

**Sam Sample**  
**27 Mar 2013**

**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.

### DISCLAIMER

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.

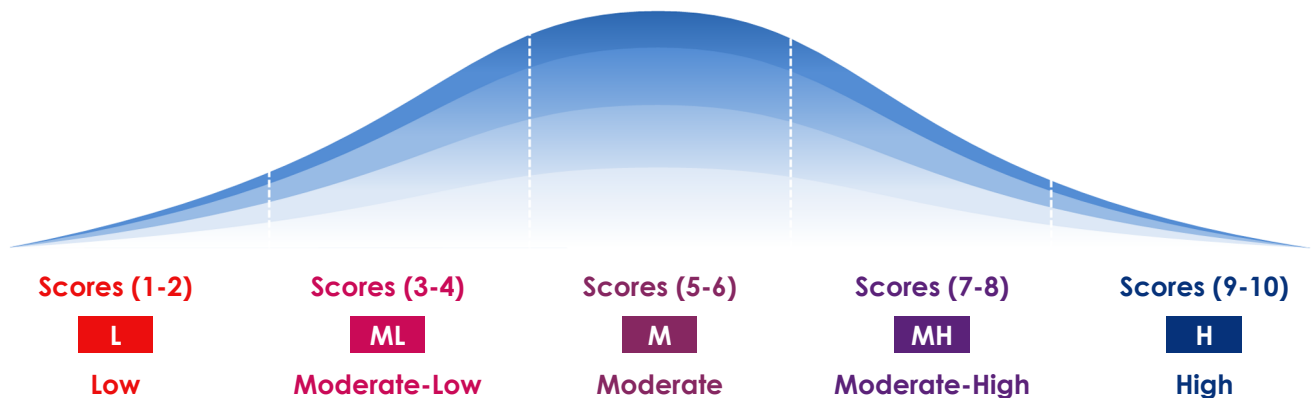
## CULTURE CONDITIONS

- 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.

