

Service Skills Self feedback report



Mary Sample

Wednesday, August 06, 2008

Introduction

The following information is provided to help you to navigate the extensive information that is included in this Service Skills output report.

1. Overall summary chart

The summary results chart provides a quick visual representation of your scores in seven categories that make up the Service Skills profile. Scores upon which to most concentrate are above 3.5, which are considered to be strong and scores below 2.75, which may be in need of further development. Please note that these category scores are averages. Individual question scores can be viewed by clicking on the category label hyperlink.

2. Category description pages

This report contains three output pages for each of the seven categories. The first of these three pages explains the category, list average scores and then provides high and low score interpretation notes. The second page provides a graphical representation of individual question scores. The third page in the set provides broadly based improvement actions for those individuals wanting to develop their competencies in the overall category.

3. 10/10 Report

The 10/10 Report page provides the raw scores for the top 10 highest scoring questions and the bottom 10 lowest scoring questions out of the 84. It also identifies the categories to which these questions belong.

4. Course and Reading suggestions

This output report includes development suggestions for the two lowest scoring categories out of the seven. These suggestions include training courses that may prove helpful, as well as specific books that may provide some useful additional information.

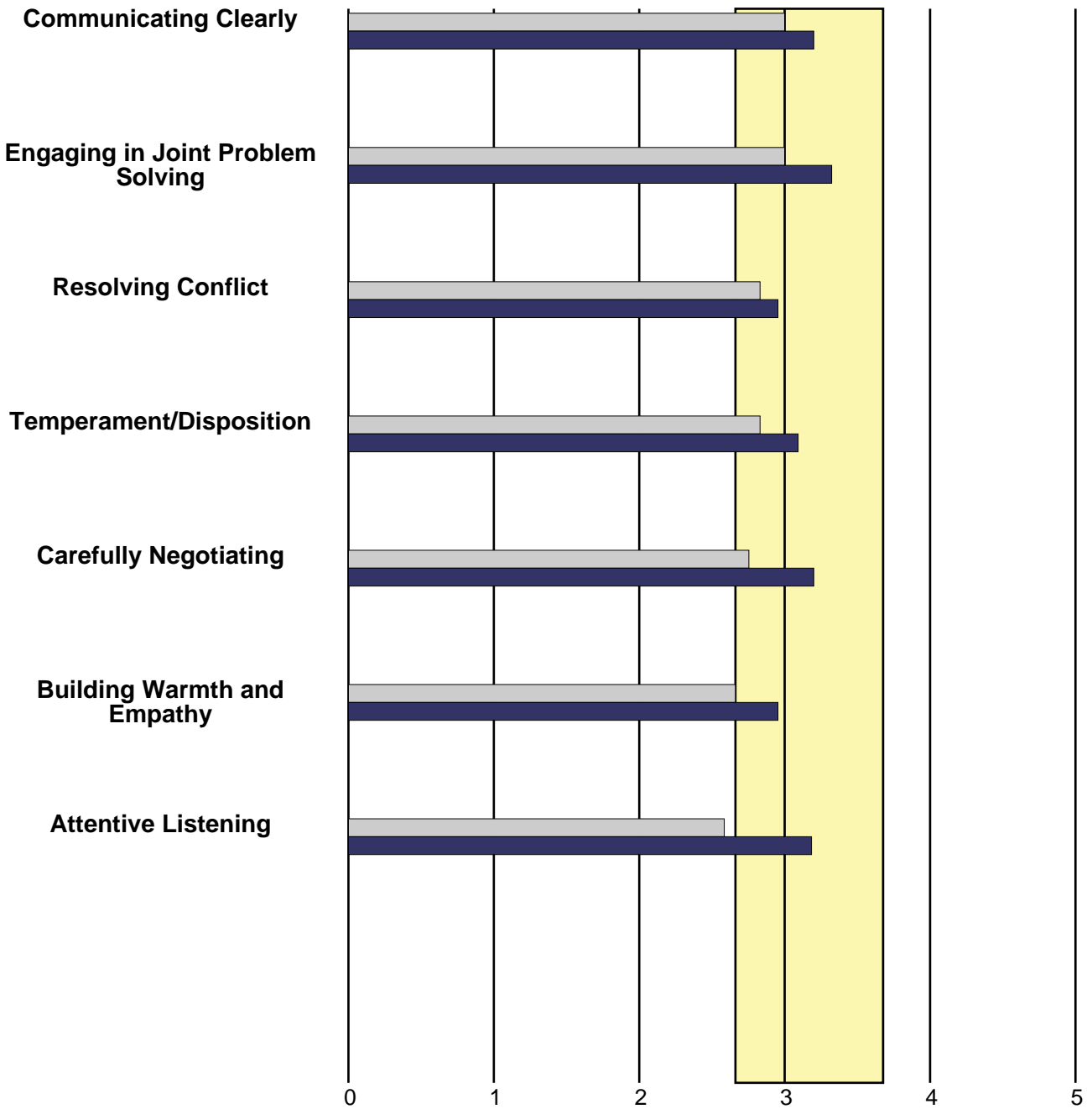
5. Development Plan

The development plan takes the five lowest scoring questions on aggregate and puts them into a single page template for individuals to record the specific actions that they plan to take as a result of their feedback during the forthcoming twelve month period. Individuals may draw upon any of the general guidance offered in their feedback report, or perhaps more usefully, draw upon the coaching tips ideas that are also included (see next section)

6. Coaching tips

The overall output report includes detailed coaching tips for the five lowest scoring questions on aggregate (consistent with the one page development plan). These coaching tips provide not only elaborative information about the particular questions but provide some specific advice on what individuals might do to improve their skills or learn new behaviors in the future.

OVERALL SUMMARY



Self Norm

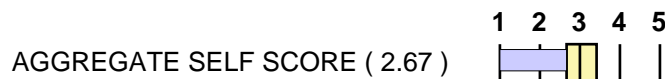
The above chart is sorted in descending order of summary scores. Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

Service Skills Profile

BUILDING WARMTH AND EMPATHY

Building Warmth and Empathy looks at the extent to which you create a positive climate when communicating with people and demonstrate an understanding of the other person's viewpoint and feelings. This category asks the question, "How well do you build a spirit of trust and sincerity in order for customers to feel that you identify with them and their feelings and issues?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

Scores predominantly in the ones and twos ('almost never' and 'occasionally') are likely to mean that these individuals are more cool or aloof about customers' issues (and may even deliberately distance themselves from them). They may not easily appreciate when customers need sincere advice or support, and even when they find themselves in a 'deeper' conversation, may be oblivious to the depth of people's feelings or emotions about an issue.

