

Sam Sample

DECISION MAKER

SERVICE ROLES



**SOLUTIONS
SELECTION**



GUIDE TO USING THIS REPORT

INTRODUCTION

The customer service solution investigates the likelihood respondents may exhibit certain types of service related behaviours. It can be used to identify potential gaps in performance, structure personal development or facilitate behavioural interviews in order to inform and support selection decisions.

REPORT SECTIONS

The "Selection" report presents Sam's profile results in the following sections:

Customer Service Competencies Overview

Provides a summary of Sam's results against the service competencies. This section also highlights Sam's potential strengths and areas of potential risk within the service competencies.

Behavioural Interview Guide

Provides more detailed information regarding Sam's performance on each of the profile's dimensions. The section also provides interview questions which can be used to probe his tendency to exhibit effective service behaviour and to form a better understanding of the potential risks and whether they pose a real risk.

Culture Fit Overview

Provides a summary of Sam's fit to different types of roles or work environments.

Reasoning Ability Results

Provides a summary of Sam's results on the general reasoning tests.

SUPPLEMENTARY REPORTS

The information gained from this report can be used in conjunction with other supplementary reports. The supplementary report available for this solution is:

Development Report

The "Development" report provides an overview of Sam's service results. The report also provides development recommendations and a framework for creating a development plan.

WAIVER

This assessment is only an indicator. Therefore, it is recommended that decisions on recruitment, promotion, career guidance and development are made in conjunction with other relevant information and not solely on the information in this report. The authors and distributors accept no responsibility for decisions made using this tool and cannot be held directly or indirectly liable for the consequences of those decisions.



CONTEXT

The profile must be interpreted in the context of other relevant factors such as experience, training, and wider skills. For example, Sam's past performance can be assessed through a critical review of references, his work history and previous qualifications, and via a structured interview. His level of job specific knowledge can be assessed via the use of work sample tests and simulations, and behavioural interviews. Finally, his skills can be assessed in greater detail through behavioural observation, role-plays and assessment centre exercises. The profile should also be considered in light of the organisation's service competencies and culture.

DIMENSIONS

The service competencies used in this solution were developed to reflect the most important predictors of success in customer service roles. These are presented as six competencies that are typical to general customer service roles and provide a practical and familiar platform for customer service coaches and trainers.

CUSTOMER SERVICE COMPETENCIES

Service Orientation

Investigates whether the individual is guided by service principles. It includes the following dimensions:

- **Understanding** - a natural empathy for others and ability to view things from the customer's perspective.
- **Value Addition** - an interest in adding value to services and products.
- **Exceeding Expectations** - an interest in pleasing customers and meeting their needs.
- **Balance** - the ability to balance organisation and customer interests.

Service Interaction

Investigates how the individual interacts with customers. It includes the following dimensions:

- **Engaging** - the ability to be outgoing and engage customers.
- **Listening** - the ability to demonstrate active listening skills and be attentive to the needs of others.
- **Influencing** - the ability to be confidently bring other over to a point of view without being aggressive.
- **Professionalism** - the ability to be demonstrate professionalism, diplomacy and respect when dealing with others.

Service Delivery

Investigates the standards the individual applies when delivering services. It includes the following dimensions:

- **Ownership** - the ability to take ownership and responsibility of own work and performance.
- **Quality** - an interest in ensuring standards are maintained.
- **Resolution Focus** - the resolve to get things done and overcome obstacles.
- **Organisation** - an interest in keeping records and following systematic processes.

Service Improvement

Investigates the individual's problem solving skills with a focus on service improvement. It includes the following dimensions:

- **Big Picture Thinking** - an understanding how services support the organisation.
- **Problem Analysis** - the ability to identify and analyse problems based on given facts.
- **Creativity and Innovation** - an interest in searching for new and innovative solutions to problems.
- **Drive and Initiative** - the drive to implement solutions.

Service Ethics

Investigates the values and principles by which individuals conduct themselves. It includes the following dimensions:

- **Sense of Duty** - exhibits a strong sense of duty.
- **Respect for Authority** - a belief in the importance of respecting authority and following protocols and procedures.
- **Self-Regulation and Management** - the ability to work without close supervision.
- **Trust** - a belief in the importance of dealing with others with honesty and trust.

Service Adaptability

Investigates the individual's ability to adapt and respond to change. It includes the following dimensions:

- **Adaptability to Change** - an openness to variety and change.
- **Openness to Feedback** - an acceptance of feedback on own performance.
- **Dealing with Setbacks** - the ability to deal with setbacks and challenges in a calm and collected manner.
- **Dealing with Objections** - the ability to respond to customer objections in a calm and constructive manner.



In addition to describing Sam's likelihood to perform within the customer service competency framework, the report also provides insights into the types of environments he is more likely to be comfortable working in.