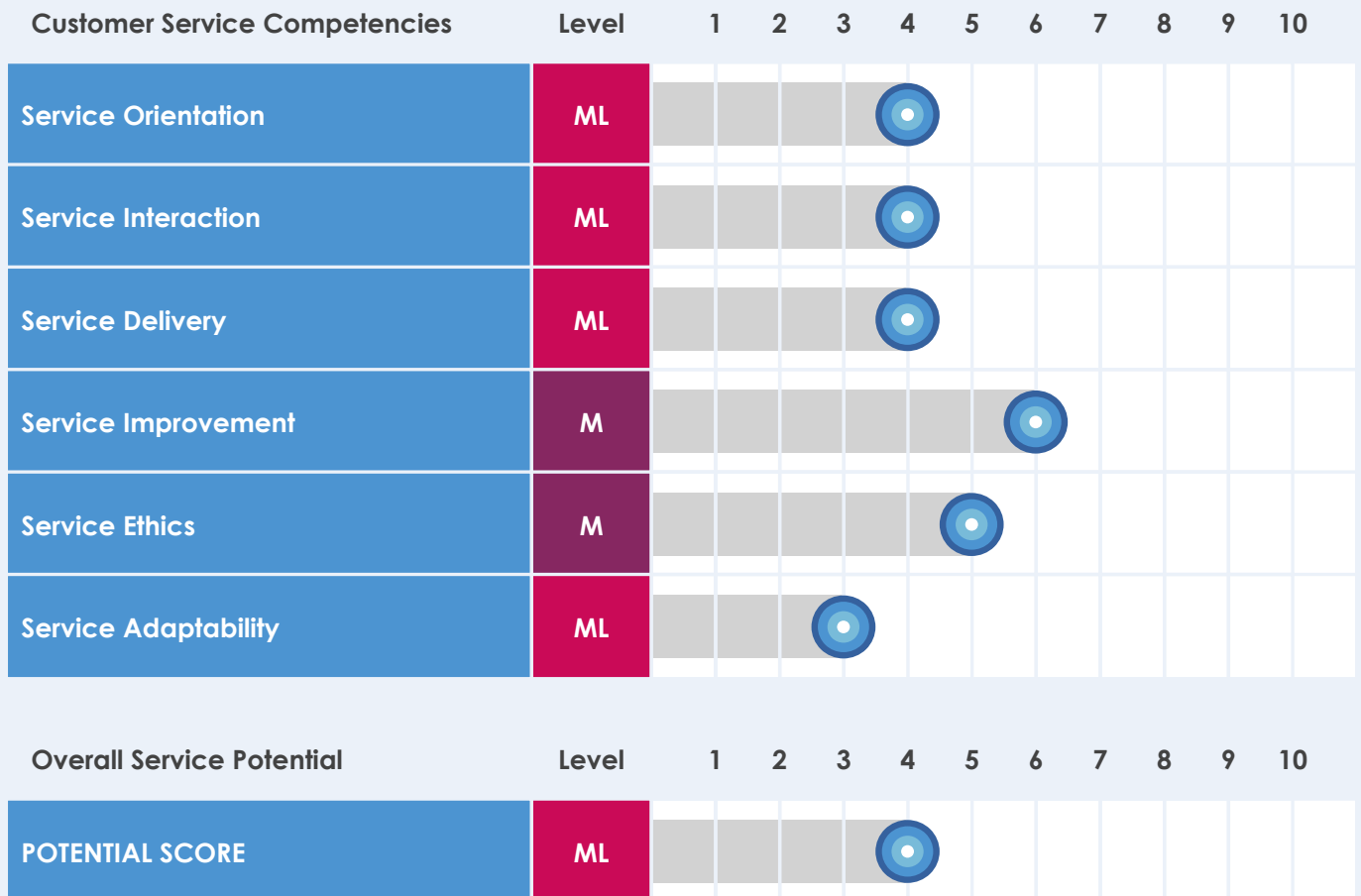




## CUSTOMER SERVICE COMPETENCIES OVERVIEW

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



## 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

- 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.
- Sam is likely to accurately identify problems and offer appropriate solutions.

### POTENTIAL RISKS

- Sam may not always project good-will towards customers and may not consider the customer's perspective when offering services and solutions.
- He is less likely than most to add value by catering the products and services he offers to his customers' needs.
- Sam is less likely than most to strive to meet his customers' expectations.
- He is likely to deal with customers in a slightly detached and impersonal manner. Consequently, this is likely to hinder his ability to build close relationships with his customers.
- He may not be motivated to achieve success and may be more prone than most to give up under more extreme and difficult circumstances.
- 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 may not be as open as most to change and may have more difficulty than most adapting to changes in his environment.
- While Sam is as likely as most to accept others' feedback and advice, he is likely to become bothered if the feedback is not framed in a constructive manner. In addition to this, he may not be as confident as most people and may not always seek to convert feedback into opportunities for development.
- While Sam is not as prone as most to becoming short-tempered or irritable when dealing with customer objections, he is not motivated to monitor his behaviour and find it a little difficult to maintain his composure.



# 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 trusting of others as most, he may not show much interest in others. As a result, he may not always project good-will towards customers and may not consider the customer's perspective when offering services and solutions.

	Situation	Task	Action	Result
<b>Q1</b>	<ul style="list-style-type: none"> <li>Is there anything you typically do when you first start dealing with a new customer?</li> <li>Can you give me an example?</li> </ul>	<ul style="list-style-type: none"> <li>Explain what you hoped to achieve.</li> </ul>	<ul style="list-style-type: none"> <li>What did you do?</li> </ul>	<ul style="list-style-type: none"> <li>What affect did this have on how well you were able to serve the customer?</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Can you give me an example of the types of customers you prefer dealing with?</li> <li>Please give me an example.</li> </ul>	<ul style="list-style-type: none"> <li>What typifies these customers?</li> </ul>	<ul style="list-style-type: none"> <li>How do you generally approach your customers?</li> <li>Can you give me an example?</li> </ul>	<ul style="list-style-type: none"> <li>What affect does your attitude have on how easy it is to deal with customers?</li> </ul>

**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 less likely to be interested in appealing to his customers' needs than most. As a result, he is less likely than most to add value by catering the products and services he offers to his customers' needs.

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

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

**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.

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

**Notes**



**ML INTERVIEW GUIDE: SERVICE INTERACTION**

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

**Profile Description**

The profile Sam obtained on the questionnaire suggests that he is as outgoing as most. As a result, he is as likely as most to approach customers and engage them in conversation.

