean)	Gap
avoid promising or committing to anything?	1.44	1.50	-0.07
seem detached or removed from their organization?	1.50	1.35	0.15
act like "it's not their job" when you need something done?	1.56	1.37	0.18
come across as indifferent - like they just "don't care" about their jobs?	1.44	1.23	0.21

1= Not at all; 5 = To a Very Great Extent

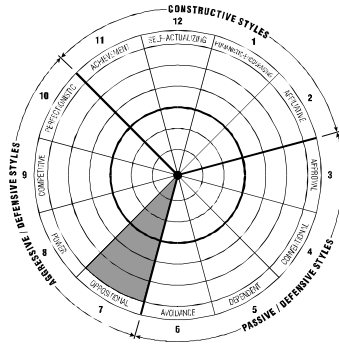
Gap= (Your Results - Historical Average)

+ Gap indicates that the mean of your results for a particular item is higher than the average.

- Gap indicates that the mean of your results for a particular item is lower than the average.

CUSTOMER SERVICE STYLES
(All Respondents)

**Aggressive/Defensive
 Style 7: Oppositional**



All Respondents	Answering in Terms of:		
	Your Results (Mean)	Historical Avg. (Mean)	Gap
act as if you're trying to take advantage of them?	1.06	1.16	-0.10
argue with you?	1.21	1.30	-0.09
directly or indirectly blame problems on you?	1.22	1.27	-0.05
treat legitimate requests as unreasonable?	1.59	1.35	0.24

1= Not at all; 5 = To a Very Great Extent

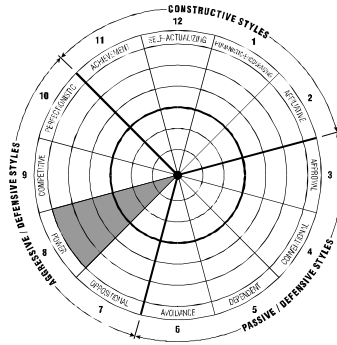
Gap= (Your Results - Historical Average)

+ Gap indicates that the mean of your results for a particular item is higher than the average.

- Gap indicates that the mean of your results for a particular item is lower than the average.

CUSTOMER SERVICE STYLES
(All Respondents)

Aggressive/Defensive
Style 8: Power



All Respondents	Answering in Terms of:		
	Your Results (Mean)	Historical Avg. (Mean)	Gap
proceed as if they know more about your needs than you do?	1.44	1.69	-0.25
try to control or subtly manipulate you?	1.11	1.30	-0.19
act like they're "doing a favor" when simply doing what they're paid for?	1.12	1.26	-0.14
provide service at their own convenience rather than yours?	1.89	1.90	-0.01

1= Not at all; 5 = To a Very Great Extent

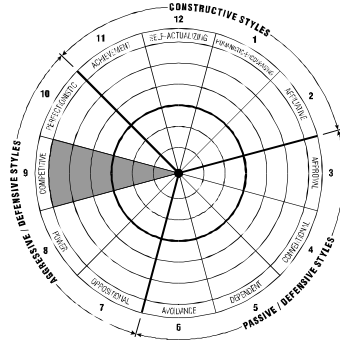
Gap= (Your Results - Historical Average)

+ Gap indicates that the mean of your results for a particular item is higher than the average.

- Gap indicates that the mean of your results for a particular item is lower than the average.

CUSTOMER SERVICE STYLES
(All Respondents)

Aggressive/Defensive
Style 9: Competitive



All Respondents	Answering in Terms of:		
	Your Results (Mean)	Historical Avg. (Mean)	Gap
pressure you to make decisions too quickly or "buy" things you don't really need?	1.11	1.22	-0.11
say anything to make a sale - regardless of whether they can deliver?	1.13	1.21	-0.08
aggressively bargain or haggle with you?	1.11	1.12	-0.02
try to "outsmart" and out maneuver you?	1.25	1.21	0.04

1= Not at all; 5 = To a Very Great Extent

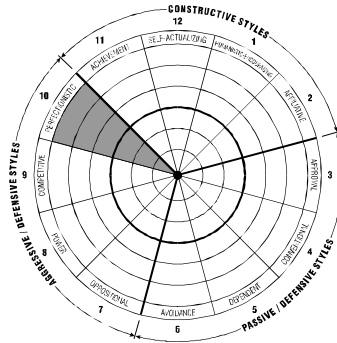
Gap= (Your Results - Historical Average)

+ Gap indicates that the mean of your results for a particular item is higher than the average.

- Gap indicates that the mean of your results for a particular item is lower than the average.

CUSTOMER SERVICE STYLES
(All Respondents)

**Aggressive/Defensive
 Style 10: Perfectionistic**



All Respondents	Answering in Terms of:		
	Your Results (Mean)	Historical Avg. (Mean)	Gap
get hung-up on problems and risks that seem irrelevant to you?	1.44	1.39	0.05
make things too complicated for you?	1.47	1.42	0.05
get wrapped up in details that aren't important to you?	1.47	1.40	0.07
miss deadlines or take up too much time trying to do things perfectly?	1.93	1.39	0.54

1= Not at all; 5 = To a Very Great Extent

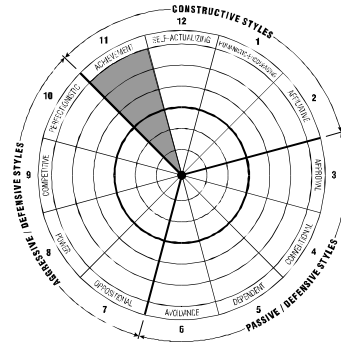
Gap= (Your Results - Historical Average)

+ Gap indicates that the mean of your results for a particular item is higher than the average.