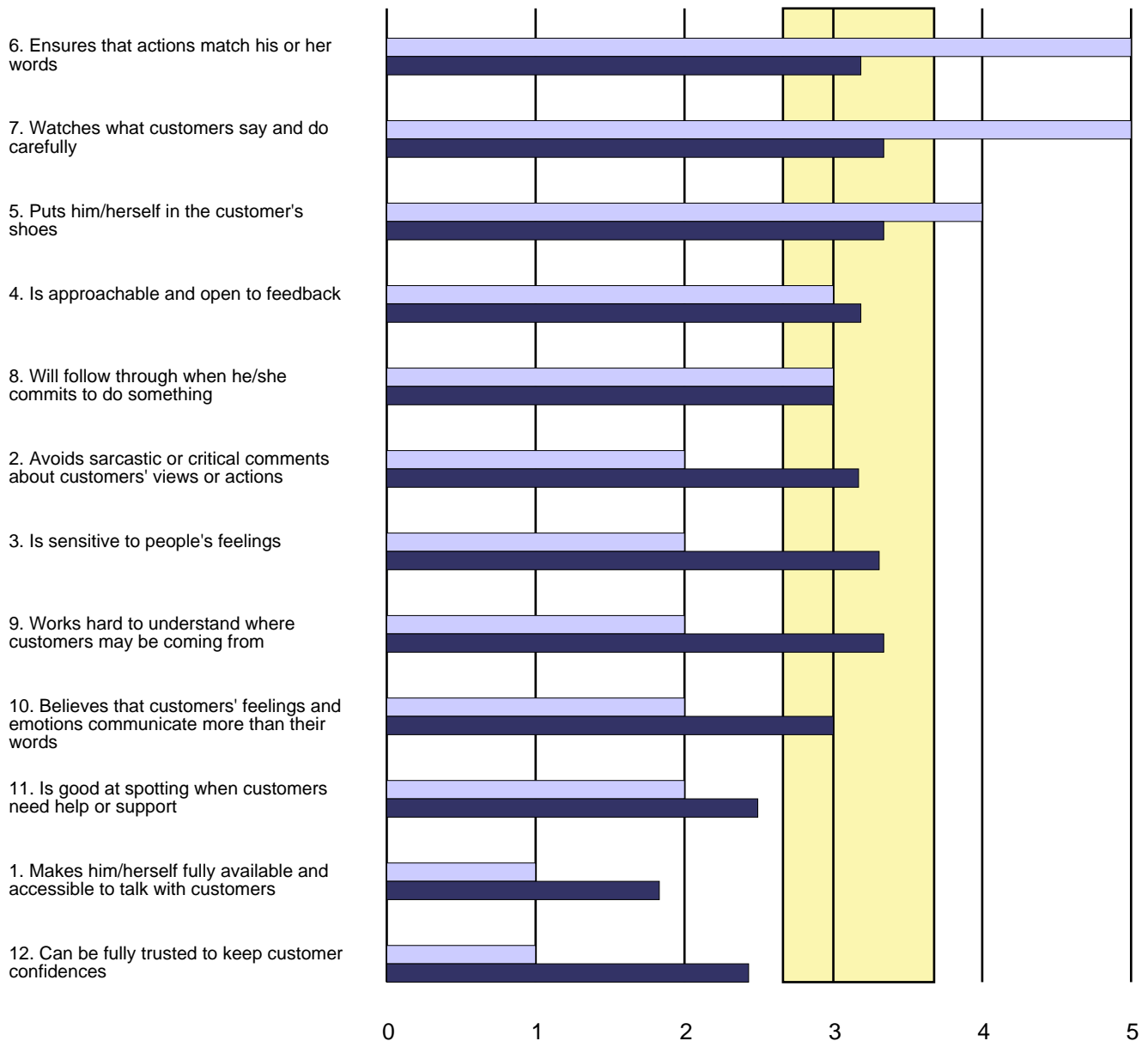
Low score people are likely to find that customers will not naturally seek them out as 'sounding boards' for their problems or concerns, preferring to go to others whom they view as warmer and more accommodating. Low scorers may also send mixed or confused signals arising from differences in what they say and what they do. Therefore customers may prefer to keep their relationship relatively shallow or restricted to mainly analytical or simple transactional issues.

HIGH (greater than 3.5)

Scores predominantly in the fours and fives ('very frequently' and 'almost always') are likely to mean that this individual typically likes people and enjoys building strong and rewarding relationships through conversations with them. He or she is also likely to try to sincerely understand customers' issues and challenges and therefore to quickly tune in to their underlying feelings about a subject.

A high score person is likely to quickly gain a reputation as someone to whom customers can freely talk, who can be trusted with their confidences and provide helpful and patient guidance. High scorers are likely to be considered as good listeners, friendly, noncritical and highly reliable in terms of any commitment that they make.

Service Skills Profile BUILDING WARMTH AND EMPATHY



Self Norm

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Service Skills Profile

BUILDING WARMTH AND EMPATHY

Building Warmth and Empathy looks at the extent to which you create a positive climate when communicating with people and demonstrate an understanding of the other person's viewpoint and feelings. This category asks the question, "How well do you build a spirit of trust and sincerity in order for customers to feel that you identify with them and their feelings and issues?"

Improvement actions

Low scorers need to develop their attentive listening skills and try not to judge what people say only in terms of what it would mean if they said or did the same. Although it is extremely difficult to do in the short term, low scorers need to think more deeply about how customers may be feeling and to reflect upon what might be causing these feelings before offering any comment or response.

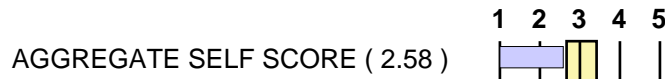
Building Warmth and Empathy	<ul style="list-style-type: none">- Aim to be as positive, sincere and open as possible in all your conversations with customers (on the telephone, via email, face-to-face etc).- Try to develop trust between yourself and the customer, by being as genuine and honest with him or her as you can.- Be sensitive to people's feelings or emotions as well as their words.- Make sure that you always meet any commitments you make.- Make sure that your deeds match your words even if it means putting yourself out.
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Service Skills Profile

ATTENTIVE LISTENING

Attentive Listening looks at the ability to both hear and understand other people, and to discover quickly their full communication or message. This category asks the question, "How well and attentively do you listen in order to gain understanding and help the communicator successfully transfer true meaning to you?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

Scores predominantly in the ones and twos ('almost never' and 'occasionally') are likely to mean that these individuals are unlikely to give their full attention to customers offering feedback, requests or concerns, and may listen to reply rather than to understand. They may provide an inappropriate listening climate, interrupt people before they finish speaking and let their minds wander off track.

