

Entry Level Cashier 7.1 (Americas) Interview Report

Candidate name:

Sample Candidate



Percentile: 89%



Recommended

Disclaimer

Information enclosed on these pages is confidential in nature and is intended only for the person(s) to whom it pertains or other authorized individuals.

You must not rely on the information in the report as an alternative to certain advice from an appropriately qualified professional. If you have any specific questions about any specific matter you should consult an appropriately qualified professional.

Instructions

This guide provides interviewers with a standard set of questions that can be used to further evaluate important candidate competencies. Along with the interview questions, you will find instructions for how to best carry out the interview, question probes to help facilitate conversations, and a rating guide to help you score each response.

This report is confidential and its contents are intended to assist in the prediction of an applicant's work behavior. Please note that the assessment components included in this solution report are not weighted equally. Some of the components are broad measures of behavior and some are more narrow. Competencies denoted by an asterisk (*) are measures of narrow behaviors. While these behaviors are important to the overall score, they are not weighted as heavily when compared to other components in this solution. Our research indicates this weighting best predicts job performance. If you would like more information about this report (including scoring) or other products that SHL offers, please contact your account representative.

Prepare for the Interview:

In order to conduct an effective interview, appropriate preparation needs to take place. It is important to complete the following before interviewing an applicant:

- Become familiar with the competencies associated with the job and choose one or two questions from each competency to ask the interviewee.
- Review the candidate's application or resume and make note of any issues that you need to follow-up on. Some examples of potential issues are gaps in employment or working at a job for less than a year.

Greeting and Introduction:

Now you are ready to meet the applicant. When greeting the applicant, introduce yourself and provide him/her some background information about yourself. Explain the purpose of the interview, for example, 'The purpose of the interview is to determine if there is a match between your interests and qualifications and the position.' Provide the interviewee with a brief overview of the interview structure so that he/she knows what to expect. Here are some tips for structuring the interview:

- Take notes. It will make it easier to evaluate the applicants afterward without forgetting the specific details.
- Tell the applicant that there will be time at the end of the interview for any questions that he/she may have.
- At the end of the interview tell the applicant about the company and the specific job that he/she is applying for.

Ask Competency-based Interview Questions:

Now you are ready to begin asking questions. Begin with questions that you have about the interviewee's application or resume. Ask questions about his/her previous work history or any potential issues that you noticed from the resume. When these are complete, transition into the structured part of the interview by asking questions associated with competencies for the job. Probe the applicant to give you a complete answer by asking Situation, Behavior, Outcome probes.

Bring the Interview to a Close:

When all of the questions are asked, you need to close the interview. Give the applicant specific details including the job duties, hours worked, compensation, and information about the company. Sell the position and company to the applicant by emphasizing job fit, sources for job satisfaction, and opportunity for growth. Finally, close the interview by thanking the candidate for his/her time and by giving him/her a timeline for the application process.

Rate the Applicant:

The last step is to evaluate the candidate. Some tips to help you complete a good evaluation are:

- Review your notes.
- Determine ratings for the applicant on each competency as well as an overall rating by using the anchor scales.
- Determine your final recommendation.

Customer Focus



This is a measure of the tendency to show persistent enthusiasm when interacting with customers. This trait is characterized by: apologizing sincerely for inconveniences; being patient; tolerating rude customers calmly; and searching for information or products for customers.

Please describe the situation when you most effectively handled a dissatisfied customer.

Situation: What was the situation? How did you find out that the customer was unhappy?

Behavior: How did you respond to the customer?

Outcome: What was the customer's reaction? What has happened with the customer since that situation?

Sometimes people do not understand what we are trying to tell them, so we need to repeat what we said or try to explain it in a different way. Tell me about the most difficult time you have had trying to explain something to someone.

Situation: What were you trying to tell them? What obstacles did you face in your communications?

Behavior: How did you overcome these obstacles?

Outcome: How did the people respond to you? What was the outcome of the situation?

It can be difficult to cope with interruptions and requests for help when you have a lot to do at work. Tell me about a time you were under the most pressure when a customer or coworker asked for your help.

Situation: What was the source of the time pressure? What kind of help did the other person need?

Behavior: What was your response?

Outcome: What happened with this situation?

