

## Temperament/Disposition

Temperament/Disposition refers to an individual's internal desire to derive value and enjoyment from their relationships with other people. This competency area is all about developing an open, give-and-take attitude toward people in general and customers in particular.

1. I introduce myself confidently when I meet a new person.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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2. I believe that giving is better than receiving.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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3. Effective service is about giving and sharing.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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4. I am generally a cheerful person.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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5. I am at ease in groups of people.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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6. I notice how others are feeling.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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7. I am good at empathizing with people.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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8. Harmony and friendship are important to me.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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9. I try to be reliable and sincere in order to build trust.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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10. I don't mind making "small talk" with a customer.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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11. I care about people.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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12. I believe that relationships help us grow and develop as individuals.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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## Attentive Listening

Attentive Listening refers to an individual's ability to hear and understand other people, and to quickly discover their full communication or message. This competency area is all about listening attentively in order to gain understanding and help the communicator successfully convey what they think and feel.

13. I give people my complete attention when they are speaking.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

14. I create a positive climate so people are candid with me.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

15. I let people express their views and opinions before I offer my own.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

16. I create a warm and relaxed atmosphere so people can talk openly.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

17. I avoid jumping into a conversation to take control.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

18. I am calm and patient during discussions with customers.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

19. I listen in order to understand, rather than to reply.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

20. I observe body language, as well as listen to the words.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

21. I often paraphrase what is said in conversations.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

22. I am focused and patient when people talk to me.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

23. I avoid interrupting or finishing other people's sentences.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

24. I listen to the overall message or key theme being expressed.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

## Communicating Clearly

Communicating Clearly refers to an individual's efforts to speak clearly, warmly, and understandably with each customer. This competency area is all about making yourself understood when communicating with all kinds of people.

25. I listen to customers' problems and concerns to help shape my own communications.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

26. I think about and carefully shape the way I communicate complex information.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

27. I use multiple channels to get my messages across to customers.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

28. I am very aware of the needs of each "audience" whether it is an individual or a group.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

29. I ask as many questions as are necessary to get a clear view of what is possible.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

30. I use clear, simple language to describe action steps.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

31. I openly give and receive feedback.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

32. I am usually good at reading people.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

33. I flex my communication style and method when necessary for clarity.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

34. I am generally patient, and give customers plenty of time to ask questions.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

35. I try to find the right words for the circumstances.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

36. I translate the core message in as many ways as necessary to create complete understanding.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

## Resolving Conflict

Resolving Conflict refers to how well an individual deals with a customer's irritation and any resultant conflict or concern surrounding the issue. This competency area is all about adopting a positive, constructive, and solution-focused approach whenever conflict arises.

37. I try to calm things down when discussions get a little heated.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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38. I handle interpersonal conflict with tact and finesse.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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39. I try to keep discussions issue-oriented and blame-free when conflict arises.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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40. I manage interpersonal conflict maturely and constructively.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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41. I am open to and accepting of constructive criticism of any kind.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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42. I handle tough people and strong personalities with confidence and composure.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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43. I try to attack problems, not people.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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44. I maintain my composure, even when others lose theirs.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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45. I quickly resolve miscommunication problems with customers.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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46. I find common ground to help people resolve differences.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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47. I try to resolve conflict so that there are no losers.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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48. I learn from my mistakes in dealing with conflict, and I apply new learning flexibly.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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## Engaging in Joint Problem Solving

Engaging in Joint Problem Solving refers to an individual's efforts to find appropriate ways to analyze situations and customer concerns and suggest actions that can help resolve the problem. This competency area is all about providing customers with a useful contextual framework to think about their concerns and then guide them to a satisfactory resolution.

49. I point out that there is inevitably a new or different way to tackle most things.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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50. I help people understand the facts before looking for a solution.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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51. I encourage people to challenge conventional wisdom.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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52. I routinely demonstrate and use a range of problem-solving methods and tools.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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53. I quickly help people separate assumptions from hard evidence.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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54. I make sure that apples are being compared with apples when solving problems.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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55. I get people to challenge paradigms or sacred cows.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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56. I help people identify several possible answers or options, not just one.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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57. I try to identify the consequences of various courses of action.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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58. I encourage customers to look for the context of the issue or problem.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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59. I invite customers to work with me to find solutions.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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60. I ask probing and incisive questions to help customers discover the real cause of a problem.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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## Carefully Negotiating

Carefully Negotiating refers to the skills an individual uses to work collaboratively with a customer to find solutions to requests, queries, and feedback that best meet the needs of all parties. This competency area is all about applying appropriate and effective negotiation and influencing strategies in order to create mutually beneficial outcomes.

61. I use tact and diplomacy in discussions with customers.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

62. I negotiate creatively to reach the best possible outcomes.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

63. I engage in negotiations in a sincere and open manner.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

64. I try to carefully and constructively influence or persuade customers.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

65. I keep customer negotiations calm and focused on the main issues at all times.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

66. I am able to quickly find common ground, and use it as a springboard to generate options.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

67. I try to be flexible and open when options are suggested by the customer.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

68. I try to share information in order to find areas of agreement.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

69. I avoid expressing opinions and positions dogmatically.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

70. I take the time to provide context before suggesting action.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

71. I work hard to identify solutions in difficult situations.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

72. I ask others for feedback on how to negotiate more effectively.

Almost Never  Occasionally  Frequently  Very Frequently  Almost Always

## Building Warmth and Empathy

Building Warmth and Empathy refers to the extent to which an individual creates a positive climate when communicating with people and demonstrates an understanding of the other person's viewpoint and feelings. This competency area is all about building a spirit of trust and sincerity in order for customers to feel that you identify with them and care about their concerns.

73. I make myself fully available and accessible to customers.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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74. I avoid making sarcastic or critical comments about customers and their actions or ideas.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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75. I am sensitive to people's feelings.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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76. I am approachable and open to feedback.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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77. I put myself in the customer's shoes.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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78. I make sure that my actions match my words.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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79. I carefully observe what customers say and do.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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80. I follow through when I commit to something.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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81. I work hard to understand where customers are coming from.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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82. I believe that customers' feelings and emotions communicate more than their words.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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83. I am good at knowing just when customers need help or support.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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84. I can be fully trusted to keep a customer's confidence.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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