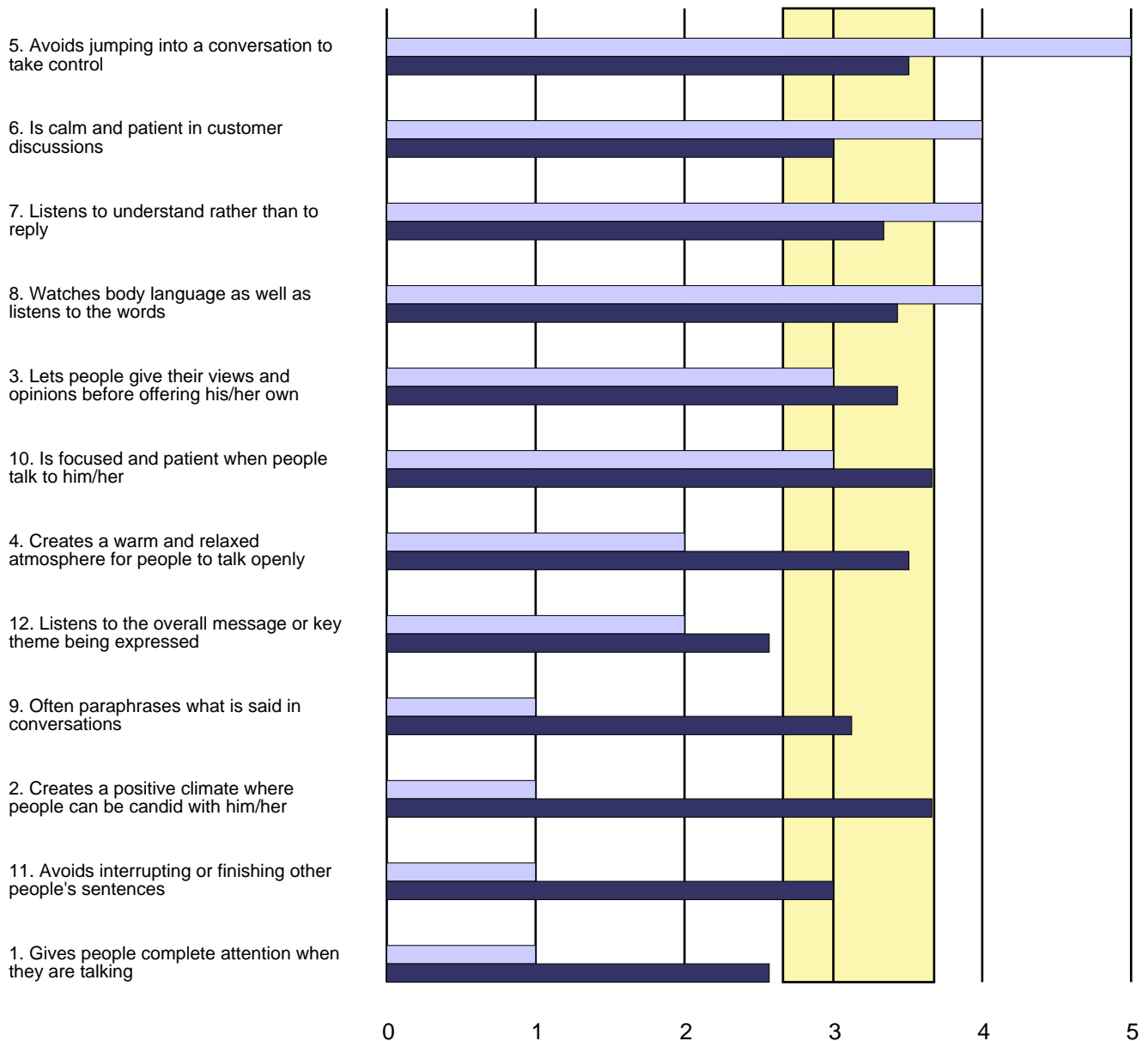
Low score people are likely to find that some customers may avoid contact with them because they do not believe their feedback will be fully valued or given sufficient attention to result in the best solution. Low scorers often give the impression that they are impatient and distracted and therefore have only limited time to offer good service or support.

HIGH (greater than 3.5)

Scores predominantly in the fours and fives ('very frequently' and 'almost always') are likely to mean that these individuals recognize the value of giving focused, concentrated attention to what customers are communicating. They tend to look for the best possible climate for people to talk, let them speak without interruption and then carefully assess what is being said as a whole.

High score people are likely to demonstrate quickly that they value what people have to say and show patience and a suitable temperament for offering people guidance in relation to their feedback, requests or concerns. By looking to create a quiet, warm and easy atmosphere for conversation, high scorers develop a reputation for being highly receptive and welcoming service providers.

Service Skills Profile ATTENTIVE LISTENING



Self
 Norm

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Attentive Listening looks at the ability to both hear and understand other people, and to discover quickly their full communication or message. This category asks the question, "How well and attentively do you listen in order to gain understanding and help the communicator successfully transfer true meaning to you?"

Improvement actions

Low scorers need to become more attentive listeners by giving much more of their time and attention to people when they are talking to them (in all but the shortest conversations). They can start to do this by maintaining good eye contact, not interrupting, paraphrasing and summarizing what they hear, and making the effort to understand the complete meaning the speaker is trying to convey.

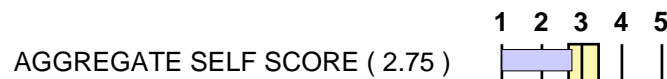
Attentive Listening	<ul style="list-style-type: none">-Find the right kind of climate to listen properly without distraction.-Focus on each customer's particular needs and listen for as long as possible with minimal interruption.-Play back what you hear from time to time (i.e. by paraphrasing) to demonstrate that you have heard properly and have not let your mind wander.-Learn how to read body language (your own and other people's) to enhance your listening skills.-Always try to give people your time and complete attention.
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Service Skills Profile

CAREFULLY NEGOTIATING

Carefully Negotiating looks at your skills in working collaboratively with a customer to find solutions to requests, queries and feedback that best meet the needs of all parties. This category asks the question, "To what extent do you apply appropriate and effective negotiation and influence strategies to create mutually beneficial outcomes from the discussions?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

Scores predominantly in the ones and twos ('almost never' and 'occasionally') are likely to mean that this individual does not always feel comfortable or entirely in control when seeking to negotiate with a customer. This may mean that the customer dominates the discussion or that the low scorer does not work hard enough to generate possible ways of overcoming apparent areas of difference.

