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CI PROFILES



Volume 1, Issue 2

PRODUCTS:

C-FILTER
 C-HIRE
 C-INDEX
 C-IQ

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CUSTOMER SERVICE: People Skills vs. Problem Solving

Having trouble with your customer service department? Are they circling the water cooler instead of answering phones? If that's the case, you need to read this article.

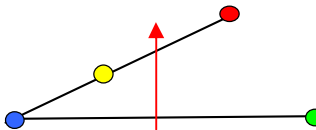
There's a common misconception that Customer Service must involve using socially oriented people to engage your customers. The problem being, higher B people don't like confrontation or anything perceived as threatening. They don't want to have to problem solve or deal with conflict.

Have you ever considered using a polite person instead?

First of all, there is a difference. A polite person will work with diligence and answer questions without feeling an urge to chat. Lower "B" people typically want to do the job thoroughly, be helpful and move on to the next job. You have a wide degree of profiles to choose from. They are as follows:

The Technical Expert

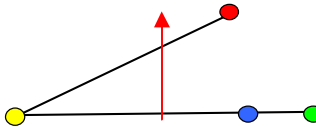
The Technical Expert is capable, but keep in mind they like having lots of variety and multi-tasking in their work because



of the lower "C". Sitting in one place and answering phone calls may be difficult, but they are good problem solvers.

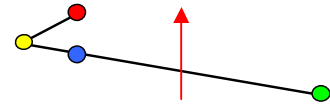
The Scholar

The Scholar is going to want to work on one problem at a time, but they use methodical and focused problem solving methods.



The Specialist

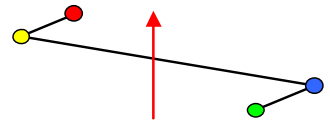
The Specialist is a busy, low risk problem solver. With



minimal training and support, they become adept at providing solutions.

The Craftsman

The Craftsman is a methodical paced worker who has great attention to detail, but is not as fanatical about the nit picky elements as say, a Scholar. This can allow for a somewhat faster result, although accuracy may suffer if the employee is under pressure



(Continued on page 2)

Have You Taken The System For A Spin?

It's really easy and user friendly. It doesn't bite. It's waiting for you at

<http://www.cindexinc.com>.

Yes, your access to Culture Index is ready and waiting and you may not be taking full advantage of the site's options. So here I am, your virtual tour guide, ready to walk you through the process.

When you come to the welcome page, you'll see the left hand margin is in blue with red and white accents and the words "Client Login", "Username" and "Password" are at the top. Fill in your ID and password in the appropriate box and select the login button.

The following page has a vertical and a horizontal menu of places to go and people to see. It's virtually the same menu, so don't fret; just choose one.

You should be able to see the words "Invitations", "C-Index" and "C-Job".

(Continued on page 2)

TAKE THE SYSTEM FOR A SPIN . . . Cont'd

SENDING INVITATIONS

By clicking on Invitations, you'll go to a screen that will allow you to send electronic surveys anywhere in the world and in many languages including English, Spanish, French, Portuguese, Dutch, German, Italian, Russian, Chinese and Japanese.

Select "Invitations", then click the "New Survey Invite" tab on the right side of the page. You will need to input the person's first and last name in the appropriate boxes. If you wish, you can type in an individualized message in the box provided. An automatic message goes out with every survey. The message says:

This e-mail is a link to a Culture Index Survey. Please read the instructions and complete the form. We are asking you to complete the Survey so we can see how it may apply to your work related needs as well as our company requirements. It also assists us in better employee management and



development. Please click the following link to complete the survey (a link is provided). First and foremost, please be informed that Culture Index is:

- ✓ A survey, not a test. There is no passing or failing.
- ✓ There is no such thing as a perfect result.
- ✓ We only measure work related behaviors.
- ✓ We do not measure intelligence.
- ✓ We do not measure a person's learning curve.
- ✓ We cannot determine race, gender or religion.
- ✓ We cannot determine your age.
- ✓ We cannot determine your ambition.
- ✓ We do not measure anything abnormal or clinical.

Take your time, read the instructions and complete the survey by yourself. We thank you in advance for your cooperation.

You will have to input an email address and the recipient's status (that is,

are they an applicant or an employee? The default is "applicant"). You can select a variety of other descriptors, such as "Position", "Department" and "Location", but they are not required. The last option in this window is a drop down list of the languages mentioned earlier. Select which language you wish to use; the default is English. Select the Send Invitation button and you will be returned to the previous page where you should see your invitation listed by the date it was sent.

If you don't want to see the invitations by date, don't get frustrated. Every Culture Index page has a variety of filtering options.

If you want to see your invitations in an alphabetical listing by last name, go to the top of the "Name" column and click on the word "Name".