- Gap indicates that the mean of your results for a particular item is lower than the average.

CUSTOMER SERVICE STYLES
(All Respondents)

Constructive
Style 11: Achievement



All Respondents	Answering in Terms of:		
	Your Results (Mean)	Historical Avg. (Mean)	Gap
make "win/"win" decisions that are good for both you and their organization?	3.64	3.37	0.27
work to meet or exceed you expectations?	3.53	3.80	-0.28
take initiative to solve problems and make things happen?	3.24	3.60	-0.36
deliver what they promise?	3.39	3.88	-0.49

1= Not at all; 5 = To a Very Great Extent

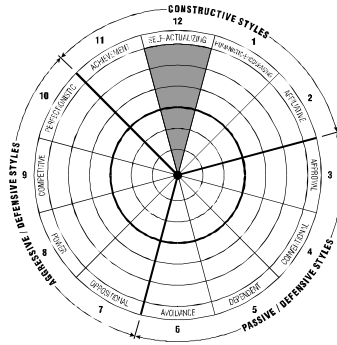
Gap= (Your Results - Historical Average)

- Gap indicates that the mean of your results for a particular item is lower than the average.

+ Gap indicates that the mean of your results for a particular item is higher than the average.

CUSTOMER SERVICE STYLES
(All Respondents)

Constructive
Style 12: Self-Actualizing



All Respondents	Answering in Terms of:		
	Your Results (Mean)	Historical Avg. (Mean)	Gap
maintain standards and their personal integrity?	4.14	3.99	0.16
show an interest in improving the quality of their products and/or services	3.50	3.68	-0.18
seem to genuinely enjoy their jobs?	3.29	3.75	-0.45
approach special requests with interest and creativity?	2.83	3.36	-0.53

1= Not at all; 5 = To a Very Great Extent

Gap= (Your Results - Historical Average)

- Gap indicates that the mean of your results for a particular item is lower than the average.

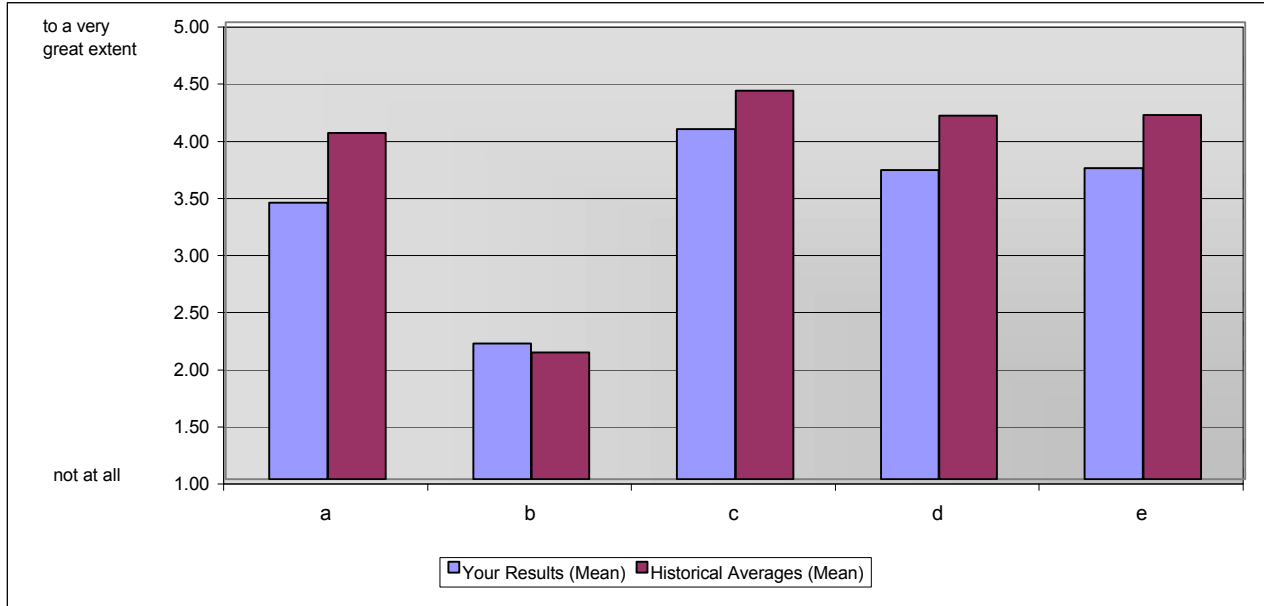
+ Gap indicates that the mean of your results for a particular item is higher than the average.

OUTCOMES

(All Respondents)

Service Quality Results

All Respondents



To what extent...	Your Results (Mean)	Historical Averages (Mean)
a ...does the quality of service provided by this organization meet your expectations?	3.42	4.03
b ...is the quality of products or services inconsistent - that is, subject to variability?	2.19	2.11
c ...is this organization likely to get repeat business from you?	4.06	4.40
d ...would you recommend this organization to potential customers like yourself?	3.71	4.18
e ...would you choose to do business with this organization again (assuming you had the flexibility or opportunity to go elsewhere)?	3.72	4.19