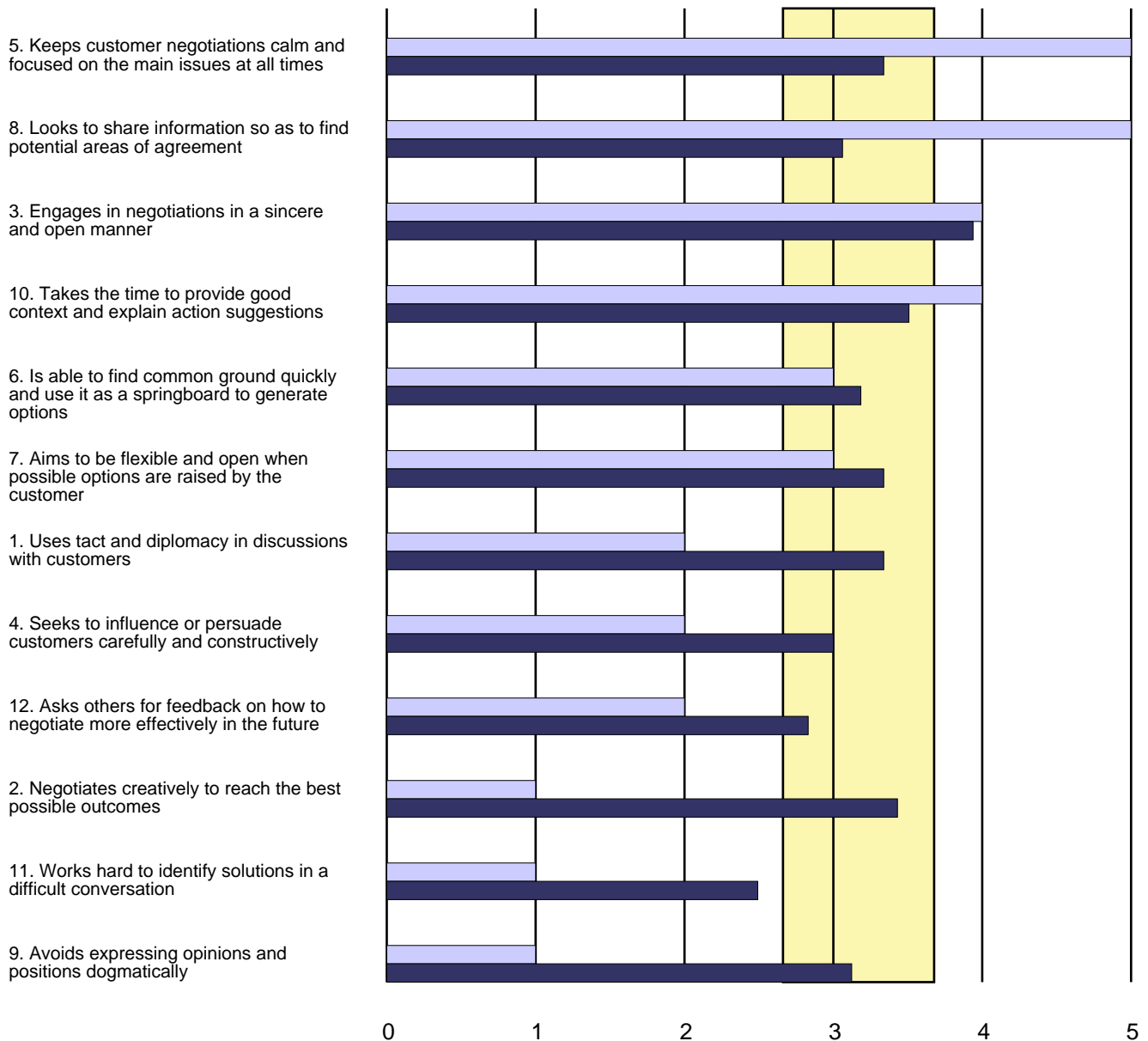
A low score person will be likely to enter into discussions with customers with too many preset ideas and potentially pursue too forcefully the outcomes that are wanted by the organization. Customers may therefore adopt similar tactics or decide to exit the discussion before possible courses of positive action can be debated.

HIGH (greater than 3.5)

Scores predominantly in the fours and fives ('very frequently' and 'almost always') are likely to mean that this individual is relatively adept at using careful and tactful negotiation techniques and methods to generate possible solutions or mutually beneficial outcomes (for customers and the organization). This includes the ability to identify rapidly areas of common ground and interest, think laterally when required to do so and explain ideas and possible solutions persuasively.

A high score person is likely to adopt an open, approachable and sincere communication style (avoiding any kind of narrowmindedness) and keep the conversation flowing flexibly towards a positive conclusion.

Service Skills Profile CAREFULLY NEGOTIATING



Self
 Norm

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Improvement actions

Low scorers need to understand their existing negotiating style (and the different styles that may be adopted by customers) and learn to "flex" this style appropriate to the circumstances. Low scorers also need to deepen their specific skills and techniques in utilizing various negotiating methods and tactics (including the use of different questioning techniques, shifting conversation focus, lateral thinking and the careful use of "if ... then" statements etc).

Carefully Negotiating	<ul style="list-style-type: none">-Find small and subtle ways to empathize with customers (such as briefly sharing a personal experience that is similar to their own).-Explain any points or ideas carefully and in a calm and assured way (using summaries of the conversation as frequently as necessary).-Put forward ideas and make proposals positively and with as much enthusiasm as you can.-Always try to look for opportunities to find solutions that represent a "win" for both parties.-Look harder for areas of agreement (rather than disagreement) and seek to build on these when suggesting possible alternative courses of forward action.
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Service Skills Profile

ENGAGING IN JOINT PROBLEM SOLVING

Engaging in Joint Problem-solving looks at your skills in finding appropriate methods and means to analyze customers' concerns or situations and in suggesting potential avenues that may provide a solution. This category asks the question, "How well do you provide customers with a useful contextual framework to think about their problems and issues and guide them towards possible answers?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

Scores predominantly in the ones and twos ('almost never' and 'occasionally') are likely to mean that these individuals rarely offer creative problemsolving or problemanalysis tools, techniques and methods when talking with customers. They may also let some customers accept arbitrary constraining rules or boundaries that inhibit their capacity to find a better solution or general way forward.