If you don't remember the applicant's name, but you know their email was llovedmydog@emails.com, select the word "Email" at the top of that column. It will alphabetize the email column for you.

Next time, we'll discuss how to fill out a C-Job. ☑

CUSTOMER SERVICE: People Skills vs. Problem Solving

to give a quick response.

All of these patterns have several things in common.

They can effectively problem solve and their level of detail will require them to be-



have in a manner that's appropriate and polite. In short, they're ideal for Customer

Service positions requiring fact-based solutions.

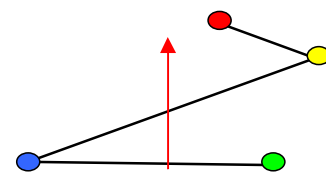
So what do you do with all those people crowded around the water cooler? Don't despair and don't get out the pink slips! Help is on the way in the form of a successful inside sales

team.

By inside sales, we mean the type of sales person who meets people at the door or counter and says the magical words: "Can I help you?"

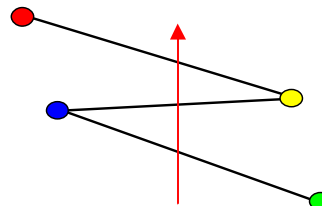
These people are exceptional at making clients feel welcome and at ease. Their personalities can put back together frayed trust levels and allay fears as easily as a geek can plug a new device in. Depending on where their other traits land, these inside sales people can bring a lot of other good things to the table.

The Administrator



The Administrator is a good choice for Inside Sales. They're friendly, enjoy variety and have plenty of detail to make sure your clients needs are completely covered. The Administrator also has enough "A", they can prioritize and organize for those around them. However, they are not meant to be pushy or aggressive salesmen, as their detail makes that sort of activity a risky and fearful proposition.

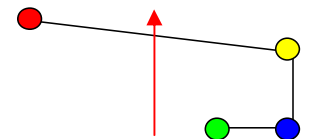
The Coordinator



The Coordinator is a

friendly person and prefers variety. This person is good for those customers who need someone who will remember them from visit to visit. However, don't ask the Coordinator to prioritize the department, as this is stressful.

The Facilitator



The Facilitator is adept at friendly service that requires a methodical approach. They enjoy routine and will happily provide the same service for hundreds of clients and they'll do it accurately. The Facilitator is not a proactive person and will need guidance, especially if any aspect of the job changes. ☑

INTERVIEWING OBJECTIVES: AN INTRODUCTION TO C-HIRE

While we can't possibly go into all the hiring problems you might have, we're going to try and give you an overview of some of the issues, their causes, solutions and end results in the worst case scenario.

The hiring climate has changed over the past decades. For the first time, managers are coming to grips with the new realities of the labor marketplace. There are shortages of talents and more human rights legislations—and litigations—than ever before. Employees have specific career path and career development expectations. If they're unsatisfied, candidates seek new jobs, costing their employers money in the process. Hiring is a new game and managers must understand the rules and acquire the selection skills necessary to compete. This is one of the opening paragraphs of our C-Hire workshop book. The following paragraphs are abbreviated concepts from the workshop. For worksheets and in depth instruction, please contact Gary Walstrom at gwalstrom@cindexinc.com.

✓ Do your interviewers understand the legal issues behind hiring? So much of the legal issues of hiring and firing change on a yearly basis, it's important to ensure your interviewers/managers understand what questions they can and cannot ask. This goes beyond job relevancy, but it does not require a legal degree or a Human Resources background.

✓ Are the job requirements understood? This may seem like an obvious question, but one job within a department may be viewed differently by all 15 department members! If each person has a different requirement for one position, that means there are different expectations of behaviors. Make things easier on yourself. Before you write the advertisement, have several people who will work closely with the new employee fill out a C-Job survey. It only takes a few minutes, it's part of your service through Culture Index, and it will provide you a clear vision of what behaviors are needed in a specific position. You can then take the C-Job results and we can help you write an ad that will target the desired behaviors.

✓ Check on the occupational qualifications needed to fill the position. Again, this probably seems like a no brainer, but it's frequently overlooked, not placed in the ad, and so you receive scores of applicants without the necessary license, certification or skills.

In today's job market, it's imperative to understand, you're not the only one being interviewed.

✓ Streamline your process before you start. Ask yourself, what is so important that there's no point continuing with an interview if this item isn't on the resume. This includes occupational qualifications, experience, employee location, history, education, and much more. Make a list of anything you know you must have so that you can sort later on in the process and can prove your selection process was unbiased.

✓ In today's job market, it's imperative to understand you're not the only one interviewing. The candidate is assessing you, as well. If you are unable to convince them of the material and intangible reasons why your company is their ideal employer, they'll seek elsewhere. Learn how to sell your company.

