



CONFIDENTIAL

DEVELOPMENTAL REPORT

PREPARED FOR

BLOGGS JANE

DEVELOPMENTAL REPORT

PROLOGUE

This Developmental Report is a customized report that provides personalized development recommendations related to your performance in critical competency areas. Information and recommendations provided in this report are tied directly to the results of the assessment that you took at an earlier date.

Your Developmental Report consists of a number of individual reports, each centering around one competency. The competencies included in the Developmental Report are all measured in the assessment. Each individual competency report includes two sections:

Description – At the top of the first page for each competency report, you will find a definition of the competency. This will give you an overview of the behaviors associated with the competency.

Ideas for Improvement OR Ideas for Leveraging Strengths – The final section of the report offers suggestions for how to improve or leverage your performance on the competency. Depending on your score on that competency from the assessment, this section will either be labelled Ideas for Improvement or Ideas for Leveraging Strengths.

Depending on your assessment scores and the specific purpose for which this report was generated, you may or may not receive reports that have Ideas for Leveraging Strengths. Keep in mind that only very high scores are considered Strengths. Therefore, you may be performing in an acceptable range and still receive reports with Ideas for Improvement. If this happens, do not allow this to discourage you. Rather, use this as an opportunity to gain insights into how you can take your performance to the next level.

The suggestions presented for each individual competency report are intended to provide you with some ideas for how to improve skills or leverage your strengths. Read through these ideas and think about which ones you think would help you the most. It is likely that some are more appropriate than others, given your current situation, comfort level and short-term and long-term career goals.

We recommend that you outline a plan of action in which you specify a number of ideas on which you will follow-through. Be as specific as possible, including how and when you plan to implement the idea. If appropriate, review this list with a supervisor and establish a way to measure achievement of your objectives.

We hope that this report will facilitate your career progression. We wish you the best of luck as you take proactive measures to maximize your performance.

DESCRIPTION

Taking action to meet or exceed customer expectations. This includes asking questions to accurately identify customer needs, summarizing steps to be taken and following up to ensure the customers are satisfied with the results.

IDEAS FOR IMPROVEMENT

➤ ***Listen carefully.***

Listen carefully when customers are explaining a situation or making a request. Jot down key points that the customer conveys. Focus on addressing these key concerns rather than on your assumptions about what the customer needs.

➤ ***Ask questions.***

Oftentimes, customers do not know what information is relevant in order to fulfill their request. Without interrupting the customer, gently lead him/her in the direction of providing you with the relevant information. This is accomplished by asking targeted and probing questions to ensure you have a full understanding of the situation before responding.

➤ ***Use positive language.***

Using positive language can help to turn around even the most angry or frustrated customers. For instance, instead of saying, "I'll see if there is anything I can do about that", say, "I am certain I will be able to do something to help you out." Avoid all negative language and never say that you can't help a customer. Find a tactful way to deliver news, especially if it is likely to upset the customer.

➤ ***Identify expectations.***

Clearly come to an agreement with the customer regarding his/her expectations so there is no misunderstanding. For instance, summarize the customer's request and expectations prior to concluding the conversation. Be sure to outline the steps you will take to meet those expectations. This will make the customer feel like they are being heard and that you are making a commitment to meeting their expectations.

➤ ***Go above and beyond.***

Put forth extra effort to ensure that the customer is satisfied. This may mean taking some extra time to investigate a situation or to follow-up to ensure that everything went as planned. Taking that extra step may not be very time consuming but it can make the difference between a satisfied and dissatisfied customer.

➤ ***Appreciate your customers.***

Write down a list of reasons why you should appreciate your customers and how you can let them know it. Make it a point to let every customer know that they are valued. Remember that customers are the reason you have a job.

➤ **Evaluate your customer interactions.**

Evaluate a recent difficult interaction you had with a customer that did not end on a positive note. Perhaps ask a trusted co-worker to talk through the situation with you. Try very hard to recall the situation exactly as it happened. Try to pinpoint the moment when the interaction started to decline. What did the customer say and do? How did you respond? What might you have said or done (or not said or done) that could have upset the customer? What could you try differently next time? Remember that you are always in control over your own behavior.

➤ **Keep your emotions in check.**

It can be very difficult to maintain a positive demeanor when a customer is very angry. Take a deep breath before responding and remind yourself that your job is to respect the customer no matter what! Do not let your emotions influence the way you respond. Deal with the situation at hand and do not take it personally.

➤ **Ask for help.**

If you find that you are in a difficult customer situation and can see that the customer's anger is escalating, ask for help from a supervisor. Be sure to listen in on the interaction to observe how your supervisor was able to effectively address the situation. Discuss the interaction afterwards and try the new methods next time you are in a similar situation.

➤ **Evaluate your service level.**

Make it a habit to end each customer interaction by obtaining feedback about their satisfaction. For instance, "Did this call meet your expectations?"; "Is there anything else I can do before we conclude?"; "Did I answer all of your questions?"; "Do you feel like you have everything you need to make the decision?" These types of questions give the customer the opportunity to let you know if they satisfied or not and give you the chance to make sure they are!

➤ **Seek a mentor.**

Some people are naturals at providing strong customer service. Ask a trusted co-worker who has this ability to mentor you. Gain approval to shadow this individual to see how he/she handles difficult situations.

➤ **Participate in formal training programs.**

Ask your supervisor or human resources contact about courses or training programs that your organization offers focusing on customer focus.

Interpersonal Skills

DESCRIPTION

Working effectively with others to accomplish organizational goals. This includes the person's beliefs about effective team behaviors, as well as how well they handle conflicts with other team members. Focusing first on the effectiveness and success of the team as a group, while being sensitive to the needs, strengths, weaknesses, and differences of individual players within the team.

IDEAS FOR LEVERAGING STRENGTHS

➤ **Take initiative for the team.**

Observe what others complain about and organize a group of people to discuss ideas for change. This will accomplish two goals: increasing teamwork and eliminating inefficiencies.

➤ **Show enthusiasm.**

Demonstrate by your actions and words that you enjoy your job. Stay upbeat, especially when others are down. Make it a point to try to help others maintain a positive attitude.

➤ **Offer positive reinforcement.**

Give others words of encouragement and praise. Try to find something positive in everyone you work with and encourage and praise them for what they do well.

➤ **Utilize others' talents.**

Observe others for the purpose of identifying their special talents and strengths. Find opportunities for them to demonstrate these skills while helping you or others at work.

➤ **Serve as a mediator.**

When appropriate, offer to help "mediate" when others are not getting along. This type of role requires tactfulness, sensitivity and an unbiased approach. If you do not feel comfortable in this role, seek training or coaching that may help you to foster this important skill.

➤ **Encourage teamwork.**

Praise others when they help out the team.

➤ **Promote teamwork.**

Come up with ideas for promoting teamwork and interaction with co-workers. They can be either job-related or extracurricular activities. Talk with your supervisor about getting some ideas implemented.

➤ **Organize team-building events.**

Put your interpersonal skills to work by organizing formal (i.e., work focused) and informal (i.e., social) events. Focus on learning more about one another to build a sense of teamwork and rapport.

➤ **Be a mentor.**

Show a special interest in helping others at work. Let your supervisor know that you would like to mentor others who are perhaps having difficulty getting along with others or keeping a positive attitude.