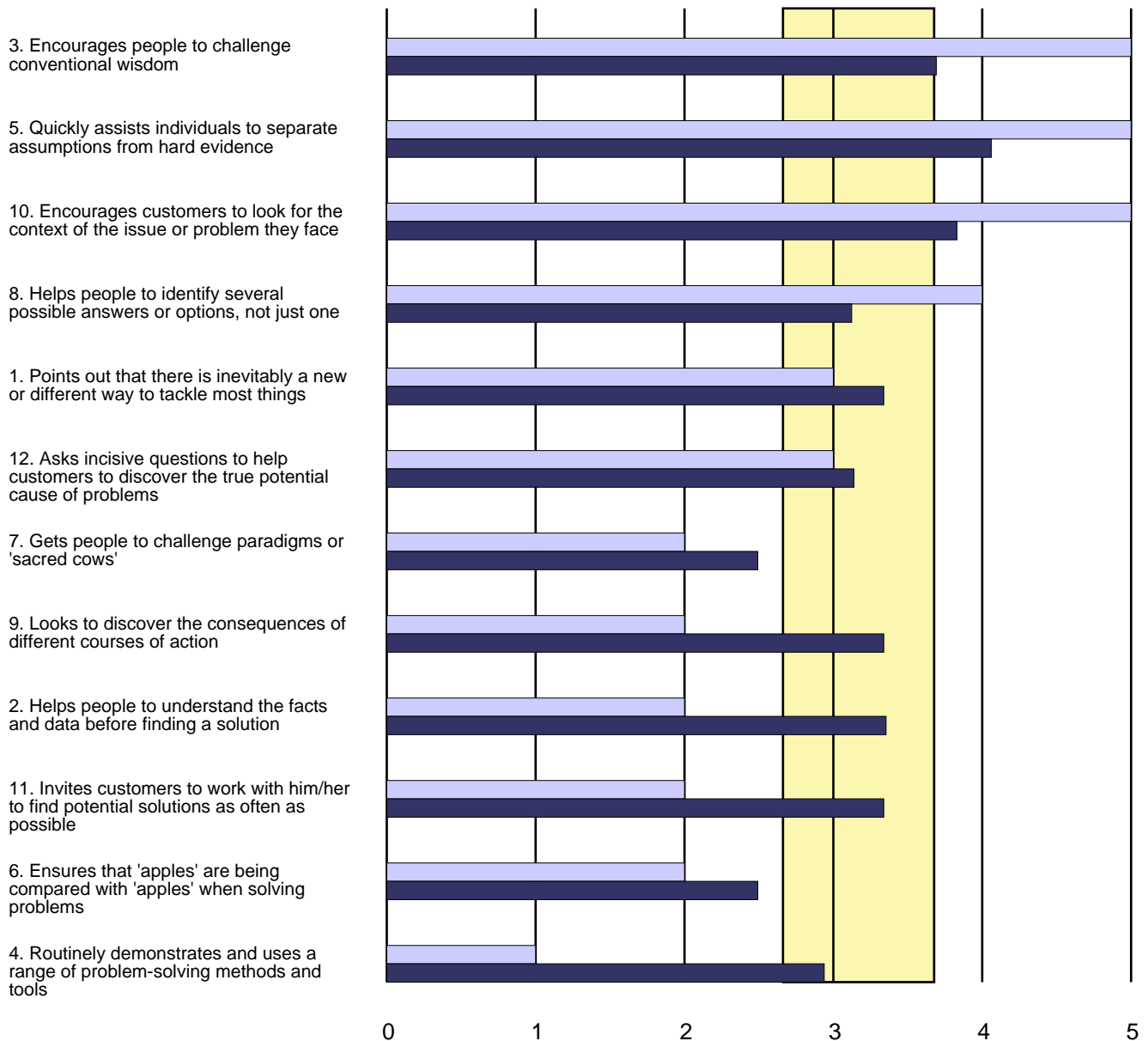
A low score person is likely to have limited skills available to help customers look rigorously at the situations that they face and, through careful sifting and analysis, come up with possible solutions. They may also lack knowledge or appropriate understanding in the application of useful problemsolving tools or approaches that may give new insights, or create a different contextual framework helpful for resolving the problem.

HIGH (greater than 3.5)

Scores predominantly in the fours and fives ('very frequently' and 'almost always') are likely to mean that these individuals encourage customers to look at problems or issues from different viewpoints and to use a range of different analysis tools. They will encourage them to generate several possible solutions and to evaluate carefully the one most likely, based on the evidence, to provide the best possible course of future action.

A high score person is likely to be seen as suitably knowledgeable in a range of problemsolving approaches and capable of suggesting the most appropriate of these depending on the circumstances.

Service Skills Profile ENGAGING IN JOINT PROBLEM SOLVING



Self Norm

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Service Skills Profile

ENGAGING IN JOINT PROBLEM SOLVING

Engaging in Joint Problem-solving looks at your skills in finding appropriate methods and means to analyze customers' concerns or situations and in suggesting potential avenues that may provide a solution. This category asks the question, "How well do you provide customers with a useful contextual framework to think about their problems and issues and guide them towards possible answers?"

Improvement actions

Low scorers need to research a range of problemsolving methods that can be suggested when talking to customers about substantive issues or concerns. They can also adopt a more incisive questioning approach and get customers to look at issues in new contexts or from different viewpoints.

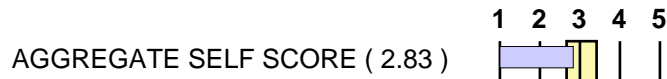
Engaging in Joint Problem Solving	<ul style="list-style-type: none">-Find ways to focus the customer's mind on facts that they might have missed.-Guide customers towards challenging their assumptions and the supposed inevitability of some of the outcomes they foresee.- Suggest tools and methods that might help the customer's problem or issue analysis process.-Encourage customers to challenge any fixed thinking paradigms that they might have.-Learn and start to apply a number of problemsolving tools, techniques and methods that may be useful in your future customer contact work.
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Service Skills Profile

RESOLVING CONFLICT

Resolving Conflict looks at the extent to which you can deal with customers' irritation and any resultant conflict that may arise in an effective way. This category asks the question, "To what extent do you adopt a positive, constructive and solutionfocused approach whenever conflict arises?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

Scores predominantly in the ones and twos ('almost never' and 'occasionally') are likely to mean that these individuals may find it personally difficult and even stressful whenever conflict arises. They may find themselves drawn into the arguments or possibly become overly emotional, rather than seeking ways of addressing the real underlying issues that may have caused the conflict to occur.

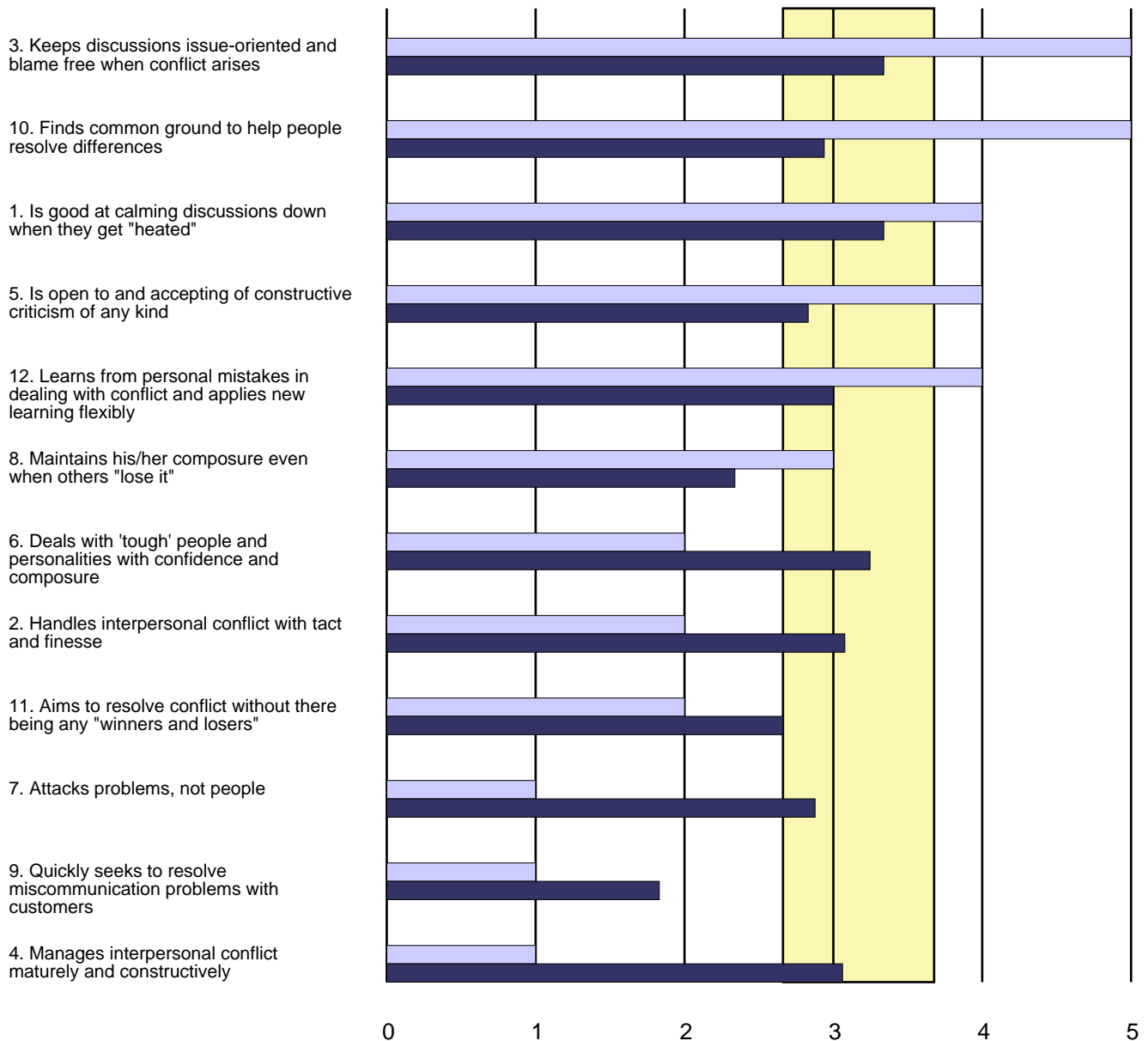
A low score person will be likely to want to 'get away' from the conflict situation as quickly as possible and therefore either 'concede' important points or even become overly argumentative or stubborn and risk irritating the customer further. In some conflict discussions, a low score person may engage in too many personal or emotional exchanges and fail to reach an acceptable conclusion for either party.