CULTURE CONDITIONS

Roles which require working under pressure

Roles which require exercising diplomacy

Roles which require addressing the public and giving presentations

Roles which require working with others

Roles which require working in competitive environments

Roles which require working long hours

Roles which require high standards of accuracy

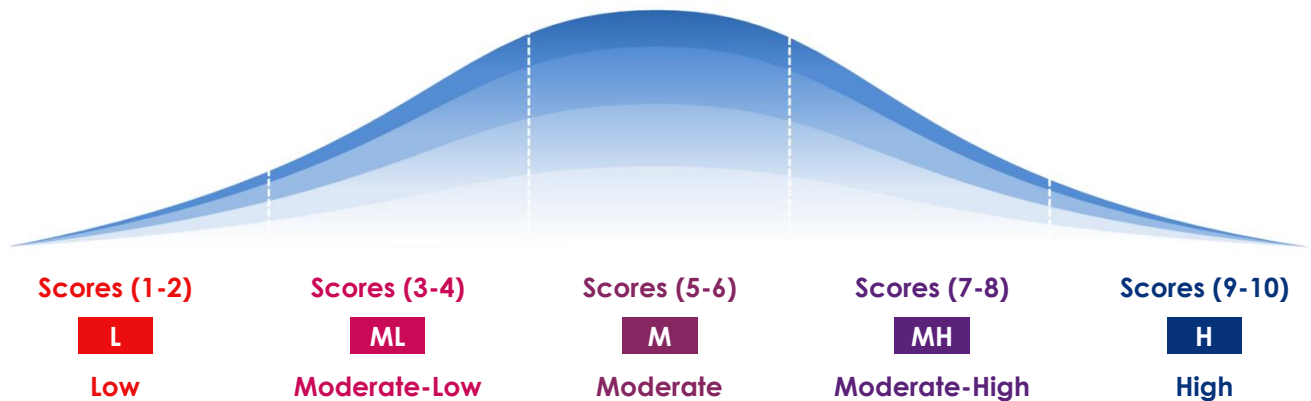
Roles which require working in changing environments

Roles which provide financial rewards and incentives

RESULTS SCALE

A reference group is used to evaluate Sam's results and determine his tendency to exhibit effective service behaviours in the workplace compared to others. His results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a "Low" to a "High" tendency is provided to help highlight areas of concern.



REFERENCE GROUPS USED

Scale	Norm	Population Size
Verbal Reasoning	Working Age Adults	1324
Numerical Reasoning	Working Age Adults	1596
Abstract Reasoning	Working Age Adults	770
Personality Questionnaire	Working Age Adults	2168



CUSTOMER SERVICE COMPETENCIES OVERVIEW

The overall service potential score estimates Sam's tendency to exhibit effective service related behaviours in the workplace. It reflects a combination of personality characteristics, motivational drivers and reasoning abilities related to performance within the various competencies of the customer service competency framework.

CUSTOMER SERVICE COMPETENCIES PROFILE CHART

Customer Service Competencies	Score	Level	1	2	3	4	5	6	7	8	9	10
Service Orientation	4	ML				●						
Service Interaction	3	ML			●							
Service Delivery	3	ML			●							
Service Improvement	3	ML			●							
Service Ethics	4	ML				●						
Service Adaptability	2	L		●								
Overall Service Potential	Score	Level	1	2	3	4	5	6	7	8	9	10
POTENTIAL SCORE	3	ML			●							

RESPONSE STYLE

The pattern of responses Sam obtained on the assessment indicates that he is fairly unlikely to have been biased by any desire to present himself in an unrealistically favourable light.



Profile Highlights

The following tables list the major strengths and potential areas of concern that can be inferred from Sam's results. Further details are available in the Behavioural Interview Guide.

POTENTIAL STRENGTHS

- No potential strengths could be derived from Sam's profile.

POTENTIAL RISKS

- Sam is less likely than most to strive to meet his customers' expectations.
- Sam is less outgoing than most. As a result, he is less likely than most to approach customers and may not enjoy engaging them in conversation.
- He is unlikely to be a persuasive and influential speaker.
- He is less likely than most to take ownership and responsibility of his work and performance and may require support and encouragement to ensure his ongoing commitment to work.
- He may not be motivated to achieve success and may be more prone than most to quickly give up when faced with challenges.
- He is less likely than most to realise the impact of the services he provides on the organisation.
- Sam is less likely than most to accurately identify problems and offer appropriate solutions.
- Sam is considerably less likely than most to drive the implementation of services and solutions.
- He is likely to have a weaker sense of duty and obligation towards his work than most.
- He's results suggest that while he is as likely as most to welcome variety and change, he may find it difficult to summon the energy to deal with change and may not be able to adapt as well as most. In addition to this, he is not expected to show as much enthusiasm for learning new methods or skills outside of his previous experience as most.
- Sam is a little less likely than most to accept others' feedback and advice, and is likely to become bothered if the feedback is not framed in a constructive manner. In addition to this, he is less confident than most people and may not seek opportunities for development.
- He is a little more likely than most to become anxious and impatient in the face of extreme difficulties and he may not show much focus or determination to overcome difficulties and persevere.
- Sam is not as motivated as most to monitor his behaviour and may not show as much patience or restraint as most when dealing with customer objections. Lacking awareness of social situations, he may reveal his frustration or pass ill-considered or thoughtless comments.



BEHAVIOURAL INTERVIEW GUIDE

The report provides structured behavioural interview questions to attempt to help elicit information about a respondent's past behaviour. Such a technique is based on the premise that past behaviour is seen as the best predictor of future behaviour. Interviewees' responses are generally considered reliable because they are based on what they actually did, as opposed to offering opinions or hypothetical responses.