	Situation	Task	Action	Result
<b>Q1</b>	<ul style="list-style-type: none"> <li>Give me an example of trying to establish contact with a customer.</li> </ul>	<ul style="list-style-type: none"> <li>Why did you have to establish contact?</li> </ul>	<ul style="list-style-type: none"> <li>How did you approach the customer?</li> </ul>	<ul style="list-style-type: none"> <li>What was the outcome?</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Can you give me an example of having to make outbound customer calls.</li> </ul>	<ul style="list-style-type: none"> <li>What was the purpose of the calls?</li> </ul>	<ul style="list-style-type: none"> <li>How did you initiate contact with customers?</li> </ul>	<ul style="list-style-type: none"> <li>How do you feel about making outbound calls?</li> <li>What is your strategy for coping with making outbound calls?</li> </ul>

**Notes**

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

**Profile Description**

While Sam is likely to be as humble as most when dealing with others, he may not be as attentive to their needs as most. As a result, he is likely to deal with customers in a slightly detached and impersonal manner. Consequently, this is likely to hinder his ability to build close relationships with his customers.

	Situation	Task	Action	Result
<b>Q1</b>	<ul style="list-style-type: none"> <li>Tell me of some of the relationships you have built with customers.</li> </ul>	<ul style="list-style-type: none"> <li>How would you characterise these relationships?</li> </ul>	<ul style="list-style-type: none"> <li>How did you build rapport?</li> </ul>	<ul style="list-style-type: none"> <li>How have these efforts helped with providing service to your customers?</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Sometimes people hear but don't listen. Tell me about a time when you misunderstood someone.</li> </ul>	<ul style="list-style-type: none"> <li>Why do you think you misunderstood?</li> </ul>	<ul style="list-style-type: none"> <li>What did you do?</li> </ul>	<ul style="list-style-type: none"> <li>What was the outcome?</li> </ul>

**Notes**



**M 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 as likely as most to enjoy convincing others of his point of view. As a result, he is likely to be as persuasive a speaker as most, though may not actively engage others or pursue them in order to win them over.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> <li>Describe a situation where you were able to successfully convince a customer and win them over.</li> </ul>	<ul style="list-style-type: none"> <li>What were you trying to convince them of and why?</li> </ul>	<ul style="list-style-type: none"> <li>How did you win them over?</li> </ul>	<ul style="list-style-type: none"> <li>What was the outcome?</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Can you give me an example of pitching a product or service you weren't fully convinced of?</li> </ul>	<ul style="list-style-type: none"> <li>What was the product or service and why were you not fully convinced of it?</li> </ul>	<ul style="list-style-type: none"> <li>Give me an example of how you pitched this product or service to customers.</li> </ul>	<ul style="list-style-type: none"> <li>How did you overcome your inhibitions?</li> </ul>

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

**Notes**



**ML INTERVIEW GUIDE: SERVICE DELIVERY**

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

**Profile Description**

Having as strong a work ethic as most, Sam is as likely as most to take ownership and responsibility of his work and performance. However, being slightly less resilient than most, he may see some tasks or challenges as being beyond his ability. As a result, he may require some encouragement to ensure his ongoing commitment to work.

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

**Notes**

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

**Profile Description**

While Sam's results suggest that he is relatively meticulous, he is less achievement oriented than most. As a result, he is as likely as most to be motivated to produce work of a reasonably high standard. However, 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
<b>Q1</b>	<ul style="list-style-type: none"> <li>Give me an example of doing something to raise your or your team's work standards.</li> </ul>	<ul style="list-style-type: none"> <li>What were the standards?</li> <li>Why did they have to be raised?</li> </ul>	<ul style="list-style-type: none"> <li>What did you do to raise the standards?</li> </ul>	<ul style="list-style-type: none"> <li>What impact did the new standards have on the work?</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Describe a situation where you had to sacrifice quality for the sake of meeting an important and looming deadline.</li> </ul>	<ul style="list-style-type: none"> <li>What were you trying to achieve?</li> </ul>	<ul style="list-style-type: none"> <li>Which did you choose and why?</li> </ul>	<ul style="list-style-type: none"> <li>How did you justify your actions?</li> </ul>

**Notes**



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

**Profile Description**

Sam's profile indicates that he is not as resilient or achievement oriented as most. As a result, he may not be motivated to achieve success and may be more prone than most to give up under more extreme and difficult circumstances.