HIGH (greater than 3.5)

Scores predominantly in the fours and fives ('very frequently' and 'almost always') are likely to mean that this individual is reasonable at dealing with conflict whenever it arises. This includes calming the situation down, maintaining composure (even in the face of aggressive comments and body language) and focusing on the issue at hand rather than the emotional components associated with the customer's antagonism.

A high score person will be likely to quickly steer the conversation towards a sensible and constructive exchange and then seek to attack the problem that the customer has identified (using as much tact and diplomacy as possible). The effective service provider will also seek to learn from each conflict handling experience to help him/her become even more adept in the future.

Service Skills Profile RESOLVING CONFLICT



Self Norm

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Service Skills Profile RESOLVING CONFLICT

Resolving Conflict looks at the extent to which you can deal with customers' irritation and any resultant conflict that may arise in an effective way. This category asks the question, "To what extent do you adopt a positive, constructive and solutionfocused approach whenever conflict arises?"

Improvement actions

Low scorers need to think carefully about their own conflicthandling style and learn to separate themselves (personally and emotionally) from the facts and issues that have caused the conflict in most cases (typically failures in systems). Low scorers should also seek to develop their skills in calming upset customers and then working towards getting the customer to focus on the facts and the possible steps that might sensibly resolve the issue causing him or her concern.

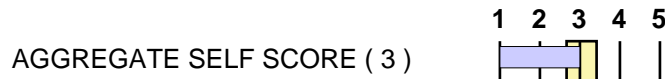
Resolving Conflict	<ul style="list-style-type: none">-Seek to quickly demonstrate your genuine and sincere concern that the dispute or conflict has arisen and offer to work together constructively to try to find an acceptable solution.-Use positive body language and words as much as possible to help keep the communication as calm and eventempered as possible.-Spend more time in listening carefully to the real or underlying issues in any given conflict situation.-Look carefully for any situational or contextual factors that might be affecting the conflict (which you may be able to deal with directly).-Work harder at seeing the situation from the customer's viewpoint before you seek to respond.
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Service Skills Profile

COMMUNICATING CLEARLY

Communicating Clearly looks at your efforts to talk in simple language and in understandable and appealing ways with every customer encountered. This category asks the question, "How plainly do you make yourself understood when communicating with people of different types?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

Scores predominantly in the ones and twos ('almost never' and 'occasionally') are likely to mean that these individuals are prone to forget the needs of the different customer audiences they communicate with. They will not necessarily select the most appropriate communication channels on all occasions (and are likely to mainly use one single communication or delivery style regardless of the situation).

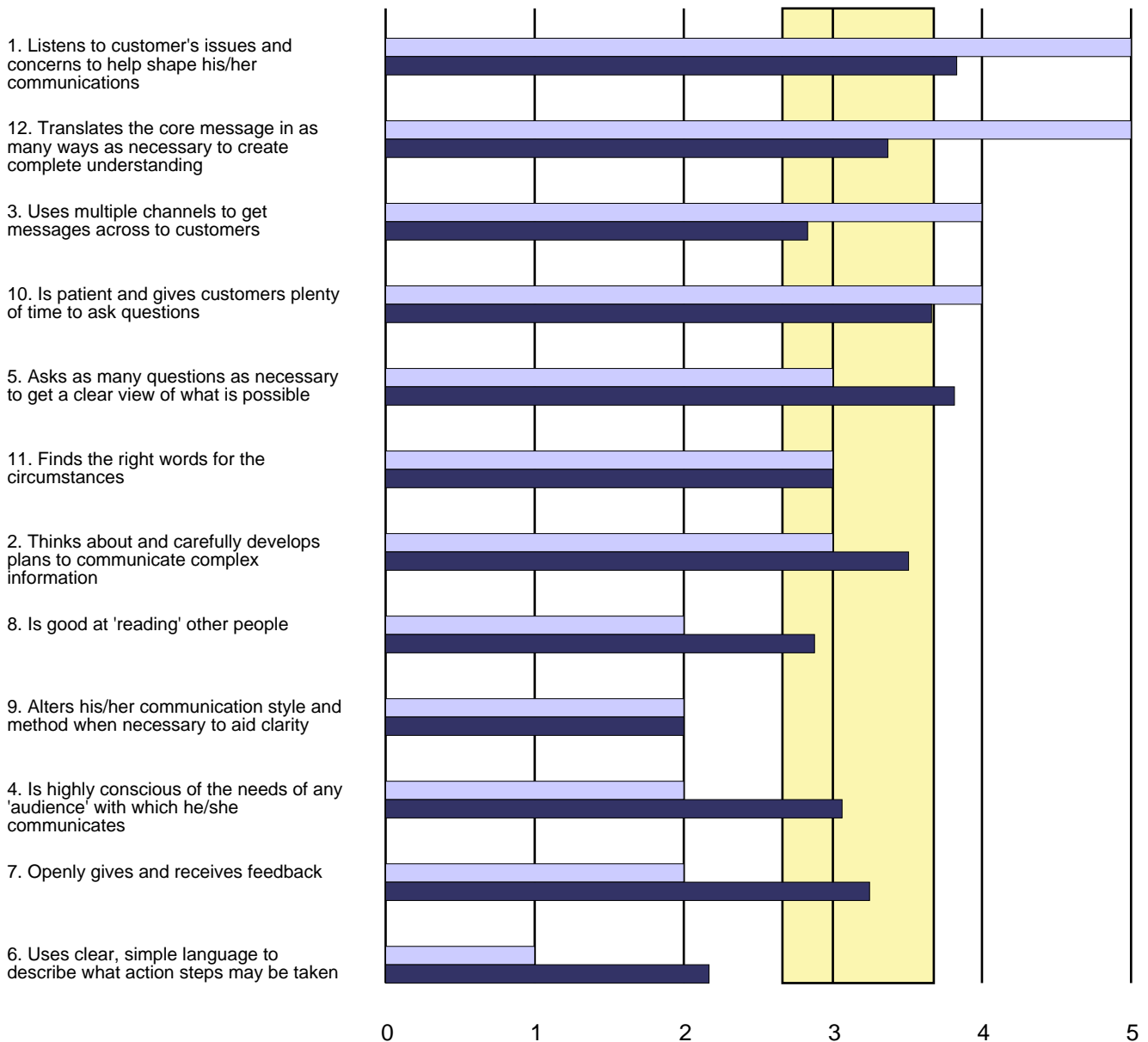
A low score person will be likely to find communication challenging and perhaps something to 'get over and done with' as quickly as possible. Communicating his or her message may be regarded as a 'chore', which often yields mixed results in terms of listening or understanding properly and acting appropriately on what has been heard.