INTERVIEW MODEL

The interview model follows the STAR behavioural interviewing method in which evidence must be gained to indicate the context of the behaviour, the nature of the behaviour and the consequences of the behaviour. STAR is an acronym for:

Situation	Task	Action	Result
What was the context of the behaviour?	What needed to be achieved?	What behaviour resulted from the situation?	What was the outcome?

PROBING

The STAR interview questions are used to probe the individuals' responses from multiple angles. However, in most situations interviewers need only ask the "Situation" question as it is the main question which attempts to elicit examples from past behaviour. Interviewers are only encouraged to use the other questions if the response to the "Situation" is unclear or incomplete. In such cases interviewers can use the remaining STAR questions to further probe respondents and gain a better understanding of their behaviour, context of the behaviour and outcomes.

Two lines/series of questions are provided for each dimension of the service competencies framework. Interviewers are encouraged to use both series as they attempt to elicit evidence from different sources.

While the STAR interviewing method provides valid interview questions as well as further structure to how interviews are conducted and how responses are evaluated, interviewers are encouraged to:

- Identify which dimensions listed in the report are related to the organisation's service roles.
- Develop their own list of questions and not rely solely on the interview questions provided.
- Determine what other job related factors are not covered in the report and prepare additional questions to cover those areas.
- Gather additional information about respondents from other sources such as background checks, references, service role plays, past service performance, etc.
- Utilise the evidence gathered from all the sources in order to make a decision.

SCORING

Scoring forms are provided as part of the interview guide. Interviewers are encouraged to use the forms to take notes and are advised to score responses using the following 5-point scale:

1	2	3	4	5
Only circumstantial evidence gained, or evidence gained which supports a low ability.	No explicit evidence gained, or little evidence gained which supports a low ability.	Explicit evidence gained which supports a moderate ability.	Explicit evidence gained which supports a strong ability.	Detailed evidence gained which supports a strong ability.



ML INTERVIEW GUIDE: SERVICE ORIENTATION

ML A. Understanding - a natural empathy for others and ability to view things from the customer's perspective.

Profile Description

Sam's profile indicates that while he is as concerned for others as most, he may not be as trusting of others as most. As a result, he is as likely as most to consider the customer's perspective when offering services and solutions, he may not always project good-will towards customers.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me of a situation where you had to establish your customer's needs. 	<ul style="list-style-type: none"> Explain what you aimed to achieve. 	<ul style="list-style-type: none"> What did you do to define their needs? 	<ul style="list-style-type: none"> How did you use the information you gained from the customer?
Q2	<ul style="list-style-type: none"> Are there any special "types" of customers who are more difficult to serve? Please give me an example. 	<ul style="list-style-type: none"> Can you try to paint a picture of what these customers are like? 	<ul style="list-style-type: none"> What is the best approach with such customers? 	<ul style="list-style-type: none"> Why do you feel this is the best approach?

Interview Notes

ML B. Value Addition - an interest in adding value to services and products.

Profile Description

The results Sam obtained on the questionnaire indicate that he is only moderately interested in others and is not as shrewd or competitive as most. As a result, he is likely to be slightly less interested than most in appealing to his customers by catering the products and services he offers to their needs. While he may not always seek practical ways of adding value, he is more likely than most to paint word pictures when attempting to appeal to his customers.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me about catering products, services or solutions to different types of customers. 	<ul style="list-style-type: none"> How did the customers' needs differ? 	<ul style="list-style-type: none"> What did you offer each customer? 	<ul style="list-style-type: none"> Can you tell me why you offered these and what impact it had?
Q2	<ul style="list-style-type: none"> What other products, services or solutions do you have to compete against? 	<ul style="list-style-type: none"> Why do you have to compete against these? 	<ul style="list-style-type: none"> Do the products, services or solutions you offer have any benefits over what your competitors offer? What are they? 	<ul style="list-style-type: none"> How and when do you get into feature and benefit comparisons with customers? Give an example.

Interview Notes



L C. Exceeding Expectations - an interest in pleasing customers and meeting their needs.

Profile Description

Sam's results suggest that he is not as driven by achievement as most and may not always be guided by a concern for his customers' needs. As a result, he is less likely than most to strive to meet his customers' expectations.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> What is the most you have ever done to satisfy a customer? 	<ul style="list-style-type: none"> What was the situation? 	<ul style="list-style-type: none"> What did you do? 	<ul style="list-style-type: none"> Why did you go to such lengths? How did the customer perceive your effort?
Q2	<ul style="list-style-type: none"> Give me an example of a time you had to deal with a customer who had very high expectations. 	<ul style="list-style-type: none"> What was the situation and what were their expectations? 	<ul style="list-style-type: none"> What did you do for the customer? 	<ul style="list-style-type: none"> Did you feel that the customer's expectations were realistic? Why?

Interview Notes

MH D. Balance - the ability to balance organisation and customer interests.