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

**Notes**

**MH 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 conscientious. As a result, he is a little more likely than most to be well organised and methodical in his work, keep accurate records and follow established processes and procedures.

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

**Notes**



**M INTERVIEW GUIDE: SERVICE IMPROVEMENT**

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

**Profile Description**

Sam's performance on the Abstract Reasoning Test suggests that he has a good ability to grasp new concepts and ideas outside of his previous realm of experience. His results demonstrate an ability to perceive relationships between novel material, and to correctly deduce the consequences of these relationships. In addition to this, his personality profile indicates that he is as drawn as most to look beyond the obvious in search of broader possibilities and perspectives. As a result, he is a little more likely than most to realise the impact of the services he provides on the organisation.

	Situation	Task	Action	Result
<b>Q1</b>	<ul style="list-style-type: none"> <li>Give me an example of solving a problem at work.</li> </ul>	<ul style="list-style-type: none"> <li>What was the issue and how did you realise there was an issue?</li> </ul>	<ul style="list-style-type: none"> <li>How did you solve the problem?</li> </ul>	<ul style="list-style-type: none"> <li>What benefits did the organisation gain by your approach to solving the problem?</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Give an example of a time you solved a problem in ways that addressed all possible outcomes rather than just the immediate problem and its symptoms.</li> </ul>	<ul style="list-style-type: none"> <li>What was the problem?</li> </ul>	<ul style="list-style-type: none"> <li>What did you consider and why?</li> </ul>	<ul style="list-style-type: none"> <li>What impact did this have on your department and its processes?</li> </ul>

**Notes**

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

**Profile Description**

Sam is as likely as most to approach problems from a rational and logical perspective. While he is as inclined to search for practical and achievable outcomes as most, he is not expected to be limited in his outlook by focusing on purely observable and given facts. In addition to this, his composite result on the reasoning tests indicates that he is more capable than most of understanding logic and appropriately solving general problems which he may encounter in his work. As a result, he is likely to accurately identify problems and offer appropriate solutions.

	Situation	Task	Action	Result
<b>Q1</b>	<ul style="list-style-type: none"> <li>Give me an example that demonstrates your ability to analyse information.</li> </ul>	<ul style="list-style-type: none"> <li>What was the nature of the information you had to analyse?</li> </ul>	<ul style="list-style-type: none"> <li>What was your approach?</li> </ul>	<ul style="list-style-type: none"> <li>Can you summarise some of your conclusions?</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Tell me of a situation when you had to analyse or interpret complex information.</li> </ul>	<ul style="list-style-type: none"> <li>What did you have to analyse and why?</li> </ul>	<ul style="list-style-type: none"> <li>How did you go about analysing the information?</li> </ul>	<ul style="list-style-type: none"> <li>What was the outcome and what did you conclude?</li> </ul>

**Notes**



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

**Profile Description**

Sam's results indicate that while he is as likely as most to be creative and imaginative, he has a slight preference for solutions that are familiar and conventional. As a result, he may not be as inclined as most to search for new and innovative solutions to problems.

	Situation	Task	Action	Result
<b>Q1</b>	<ul style="list-style-type: none"> <li>Describe a situation where you recommended changes to the way things were done in your department/organisation.</li> </ul>	<ul style="list-style-type: none"> <li>What needed to be changed?</li> </ul>	<ul style="list-style-type: none"> <li>How did you recommend to change things?</li> </ul>	<ul style="list-style-type: none"> <li>Were the changes better than what was previously done?</li> <li>Explain your reasoning.</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Which do you prefer: "tried and tested" solutions or "new and different" solutions?</li> <li>Give me an example of when a "tried and tested" solution failed to work.</li> </ul>	<ul style="list-style-type: none"> <li>What was the problem?</li> <li>Why did the "tried and tested" approach not work?</li> </ul>	<ul style="list-style-type: none"> <li>What did you do?</li> </ul>	<ul style="list-style-type: none"> <li>What was the outcome?</li> </ul>

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

**Notes**



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

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

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

**Notes**

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

**Profile Description**

The profile Sam obtained indicates that he is as likely as most to deal with others in an honest and trustworthy manner and is likely to be relatively concerned not to betray others' trust in him.