✓ Don't discount that tool on top of your desk: the common telephone. It will save you a great deal of time and money if you use it to schedule pre-screening interviews before asking an applicant into your office.

✓ Conducting a fair interview involves effort, foresight and copious note taking. Don't engage in a face to face interview until the above steps have been taken. Use your notes as a basis for objectively comparing applicants.

✓ Be aware of your own tendencies and review your observations carefully. Biased hiring is likely to come back and bite you at a later date, so head it off now.

✓ The phone also works great for making reference calls. Most people dislike making reference calls and some people are confused about what can and cannot be asked during this stage. Reference checks are critical to the selection process. They are a means of collecting factual information about job behaviors and work-environment adaptation. That's information which is otherwise unverifiable. What's more, if you really enjoyed meeting an applicant during the initial interview, you may get complaisant about making these calls. That's precisely when they are the most important tool in your shed. They will keep your interviewing process honest. If your reference checks show someone who does not behave in a way that's consistent with your needs, there's no need to waste yours or their time.

If this sounds like a lot of effort and brain power, that's because it is. But there are tools we offer our clients to help relieve the stress. **C-Job** will allow you to understand the needs of the position before you ever place the ad. The **Culture Index Survey** will enable you to set aside all those who do not have the personality required by the position. For an additional fee, **C-Filter** will automatically sort out all those applicants who do not have the experience or education you need. If you need training in your department, please contact Gary Walstrom for a broader overview of a **C-Hire** Workshop than this article provides. **C-Hire** is a module based course where the student will dictate the speed of learning. If you are unwilling, or do not have the time to handle this effort, consider outsourcing the work. Additionally, **The Walstrom Group**, another service, are trained and experienced in every aspect of employment searches. ☑



PRODUCTS:

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www.cindexinc.com



THE ESSENCE OF THE WORKSHOP

In the Culture Index Workshop you will learn how to:

- ✓ Properly interact with others.
- ✓ Recognize the true company culture, which will enable you to excel.
- ✓ How to better manage all of the various styles of people.
- ✓ How to coach and mentor different personalities.
- ✓ Identify different types of recognition and rewards.
- ✓ Compare your communication style to that of others.
- ✓ Determine where an individual's confidence is derived.
- ✓ Recognize where you fit into the team.
- ✓ Make the most of your decision making style.
- ✓ Understand your stamina.
- ✓ Understand and improve upon your problem solving methods.
- ✓ Recognize sensitive or defensive behavior in yourself.
- ✓ Recognize your management style.
- ✓ Adapt your abilities to best suit the team.
- ✓ Speak with a consistent management language.

If you feel the need to improve your employee relations or hiring skills, a workshop may be what you need. Please contact us for scheduling.

The following comments were taken from Fortune's June 27th, 2005 issue,

"JIM COLLINS ON TOUGH CALLS", pg. 89.

Jim Collins, author of *Built to Last* and *Good to Great*, offers insights he's gleaned over 14 years of researching key decisions of business leaders:

Q. What were the surprises when you reexamined your research through the lens of decision-making? **A.** Our best decisions are not about "what" we do, but "who" we do it with.

Q. Why are people decisions so important? **A.** Your greatest hedge against uncertainty. . . [is] having people who can adapt. . . .

Q. Once you have great people in place, you still have to make decisions. **A.** Collins suggests not being afraid to admit you don't know. "Which is best? Lying—meaning saying you don't know when you've already made up your mind? Or presuming to know when you don't and therefore lying to yourself? Or speaking the truth? Which is, "I don't yet know, but I know we have to get it right."

Q. How do you say that without looking irresolute? Don't people expect leaders to say clearly, "Here's where we're headed?" **A.** That's the typical CEO response: that leadership is getting people to participate so that they feel good about the decision already made.

Q. What's wrong with that? **A.** Collins cautions against cutting yourself off from hearing options or ideas that might be better than yours. Being CEO doesn't make you smarter than everyone else.

Q. How do you create the kind of atmosphere where information flows freely? **A.** "I look for people with a streak of irreverence and independent thought. [It's] a key mechanism in reducing the odds that my authority and strong personality would override the evidence.

Q. Doesn't that kind of team make it harder to reach consensus? **A.** It's not about consensus.

Q. You mean it depends on conflict? **A.** Let the debate rage. We found this process in all the companies we studied, when they made a leap to greatness.

Q. And then in the end, the leader makes the call? **A.** Yes. It's conflict and debate leading to an executive decision.

Q. Doesn't that make it hard to carry out a decision? **A.** Our research showed that before a major decision, you would see significant debate. But after the decision, people would unify behind that decision to make it successful.

Collins noted that no leader believes their ultimate outcome is pre-determined. Leaders are aware of upcoming events and they make their decisions for the benefit of the company and not themselves.

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