Profile Description

Sam's profile suggests that he is neither overly assertive nor exceedingly accommodating. As a result, he is expected to assert himself or acquiesce to others' wishes as the situation demands, which should aid him in finding the right balance between customer and organisational interests. Having said this, Sam may be less inclined to search for practical and achievable outcomes than most.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Have you ever been faced with a customer demand that went against company policy? 	<ul style="list-style-type: none"> What did the customer demand? 	<ul style="list-style-type: none"> How did you deal with the situation? 	<ul style="list-style-type: none"> Was the customer justified in their demands? What was the outcome?
Q2	<ul style="list-style-type: none"> Who are your main stakeholders (people who are impacted by your work)? 	<ul style="list-style-type: none"> Are their interests always aligned? Can you give me an example of when this was not the case? 	<ul style="list-style-type: none"> What did you do? 	<ul style="list-style-type: none"> What was the outcome?

Interview Notes



COMPETENCY SCORING

Dimension	Score				
	1	2	3	4	5
A Understanding					
B Value Addition					
C Exceeding Expectations					
D Balance					
Service Orientation					

Comments



ML INTERVIEW GUIDE: SERVICE INTERACTION

ML A. Engaging - the ability to be outgoing and engage customers.

Profile Description

The profile Sam obtained on the questionnaire suggests that he is less outgoing than most. As a result, he is less likely than most to approach customers and may not enjoy engaging them in conversation.

	Situation	Task	Action	Result
Q1	■ Give me an example of having to establish contact with a customer.	■ Why did you have to establish contact?	■ How did you approach the customer?	■ What was the outcome?
Q2	■ Can you give me an example of having to make outbound customer calls.	■ What was the purpose of the calls?	■ How did you initiate contact with customers?	■ How do you feel about making outbound calls? ■ What is your strategy for coping with making outbound calls?

Interview Notes

M B. Listening - the ability to demonstrate active listening skills and be attentive to the needs of others.

Profile Description

Being as humble, friendly and personable as most, Sam is as likely as most to listen to his customers and be attentive to their needs. Consequently, he is as likely as most to seek to build relationships with his customers.

	Situation	Task	Action	Result
Q1	■ Tell me of some of the relationships you have built with customers.	■ How would you characterise these relationships?	■ How did you build rapport?	■ How have these efforts helped with providing service to your customers?
Q2	■ Sometimes people hear but don't listen. Tell me about a time when you misunderstood someone.	■ Why do you think you misunderstood?	■ How did you resolve the misunderstanding?	■ What was the outcome?

Interview Notes



L C. Influencing - the ability to be confidently bring other over to a point of view without being aggressive.

Profile Description

Sam's profile suggests that he is unlikely to greatly enjoy convincing others of his point of view. As a result, he is unlikely to be a persuasive and influential speaker.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe the most difficult sales pitch you ever made. 	<ul style="list-style-type: none"> What were you trying to pitch and why? 	<ul style="list-style-type: none"> How did you approach the pitch and what made it so difficult? 	<ul style="list-style-type: none"> What would you have changed to make the pitch run better?
Q2	<ul style="list-style-type: none"> Have you ever had a to pitch a product or service you weren't fully convinced of? Can you give me an example? 	<ul style="list-style-type: none"> What was the product or service and why were you not fully convinced of it? 	<ul style="list-style-type: none"> How did you pitch this product or service to customers? Please give an example. 	<ul style="list-style-type: none"> Do you think it mattered that you weren't convinced of the product or service? How did you overcome your inhibitions?

Interview Notes

ML D. Professionalism - the ability to be demonstrate professionalism, diplomacy and respect when dealing with others.

Profile Description

His profile indicates that while he is likely to be fairly motivated to conform to others' social expectations of him, he may be less sensitive to the nuances of social settings than most people. As a result, Sam may not conduct himself in a diplomatic and tactful manner and may inadvertently say things which others might find offensive, or consider to be odd or out of place despite being relatively concerned to present himself to others in a positive light. Consequently, he may not be as adept as most to working with sensitive customers.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give me an example of having to deal with a sensitive situation that concerned a customer of yours. 	<ul style="list-style-type: none"> How did you find yourself in such a situation? 	<ul style="list-style-type: none"> How did you respond? 	<ul style="list-style-type: none"> What was the outcome?
Q2	<ul style="list-style-type: none"> Describe one or two of the most difficult interactions you have had with a high profile customer. 	<ul style="list-style-type: none"> What happened? 	<ul style="list-style-type: none"> How did you respond? 	<ul style="list-style-type: none"> What was the outcome?

Interview Notes



COMPETENCY SCORING

Dimension	Score				
	1	2	3	4	5
A Engaging					
B Listening					
C Influencing					
D Professionalism					
Service Interaction					

Comments



ML INTERVIEW GUIDE: SERVICE DELIVERY

L A. Ownership - the ability to take ownership and responsibility of own work and performance.

Profile Description

Being less resilient than most, Sam is more likely than most to see some tasks or challenges as being beyond his ability. In addition to this, he may tend to blame circumstances for his mistakes and errors. As a result, he is less likely than most to take ownership and responsibility of his work and performance and may require support and encouragement to ensure his ongoing commitment to work.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give an example of a task/assignment you were directly involved in and that you felt you could have done better on. 	<ul style="list-style-type: none"> What was the task/assignment's objective? 	<ul style="list-style-type: none"> What were your shortcomings on the task/assignment? 	<ul style="list-style-type: none"> To what extent did you feel responsible for the task/assignment's outcome and why?
Q2	<ul style="list-style-type: none"> Give me an example of a task/assignment you were involved in that did not go well. 	<ul style="list-style-type: none"> What went wrong? 	<ul style="list-style-type: none"> How were you involved and what did you do about it? 	<ul style="list-style-type: none"> Ultimately, where did the responsibility for the issue lie and why?