	Situation	Task	Action	Result
<b>Q1</b>	<ul style="list-style-type: none"> <li>Give me an example of working as a team member.</li> </ul>	<ul style="list-style-type: none"> <li>What was your objective as a team?</li> </ul>	<ul style="list-style-type: none"> <li>What was your relationship with the other team members?</li> <li>How did you interact with them?</li> </ul>	<ul style="list-style-type: none"> <li>Would it have been better to work on your own?</li> <li>Please explain.</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Tell me about an experience where you were had to get others to work together as a team.</li> </ul>	<ul style="list-style-type: none"> <li>What were you trying to achieve?</li> </ul>	<ul style="list-style-type: none"> <li>How did you build commitment and get others to work as a team?</li> </ul>	<ul style="list-style-type: none"> <li>How did the team members respond?</li> </ul>

**Notes**



**ML INTERVIEW GUIDE: SERVICE ADAPTABILITY**

**L A. Adaptability to Change** - an openness to variety and change.

**Profile Description**

Sam's results suggest that he is likely to be a little wary of change and that his level of drive and enthusiasm is not as great as most others'. In addition to this, he is not expected to show much enthusiasm for learning new methods or skills outside of his previous experience. As a result, he may not be as open as most to change and may have more difficulty than most adapting to changes in his environment.

	Situation	Task	Action	Result
<b>Q1</b>	<ul style="list-style-type: none"> <li>Describe a situation where you questioned your organisation's protocols.</li> </ul>	<ul style="list-style-type: none"> <li>What protocols did you question and why?</li> </ul>	<ul style="list-style-type: none"> <li>How did you question the protocols?</li> <li>Did you feel uncomfortable questioning them? Why?</li> </ul>	<ul style="list-style-type: none"> <li>What response did you get from your management?</li> <li>How did you justify your position?</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Give an example of having to work under constantly changing conditions.</li> </ul>	<ul style="list-style-type: none"> <li>What were the conditions and why were they not stable?</li> </ul>	<ul style="list-style-type: none"> <li>What did you do to help stabilise the conditions or adapt to them?</li> <li>Why did you decide on this response?</li> </ul>	<ul style="list-style-type: none"> <li>What was the outcome?</li> </ul>

**Notes**

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

**Profile Description**

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

	Situation	Task	Action	Result
<b>Q1</b>	<ul style="list-style-type: none"> <li>Give an example of a situation where you were given negative feedback on your accomplishments or performance.</li> </ul>	<ul style="list-style-type: none"> <li>Why did you get negative feedback?</li> <li>How did this make you feel?</li> </ul>	<ul style="list-style-type: none"> <li>What was your reaction to the feedback?</li> </ul>	<ul style="list-style-type: none"> <li>Did you address any of the issues that were raised in the feedback?</li> <li>What did you do?</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Give me an example of when you were able to turn negative feedback into an opportunity for development.</li> </ul>	<ul style="list-style-type: none"> <li>What was the feedback?</li> </ul>	<ul style="list-style-type: none"> <li>How did you turn it into an opportunity for development?</li> </ul>	<ul style="list-style-type: none"> <li>What was the overall outcome?</li> </ul>

**Notes**



**ML 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 while he is as calm and collected as most people, he is not as resilient as most. As a result, he is as likely as most to confront difficulties in a calm and composed manner, though may have some difficulty maintaining his focus and determination to overcome difficulties, especially when faced with prolonged challenges.

	Situation	Task	Action	Result
<b>Q1</b>	<ul style="list-style-type: none"> <li>Tell me of a situation where you felt you had been assigned difficult service targets.</li> </ul>	<ul style="list-style-type: none"> <li>How were the targets established?</li> </ul>	<ul style="list-style-type: none"> <li>How did you deal with them?</li> </ul>	<ul style="list-style-type: none"> <li>What did you learn from them.</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Tell me of some of the biggest mistakes or failures you made as a customer service representative.</li> </ul>	<ul style="list-style-type: none"> <li>How did the mistakes/failures occur?</li> </ul>	<ul style="list-style-type: none"> <li>Were you able to overcome them?How?</li> </ul>	<ul style="list-style-type: none"> <li>What did you learn from them.</li> </ul>

**Notes**

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

**Profile Description**

Sam's results indicate that while he is as relaxed as most people, he prefers to be direct and to the point, which may cause him to be viewed by others as being blunt or tactless. As a consequence, while he is not as prone as most to becoming short-tempered or irritable when dealing with customer objections, he is not motivated to monitor his behaviour and find it a little difficult to maintain his composure. Lacking awareness of social situations, he may on occasion reveal his frustration or pass ill-considered or thoughtless comments.