HIGH (greater than 3.5)

Scores predominantly in the fours and fives ('very frequently' and 'almost always') are likely to mean that these individuals think carefully about the channels through which they transmit their message and the communication style they need to adopt in order to be successful. To do this, they try hard to always be clear, concise and consistent in what they say and do.

High score people are likely to be acutely aware of their power to communicate and influence customers successfully through good preparation, audience needs analysis and a versatility of communication methods designed to ensure that every customer they have contact with is given the best opportunity to understand the message.

Service Skills Profile COMMUNICATING CLEARLY



Self Norm

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Improvement actions

Low scorers need to think more about the variety of customer preferences in terms of receiving information and the impact that different channels and style can make both on their ultimate understanding of a message and the success of the entire communication effort. In addition, low scorers should actively listen to individual customer feedback and adapt their communication style and content to maximize clarity and understanding.

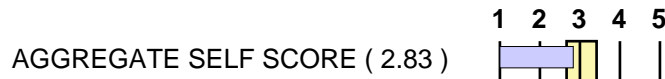
Communicating Clearly	<ul style="list-style-type: none">-Give customers time to finish speaking before forming a reply in your conversations, and maintain your focus and concentrate as much as possible.-Use the information you gather to plan carefully what you say and how you say it, so that your message is more likely to be well received.-Put your responses or views forward in a clear and concise manner, always explaining why you hold your particular position.-Experiment with different communication methods or channels that may appeal to a wider range of people.-Keep a log or a diary to record performance feedback or comments on your communication message or style.
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Service Skills Profile

TEMPERAMENT/DISPOSITION

Temperament/Disposition looks at your internal desire generally to find value and enjoyment through your relationships with other people. This category asks the question, "How well do you operate on an open, 'give and take' basis with people in general and customers in particular?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

Scores predominantly in the ones and twos ('almost never' and 'occasionally') are likely to mean that these individuals may operate more like loners, doing much more by themselves than with and through other people. They are also likely to be selective about whom they talk to, and may only communicate when they have a specific reason to initiate contact.

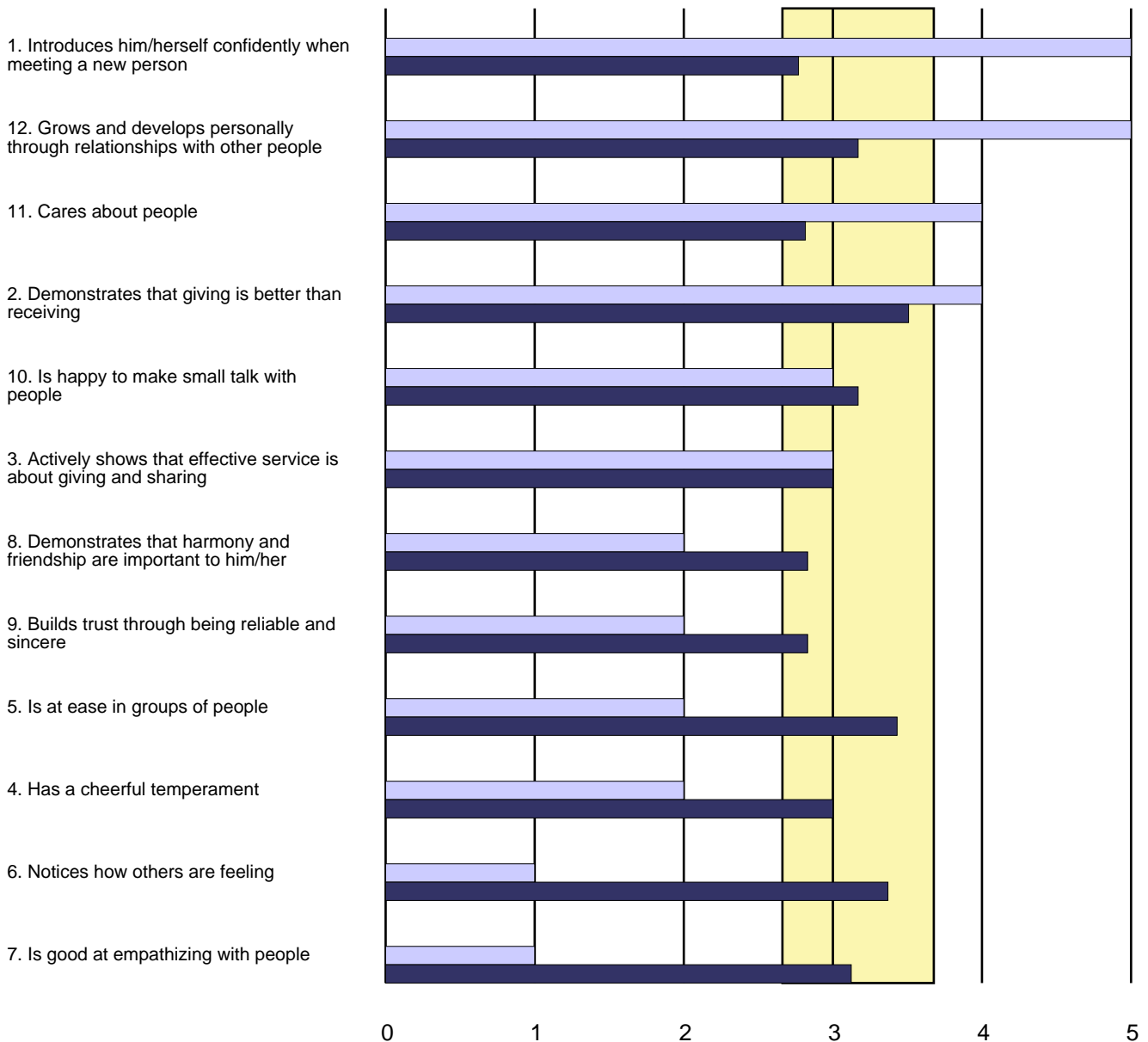
Low score people will be likely to lack general confidence about meeting or dealing with new people and therefore keep to themselves. They also tend to see most of their relationships with people as being 'transactional' or only for the purpose of making an exchange of some kind (on a like for like basis) rather than for mutual support and help.