Interview Notes

ML B. Quality - an interest in ensuring standards are maintained.

Profile Description

While Sam's results suggest that he is as meticulous and concerned for quality as most, he is less achievement oriented than most. As a result, he is a little less likely than most to be motivated to produce work of a high standard. In addition to this, he is unlikely to gain that great a sense of satisfaction from knowing others consider him to be good at his job.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe a situation where you worked to improve quality or performance. 	<ul style="list-style-type: none"> What did you improve and why? 	<ul style="list-style-type: none"> How did you improve standards? 	<ul style="list-style-type: none"> What impact did the new standards have on the work?
Q2	<ul style="list-style-type: none"> Describe a situation where you had to sacrifice quality for the sake of meeting an important and looming deadline. 	<ul style="list-style-type: none"> What were you trying to achieve? 	<ul style="list-style-type: none"> Which did you choose and why? 	<ul style="list-style-type: none"> How did you justify your actions?

Interview Notes



L C. Resolution Focus - the resolve to get things done and overcome obstacles.

Profile Description

Sam's profile indicates that he is less resilient and achievement oriented than most. As a result, he may not be motivated to achieve success and may be more prone than most to quickly give up when faced with challenges.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give an example of a situation where you faced great setbacks and delays whilst also having to meet a looming deadline. 	<ul style="list-style-type: none"> What caused the delays? 	<ul style="list-style-type: none"> How did you react and deal with the cause of the delays? 	<ul style="list-style-type: none"> Were you able to achieve the deadline and how?
Q2	<ul style="list-style-type: none"> Tell me about having to work against targets. 	<ul style="list-style-type: none"> How do you know if you are on track to achieve your target? 	<ul style="list-style-type: none"> Do you have any system for following-up on customers? Please describe this system. 	<ul style="list-style-type: none"> How does all this help you with your targets?

Interview Notes

M D. Organisation - an interest in keeping records and following systematic processes.

Profile Description

The results of Sam's profile indicate that he is relatively self-disciplined and as conscientious as most people. As a result, he is as likely as most to work in an organised and methodical manner, maintain records and follow established processes and procedures.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> What service reports or paperwork do you have to complete as part of your job? 	<ul style="list-style-type: none"> Why do you have to complete these? 	<ul style="list-style-type: none"> How do you approach such tasks? 	<ul style="list-style-type: none"> What benefits are there to completing the reports/paperwork?
Q2	<ul style="list-style-type: none"> Give me an example of working with service processes or procedures. 	<ul style="list-style-type: none"> What processes or procedures do you like the most? What processes or procedures do you dislike the most? 	<ul style="list-style-type: none"> How do you manage to work with them? How do you manage to work in spite of them? 	<ul style="list-style-type: none"> Please list some of the benefits of the service processes and procedures you work with.

Interview Notes



COMPETENCY SCORING

Dimension	Score				
	1	2	3	4	5
A Ownership					
B Quality					
C Resolution Focus					
D Organisation					
Service Delivery					

Comments



ML INTERVIEW GUIDE: SERVICE IMPROVEMENT

ML A. Big Picture Thinking - an understanding how services support the organisation.

Profile Description

Sam's personality profile indicates that he is relatively drawn to look beyond the obvious in search of broader possibilities and perspectives. However, his performance on the Abstract Reasoning Test suggests that he is likely to experience more difficulty than most in identifying logical relationships in novel material. He is also likely to experience difficulty using pure logic to deduce the consequences of these relationships. As a result, he is less likely than most to realise the impact of the services he provides on the organisation.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe a time when your ability to find relationships between things inside and outside the organisation helped you solve a problem more effectively. 	<ul style="list-style-type: none"> What was the issue? 	<ul style="list-style-type: none"> How did you solve it? 	<ul style="list-style-type: none"> What benefits were gained by this approach?
Q2	<ul style="list-style-type: none"> Tell me of a situation where you neglected to consider the "bigger picture" or consider the problem from different perspectives. 	<ul style="list-style-type: none"> What were you trying to achieve? 	<ul style="list-style-type: none"> What did you fail to consider and why? 	<ul style="list-style-type: none"> What impact if any did this have on your overall achievement?

Interview Notes

L B. Problem Analysis - the ability to identify and analyse problems based on given facts.

Profile Description

Sam is slightly less inclined to approach problems from a rational and logical perspective than most. While he is slightly less inclined to search for practical and achievable outcomes than most, he is not expected to neglect given facts or offer overly unrealistic or fanciful solutions. In addition to this, his composite result on the reasoning tests indicates that he is less capable than most of understanding logic and appropriately solving general problems which he may encounter in his work. As a result, he is less likely than most to accurately identify problems and offer appropriate solutions.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe a situation where your analysis was viewed as being faulty or illogical. 	<ul style="list-style-type: none"> What was the nature of the informatino you had to analyse? Can you saummarise some of your conclusions? 	<ul style="list-style-type: none"> How would you defend your approach and conclusions? 	<ul style="list-style-type: none"> To what extent do you think you rely on your intuition when solving problems?
Q2	<ul style="list-style-type: none"> Give me an example of one of the most difficult times you had working with and analysing information. 	<ul style="list-style-type: none"> What did you have to analyse and what difficulties did you face? 	<ul style="list-style-type: none"> How did you go about compiling/analysing the information? 	<ul style="list-style-type: none"> What was the outcome and what were you able to conclude?