	Situation	Task	Action	Result
<b>Q1</b>	<ul style="list-style-type: none"> <li>Describe one or two of the most difficult interactions you have had with aggressive or reproachful customers.</li> </ul>	<ul style="list-style-type: none"> <li>What happened?</li> <li>Why was the customer was being so aggressive?</li> </ul>	<ul style="list-style-type: none"> <li>How did the customer's behaviour make you feel and what did you do to stop their aggression?</li> </ul>	<ul style="list-style-type: none"> <li>Can you think of other such incidents where you may have lost your temper with a customer.</li> <li>What do you do to recover from such incidents?</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Tell me of a situation in which you had to compromise while negotiating with a customer.</li> </ul>	<ul style="list-style-type: none"> <li>What did the customer want?</li> </ul>	<ul style="list-style-type: none"> <li>What did you compromise and how did you present it?</li> </ul>	<ul style="list-style-type: none"> <li>Did the customer accept the deal?</li> <li>Who got the most from the deal?</li> </ul>

**Notes**



# INTERVIEW SCORING

Use the following forms to calculate the overall interview score. Check (✓) the box corresponding to the appropriate score for each competency/dimension being assessed.

Dimension	Score				
	1	2	3	4	5

Scores measured through the behavioural interview guide:

1	SERVICE ORIENTATION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	SERVICE INTERACTION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	SERVICE DELIVERY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	SERVICE IMPROVEMENT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	SERVICE ETHICS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	SERVICE ADAPTABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Scores from additional measures not included as part of the behavioural interview guide:

7		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>OVERALL SCORE</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comments