HIGH (greater than 3.5)

Scores predominantly in the fours and fives ('very frequently' and 'almost always') are likely to mean that this individual is an easygoing and flexible individual who likes to work with and through people on a regular basis. In doing this, he or she is likely to be happy to offer support and help as well as being open to sharing his or her own concerns and challenges to obtain advice and support when needed.

A high score person will be likely to go out of his or her way to build relationships with a wide range of people, offering support to them as well as experiencing the opportunity for personal growth and learning. Many of his or her relationships will be deep and long-lasting friendships based on a spirit of giving and sharing.

Service Skills Profile TEMPERAMENT/DISPOSITION



Self
 Norm

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Temperament/Disposition looks at your internal desire generally to find value and enjoyment through your relationships with other people. This category asks the question, "How well do you operate on an open, 'give and take' basis with people in general and customers in particular?"

Improvement actions

Low scorers need to find ways to become more at ease in talking to people in general and in being open to accepting more personal feedback, support and help. Although it is not easy to change quickly, low scorers may find it helpful to try to see things from the other person's point of view and to undertake activities that will help increase their empathy for others.

	<ul style="list-style-type: none">-Make a commitment to widely network as a means to meet and assist other people and thereby help to develop your overall service skills.-Brainstorm and write down as many actions as you can think of to be more helpful or supportive when you are talking with people who ask for your advice and assistance.-Develop the ability to look at issues and situations you encounter from the point of view of those involved (rather than your own).-Practise being more naturally comfortable in engaging in small talk when meeting with people casually or informally.-Develop an 'abundance mentality' in which you look to offer your help to others without being asked.
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THE '10/10' REPORT

Top 10 development needs

		scores
Building Warmth and Empathy	1. Makes him/herself fully available and accessible to talk with customers	1.0
Building Warmth and Empathy	12. Can be fully trusted to keep customer confidences	1.0
Attentive Listening	1. Gives people complete attention when they are talking	1.0
Attentive Listening	2. Creates a positive climate where people can be candid with him/her	1.0
Attentive Listening	9. Often paraphrases what is said in conversations	1.0
Attentive Listening	11. Avoids interrupting or finishing other people's sentences	1.0
Carefully Negotiating	2. Negotiates creatively to reach the best possible outcomes	1.0
Carefully Negotiating	9. Avoids expressing opinions and positions dogmatically	1.0
Carefully Negotiating	11. Works hard to identify solutions in a difficult conversation	1.0
Engaging in Joint Problem Solving	4. Routinely demonstrates and uses a range of problem-solving methods and tools	1.0

Top 10 strengths

Building Warmth and Empathy	6. Ensures that actions match his or her words	5.0
Building Warmth and Empathy	7. Watches what customers say and do carefully	5.0
Attentive Listening	5. Avoids jumping into a conversation to take control	5.0
Carefully Negotiating	5. Keeps customer negotiations calm and focused on the main issues at all times	5.0
Carefully Negotiating	8. Looks to share information so as to find potential areas of agreement	5.0
Engaging in Joint Problem Solving	3. Encourages people to challenge conventional wisdom	5.0
Engaging in Joint Problem Solving	5. Quickly assists individuals to separate assumptions from hard evidence	5.0
Engaging in Joint Problem Solving	10. Encourages customers to look for the context of the issue or problem they face	5.0
Resolving Conflict	3. Keeps discussions issue-oriented and blame free when conflict arises	5.0
Resolving Conflict	10. Finds common ground to help people resolve differences	5.0

COURSE AND READING SUGGESTIONS

The following are general reading and course suggestions that may help you to better understand the two categories in which your scores were the lowest and to assist you in writing your development plan.

Attentive Listening

Attentive Listening looks at the ability to both hear and understand other people, and to discover quickly their full communication or message. This category asks the question, "How well and attentively do you listen in order to gain understanding and help the communicator successfully transfer true meaning to you?"

Course Suggestions

- Listening skills
- Communication skills
- Empathy development
- Giving and receiving feedback

Reading Suggestions

- Listening: The Forgotten Skill : A Self-Teaching Guide, Madelyn Burley
- Effective Listening Skills, Art James and Dennis Kratz
- The Good Listener, James E. Sullivan
- The Lost Art of Listening: How Learning to Listen Can Improve Relationships, Michael Nichols

Other Suggestions

- Discuss your listening skills with your colleagues and ask for feedback on how you might improve or what you might change for the better.
- If you feel comfortable to do so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects to improve your Listening skills skills and other possible support they may be able to offer.
- Undertake a further specific competency based self-assessment in the area of listening.

COURSE AND READING SUGGESTIONS

Building Warmth and Empathy

Building Warmth and Empathy looks at the extent to which you create a positive climate when communicating with people and demonstrate an understanding of the other person's viewpoint and feelings. This category asks the question, "How well do you build a spirit of trust and sincerity in order for customers to feel that you identify with them and their feelings and issues?"

Course Suggestions

- Empathy Building
- Team-building
- Motivation skills
- Listening skills

Reading Suggestions

- Creating Harmonious Relationships: A Practical Guide to the Power of True Empathy, Andrew Lecompte
- The Empathy Effect: Build Your Business -- and Your Wealth -- By Putting Yourself in Other People's Shoes, Tom Ward with Greg Beaubien
- Raving Fans : A Revolutionary Approach to Customer Service, Kenneth Blanchard
- Difficult Conversations: How to Discuss What Matters Most, Douglas F. Stone

Other Suggestions

- Discuss your empathy skills with your colleagues and ask for feedback on how you might improve or what you might change for the better.
- If you feel comfortable to do so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects to improve your warmth and empathy skills and other possible support they may be able to offer.

DEVELOPMENT PLAN

Use the space below to write out your personal development plan for the next 12 months based on your results. Draw upon the general improvement actions in relevant areas of the report and ideas that are suggested in the attached coaching tips.

Development Area: Makes him/herself fully available and accessible to talk with customers		1.0	N/A	N/A
Action to Take:	Target Date:			
Development Area: Can be fully trusted to keep customer confidences		1.0	N/A	N/A
Action to Take:	Target Date:			
Development Area: Gives people complete attention when they are talking		1.0	N/A	N/A
Action to Take:	Target Date:			
Development Area: Creates a positive climate where people can be candid with him/her		1.0	N/A	N/A
Action to Take:	Target Date:			
Development Area: Often paraphrases what is said in conversations		1.0	N/A	N/A
Action to Take:	Target Date:			