Interview Notes



M C. Creativity and Innovation - an interest in searching for new and innovative solutions to problems.

Profile Description

Sam's results indicate that he is likely to be relatively imaginative and as unconventional as most people. As a result, he is as likely as most to search for new and innovative solutions to problems.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give an example of experimenting with new ideas or ways of working in order to solve a problem. 	<ul style="list-style-type: none"> What was the problem and what new ideas did you experiment with? 	<ul style="list-style-type: none"> How did you experiment with the ideas? What did you do? 	<ul style="list-style-type: none"> Did you take on any of the ideas and why?
Q2	<ul style="list-style-type: none"> Give me an example of a situation when someone proposed to you an idea or way of working that was unique or unusual. 	<ul style="list-style-type: none"> What were they proposing? What made their ideas unique or unusual? 	<ul style="list-style-type: none"> How did you respond and why? 	<ul style="list-style-type: none"> Were the ideas adopted? What was your role?

Interview Notes

L D. Drive and Initiative - the drive to implement solutions.

Profile Description

The pattern of results Sam obtained on the questionnaire indicates that he is less motivated by achievement and success than most people, and that he does not have much personal drive and energy. Consequently, he is considerably less likely than most to drive the implementation of services and solutions.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give me an example of a project or initiative of yours that never came to light. 	<ul style="list-style-type: none"> What was the project or initiative? 	<ul style="list-style-type: none"> What did you do on the project? 	<ul style="list-style-type: none"> Why was it not adopted?
Q2	<ul style="list-style-type: none"> Tell me about some of the most exciting jobs you have been involved in. 	<ul style="list-style-type: none"> What was your role? 	<ul style="list-style-type: none"> What excited you about the jobs? 	<ul style="list-style-type: none"> How do you maintain your enthusiasm for such jobs in the long run?

Interview Notes



COMPETENCY SCORING

Dimension	Score				
	1	2	3	4	5
A Big Picture Thinking					
B Problem Analysis					
C Creativity and Innovation					
D Drive and Initiative					
Service Improvement					

Comments



ML INTERVIEW GUIDE: SERVICE ETHICS

ML A. Sense of Duty - exhibits a strong sense of duty.

Profile Description

The profile Sam obtained on the questionnaire suggests that he does not have much of a need for achievement or recognition. As a consequence, he is likely to have a weaker sense of duty and obligation towards his work than most people.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me about a time when you stayed with a job or task for longer than anyone had expected you to. 	<ul style="list-style-type: none"> What was the task? Why did you stay with it? 	<ul style="list-style-type: none"> What did you do to persevere? 	<ul style="list-style-type: none"> Was the task completed? Please elaborate.
Q2	<ul style="list-style-type: none"> Describe a situation where you were personally inconvenienced by being asked to work beyond your job description. 	<ul style="list-style-type: none"> Why did you have to work beyond your job description? How did this make you feel? 	<ul style="list-style-type: none"> How did you respond? 	<ul style="list-style-type: none"> Why did you respond in this manner?

Interview Notes

MH B. Respect for Authority - a belief in the importance of respecting authority and following protocols and procedures.

Profile Description

Sam's profile indicates that he believes in the importance of respecting authority and is likely to be quite concerned to maintain his reputation.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give an example of being given a project or task by your boss or management which you disagreed with. 	<ul style="list-style-type: none"> Why did you disagree with the task you were assigned? 	<ul style="list-style-type: none"> How did you handle the situation? 	<ul style="list-style-type: none"> Why did you take this position?
Q2	<ul style="list-style-type: none"> Tell me about a time when you had to work with formalities and protocols that existed in your workplace. 	<ul style="list-style-type: none"> What was the purpose of such formalities? 	<ul style="list-style-type: none"> How did you deal with such formalities? 	<ul style="list-style-type: none"> Do you believe that such formalities support or hinder your work?

Interview Notes



ML C. Self-Regulation and Management - the ability to work without close supervision.

Profile Description

While Sam's profile indicates that he is slightly more self-disciplined than most people, his profile also indicates that he is less dutiful than most. As a result, he may not be as able as most to self-regulate and manage his work and may require a little more supervision than most.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me about a situation where you had to set your own objectives and schedules. 	<ul style="list-style-type: none"> Why did you find yourself in such a situation? How did this make you feel? 	<ul style="list-style-type: none"> What did you do? 	<ul style="list-style-type: none"> What was the outcome?
Q2	<ul style="list-style-type: none"> Give me an example of a project or assignment you had to complete on your own and without any guidance or supervision. 	<ul style="list-style-type: none"> What were you trying to achieve? 	<ul style="list-style-type: none"> How did you cope working on your own? 	<ul style="list-style-type: none"> What advantages are there to working independently from others?

Interview Notes

ML D. Trust - a belief in the importance of dealing with others with honesty and trust.