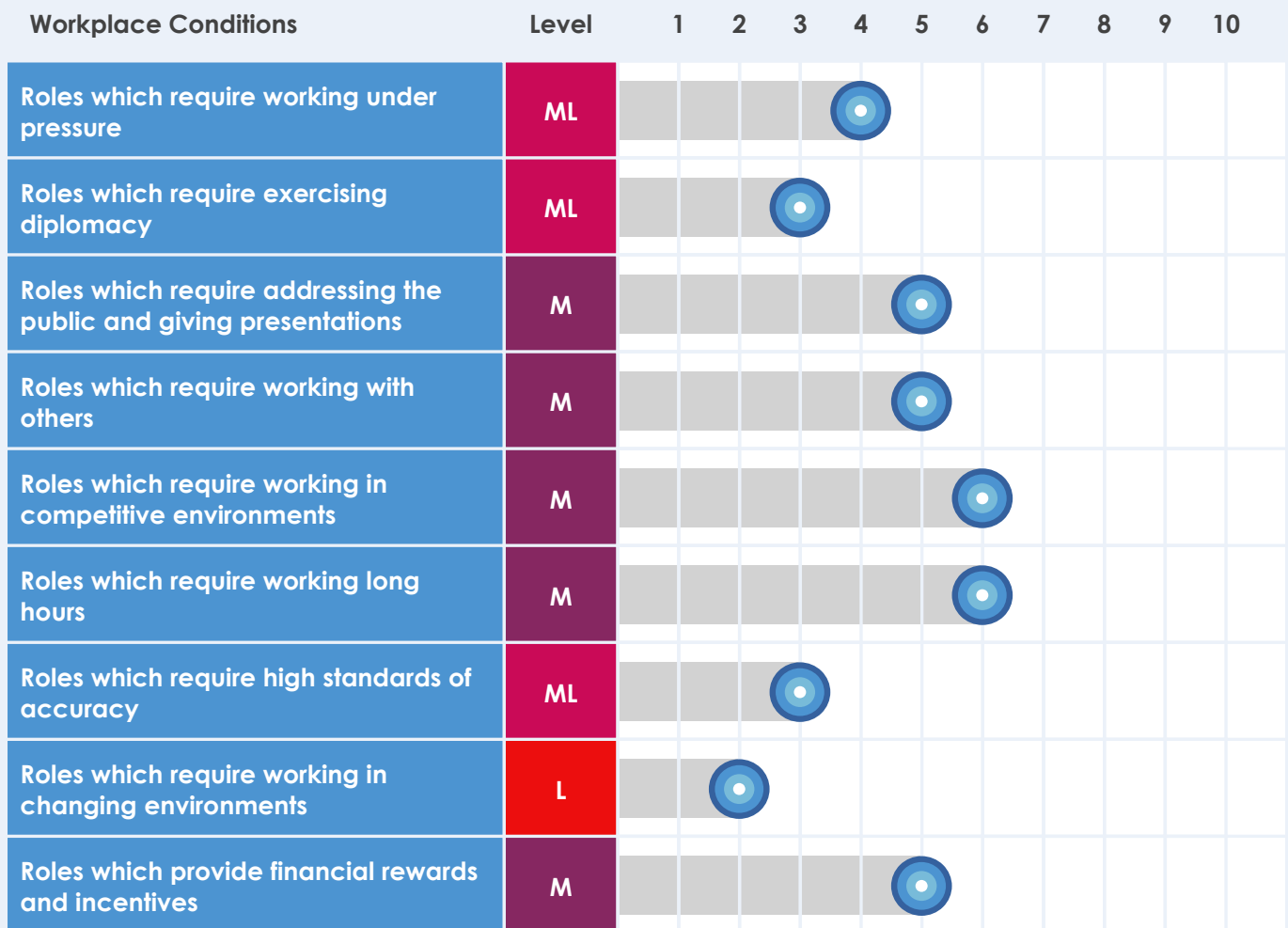


# CULTURE FIT OVERVIEW

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





## CULTURE PROFILE DESCRIPTIONS

### ML Roles which require working under pressure

While Sam's results suggest that he is likely to handle the stress of working in a pressured environment as well as most, he may not look forward to working in a setting that presents him with a lot of challenges to overcome and problems to resolve, and may not strive as much as most to overcome challenges.

### ML Roles which require exercising diplomacy

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

### M Roles which require addressing the public and giving presentations

He would be expected to be as comfortable as most in roles which require public speaking and giving presentations to large groups of people.

### M Roles which require working with others

His profile suggests that he is likely to feel as comfortable and at ease as most in work settings which require him to develop 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 reasonably competitive environments.

### M Roles which require working long hours

Sam's profile suggests that his work ethic is in the average range. As a result, he is likely to believe work is reasonably important, and he would be expected to be as committed to work as most other people are. Consequently, he is likely to fit as well as most in working environments that have a long-hours culture. He is likely to prefer settings where there is a fair amount to do and where he is kept reasonably 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.

### L Roles which require working in changing environments

Sam's profile indicates that he is relatively conventional and may not have the energy required to deal with the changes that come with working in a fast paced or rapidly changing environment. As a result, he is likely to be well suited to working on repetitive tasks and within a set routine.

### 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	%ile
Verbal Reasoning	7							7			83
Numerical Reasoning	5					5					43
Abstract Reasoning	6						6				52

### 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.

When compared to the reference group, Sam Sample's performance on the verbal component of this test indicates that he has an above average ability to understand complex verbal concepts. Such a score suggests that his verbal reasoning ability exceeds that of many members of the reference group. He will therefore be more able than many to appreciate the subtle logic of a complex argument and use words in a fairly rational and reasoned way. Consequently, he should be able to understand instructions and explanations with relative ease and will be able to explain fairly complex concepts with a fair degree of clarity.

### 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 indicates that he has a typical level of numerical ability when compared to the reference group. This suggests that he should be able to cope with numerical work of a day-to-day nature with little difficulty, although it may take him a little time to fully appreciate more complex numerical problems. He will however have a sufficient understanding of numerical concepts that he should be able to benefit from further training in this area.

### 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 shows that he has performed at a typical level when compared to the reference group. This indicates a fair level of natural or fluid ability. This should enable him to grasp new and relatively complex concepts outside of his previous experience as quickly as most. With an average capacity to learn he should benefit as much as most from training and instruction.