Profile Description

The profile Sam obtained indicates that while he is likely to be slightly sceptical and cynical when dealing with others, he is a little more likely than most to repress impulses that may be considered to be socially unacceptable. In addition to this, he is likely to believe that trust is to be earned and that integrity is something that must be proven over time. As a consequence, he is a little more likely than most to act with integrity, though he may have some difficulty convincing others of his trustworthiness.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe a team experience you found particularly disappointing. 	<ul style="list-style-type: none"> Why did you find the team disappointing? 	<ul style="list-style-type: none"> What is your role within the team? 	<ul style="list-style-type: none"> Would it have been better to work on your own? Please explain.
Q2	<ul style="list-style-type: none"> Tell me about an experience where you were had to get others to work together as a team. 	<ul style="list-style-type: none"> What were you trying to achieve? 	<ul style="list-style-type: none"> How did you build commitment and get others to work as a team? 	<ul style="list-style-type: none"> How did the team members respond?

Interview Notes



COMPETENCY SCORING

Dimension	Score				
	1	2	3	4	5
A Sense of Duty					
B Respect for Authority					
C Self-Regulation and Management					
D Trust					
Service Ethics					

Comments



L INTERVIEW GUIDE: SERVICE ADAPTABILITY

ML A. Adaptability to Change - an openness to variety and change.

Profile Description

Sam's results suggest that while he is as likely as most to welcome variety and change, he may find it difficult to summon the energy to deal with change and may not be able to adapt as well as most. In addition to this, he is not expected to show as much enthusiasm for learning new methods or skills outside of his previous experience as most.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me about an instance where you had to break with your organisation's protocols. 	<ul style="list-style-type: none"> What was the situation? Why did you have to break with the protocols? 	<ul style="list-style-type: none"> How did you go about breaking with the protocols? How did this make you feel and why? 	<ul style="list-style-type: none"> What response did you get from your management? How did you justify your position?
Q2	<ul style="list-style-type: none"> Give an example of having to work under constantly changing conditions. 	<ul style="list-style-type: none"> What were the conditions and why were they not stable? 	<ul style="list-style-type: none"> What did you do to help stabilise the conditions or adapt to them? Why did you decide on this response? 	<ul style="list-style-type: none"> What was the outcome?

Interview Notes

L B. Openness to Feedback - an acceptance of feedback on own performance.

Profile Description

Sam's profile suggests that he is a little less likely than most to accept others' feedback and advice, and is likely to become bothered if the feedback is not framed in a constructive manner. In addition to this, he is less confident than most people and may not seek opportunities for development.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me about a situation where you felt others were negative or critical regarding your performance at work. 	<ul style="list-style-type: none"> Why were they critical or negative? What aspects of what they said concerned you the most? 	<ul style="list-style-type: none"> Did you reject any points and why? What did you do? 	<ul style="list-style-type: none"> Did you feel you had to address any of the issues that were raised? How did you address them?
Q2	<ul style="list-style-type: none"> Give me an example of when you were able to turn negative feedback into an opportunity for development. 	<ul style="list-style-type: none"> What was the feedback? 	<ul style="list-style-type: none"> How did you turn it into an opportunity for development? 	<ul style="list-style-type: none"> What was the overall outcome?

Interview Notes



L

C. Dealing with Setbacks - the ability to deal with setbacks and challenges in a calm and collected manner.

Profile Description

Sam's profile suggests that he may not be as calm or resilient as most people. As a result, he is a little more likely than most to become anxious and impatient in the face of extreme difficulties and he may not show much focus or determination to overcome difficulties and persevere.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me of a situation where your team/department was not able to meet its service targets. 	<ul style="list-style-type: none"> What was your role? 	<ul style="list-style-type: none"> How did you respond? 	<ul style="list-style-type: none"> What did you learn from this?
Q2	<ul style="list-style-type: none"> Tell me of some of the biggest mistakes or failures you made as a customer service representative. 	<ul style="list-style-type: none"> How did the mistakes/failures occur? 	<ul style="list-style-type: none"> Were you able to overcome them?How? 	<ul style="list-style-type: none"> What did you learn from them.

Interview Notes

L

D. Dealing with Objections - the ability to respond to customer objections in a calm and constructive manner.

Profile Description

Sam's results indicate that he is less tactful and diplomatic in his social interactions than most people, and that he is slightly more short-tempered and prone to becoming frustrated than most. As a consequence, he is not as motivated as most to monitor his behaviour and may not show as much patience or restraint as most when dealing with customer objections. Lacking awareness of social situations, he may reveal his frustration or pass ill-considered or thoughtless comments.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe one or two of the most difficult interactions you have had with aggressive or reproachful customers. 	<ul style="list-style-type: none"> What happened? Why was the customer being so aggressive? 	<ul style="list-style-type: none"> How did the customer's behaviour make you feel and what did you do to stop their aggression? 	<ul style="list-style-type: none"> Can you think of other such incidents where you may have lost your temper with a customer. What do you do to recover from such incidents?
Q2	<ul style="list-style-type: none"> Have you ever had to give in to a customer's demands? Please give me an example of this happening. 	<ul style="list-style-type: none"> What did the customer want? 	<ul style="list-style-type: none"> What did you offer and how did you present it? 	<ul style="list-style-type: none"> Did the customer accept your offer and who did you consider to be the winner?

Interview Notes



COMPETENCY SCORING

Dimension	Score				
	1	2	3	4	5
A Adaptability to Change					
B Openness to Feedback					
C Dealing with Setbacks					
D Dealing with Objections					
Service Adaptability					

Comments



INTERVIEW SCORING

Use the following form to calculate the overall interview score.

Dimension	Score				
	1	2	3	4	5

Scores measured in the interview guide:

1	SERVICE ORIENTATION					
2	SERVICE INTERACTION					
3	SERVICE DELIVERY					
4	SERVICE IMPROVEMENT					
5	SERVICE ETHICS					
6	SERVICE ADAPTABILITY					

Scores from additional measures not included as part of the service competencies framework:

7						
8						
9						
10						
11						
12						

OVERALL SCORE

Comments



CULTURE FIT OVERVIEW

The culture fit scores estimate Sam's preference to work under certain workplace conditions. Not all the conditions provided are relevant to all organisations, which is why it is recommended to identify which conditions best fit the culture of the organisation before exploring Sam's specific workplace preferences.

The results of the culture fit profile can help determine the types of motivators and environments that stimulate Sam and which, in turn, can help him perform at his best.

SALES CULTURE PROFILE CHART

Workplace Conditions	Score	Level	1	2	3	4	5	6	7	8	9	10
Roles which require working under pressure	2	L		●								
Roles which require exercising diplomacy	1	L	●									
Roles which require addressing the public and giving presentations	3	ML			●							
Roles which require working with others	3	ML			●							
Roles which require working in competitive environments	5	M					●					
Roles which require working long hours	2	L		●								
Roles which require high standards of accuracy	3	ML			●							
Roles which require working in changing environments	3	ML			●							
Roles which provide financial rewards and incentives	5	M					●					



CULTURE PROFILE DESCRIPTIONS

L Roles which require working under pressure

Sam's results suggest that he is likely to function less well than most in a pressured environment, where tight deadlines have to be met and demanding targets are routinely set. He is however, unlikely to enjoy working in setting which present him with challenges to overcome and problems to resolve and is unlikely to deal with these in a very positive and optimistic manner.

L Roles which require exercising diplomacy

He is unlikely to be suited to settings which demand tact and diplomacy.

ML Roles which require addressing the public and giving presentations

He would be expected not to be very comfortable in roles which require public speaking and giving presentations to large groups of people.

ML Roles which require working with others

His profile suggests that he is unlikely to feel particularly comfortable and at ease in work settings which require him to develop trusting and close working relationships with colleagues.

M Roles which require working in competitive environments

He is likely to be as content as most to work in relatively competitive environments.

L Roles which require working long hours

Sam's profile on the assessment suggests that his work ethic is likely to be significantly weaker than that of most other people. As a result, he is unlikely to fit into working environments that have a long-hours culture. Moreover, he is likely to prefer settings where there is not an excessive amount of work to do and where he is not kept too busy.

ML Roles which require high standards of accuracy

Sam's profile on the assessment suggests that he is unlikely to be that achievement orientated and would not be expected to be motivated to produce work of a high standard. He is unlikely to gain that great a sense of satisfaction from knowing others consider him to be good at his job and, as a result, he is unlikely to function well in settings where very high standards of accuracy are expected.

ML Roles which require working in changing environments

While Sam is as open as most people to change, he may have trouble maintaining his levels of energy and drive in rapidly changing environments.

M Roles which provide financial rewards and incentives

He would be expected to be as comfortable as most in a culture where the primary motivation for staff are financial rewards.



REASONING ABILITY RESULTS

REASONING ABILITY PROFILE

Scale	Score	1	2	3	4	5	6	7	8	9
Verbal Reasoning	1	1								
Numerical Reasoning	1	1								
Abstract Reasoning	1	1								

Verbal Reasoning

The verbal component of the solution measures an individual's ability to reason using words, and draw inferences and logical conclusions from them. This includes both an understanding of the meaning of words and the relationships between them. The results have been compared to a high scoring group of graduate or equivalent ability.

Compared to the reference group he has performed rather less well than most on the verbal component of this test. This clearly demonstrates a significant weakness in his ability to understand concepts and principles expressed verbally. Consequently, one would expect him to take longer than most in understanding such written material and explanations. While he should be able to understand instructions of a basic nature, more complicated explanations and instructions may be beyond his ability.

Numerical Reasoning

The numerical component of the solution measures the individual's ability to use and manipulate numbers in a logical way. This includes both an understanding of numbers and the relationships between them.

Sam Sample's performance on the numerical component of this test falls considerably below the typical range achieved by the reference group. This suggests that he may have great difficulty understanding numerical concepts, may not be at all comfortable working with numbers and may not be able to fully grasp subtle numerical ideas. Consequently, he may have difficulty learning new numerical skills, even if these are taught in a very focused and structured way.

Abstract Reasoning

The abstract component of the solution is a non-verbal test of ability which measures reasoning power without drawing on verbal or numerical knowledge.

Sam Sample's score on the abstract component of this test falls considerably below the typical range achieved by the reference group. As a consequence, he is likely to have significant difficulty fully appreciating new, abstract concepts which are outside of his previous experience. He is likely to require a highly structured approach to learning if he is to benefit from training and instruction.