<p>Below Average</p>	<p>1</p> <p>2</p>	<p>Fails to meet even the most basic customer needs; makes no effort to satisfy customer's needs; shows disinterest in serving customers.</p> <p>Fails to respond to customer needs and concerns in a timely manner; refuses to help others, regardless of how busy he/she is; responds slowly and without a sense of urgency when a client comes with a pressing need; ignores feedback from customers regarding products and services; does not seek feedback from customers.</p> <p>Avoids helping others; is sullen or unfriendly when required to help others; challenges or confronts difficult customers, thereby escalating hostility.</p> <p>Acts irritated when dealing with a dissatisfied customer; does not apologize or look for ways to resolve the problem.</p> <p>Works to sell products and services only; does not incorporate customer needs into available products and services; takes a one-size-fits-all approach; does not try to match solutions to customer's needs.</p> <p>Rarely looks for ways to enhance customer satisfaction.</p>
<p>Average</p>	<p>3</p>	<p>Meets customer expectations by fulfilling requests.</p> <p>Responds quickly to customer needs, concerns, and requests once they are identified.</p> <p>Explores ways to increase customer satisfaction (typically as it relates to the current transaction).</p> <p>Emphasizes the need for providing good customer service and help to others.</p> <p>Apologizes to the customer, and deals with the current problem, but does not go out of his/her way to satisfy the customer.</p> <p>Makes an effort to satisfy customer needs.</p>
<p>Above Average</p>	<p>4</p> <p>5</p>	<p>Goes well beyond normal expectations to serve customers; demonstrates strong commitments to customer service; personally goes beyond the call of duty.</p> <p>Anticipates and addresses near and longer term customer needs and potential problems; makes an effort to understand and address customers'/others' needs and desires; seeks feedback from customers about all products and services.</p> <p>Is courteous and friendly even when handling a difficult customer.</p> <p>Apologizes sincerely when dealing with a dissatisfied customer and does what is necessary to make the person happy.</p> <p>Incorporates customer needs and requirements into services and products; works with customers to explore the best way to meet their needs, even if it means not making a sale.</p> <p>Actively explores ways to enhance customer satisfaction and overall experience with the company.</p>

Understands others*



This measures the extent to which the candidate observes and analyzes behavior to understand others' reactions and perspectives.

Tell me about a situation where you changed your plans in consideration of other people's views.

Situation: What were your original plans? Why was it important to consider other people's views?

Behavior: What did you do to consider other people's views? How did you change your plans?

Outcome: How did everyone feel about the modified plan?

Tell me about a time when you had to think about a situation from someone else's perspective.

Situation: What was the situation? Who was the other person?

Behavior: How did you approach changing your perspective?

Outcome: What happened after you had considered the situation from the other person's perspective?

<p>Below Average</p>	<p>1 2</p>	<p>Found it difficult to understand why someone behaved a certain way; was not able to see a situation from someone else's perspective.</p>
<p>Average</p>	<p>3</p>	<p>Had some insight into why someone behaved a certain way; could mostly see the situation as someone else saw it.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Understood why someone behaved a certain way; could accurately see the situation from another point of view.</p>

Shows courtesy*



This measures the extent to which the candidate is patient, polite and respectful.

Tell me about a time that you were not able to fulfill someone's expectation, despite all your efforts.

Situation: Who was the person and how long had you been working with him/her? What was their expectation? At what point did you know you would not be able to meet this expectation?

Behavior: What did you do when you realized you couldn't fulfill their expectation?

Outcome: How did this situation affect your relationship with this person? What, if anything, would you do differently next time you are unable to meet another person's expectation?

Tell me about a time when you reacted constructively to criticism from a customer, supervisor or teacher.

Situation: What were you working on?

Behavior: What was the criticism and whom did it come from?

Outcome: What did you do in response to the criticism?

<p>Below Average</p>	<p>1 2</p>	<p>Did not show patience or courtesy when interacting with someone who was difficult to get along with.</p>
<p>Average</p>	<p>3</p>	<p>Responded with patience and courtesy to a challenging individual, but it took great effort to do so.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Responded in the most courteous and friendly manner to someone who was difficult to please.</p>

Maintains good working relationships*



This measures the extent to which the candidate puts effort into developing good relationships with others.

Tell me about a time when you found it a challenge to build and maintain a good working relationship with a peer or a colleague.

Situation: What was the situation? How was it difficult working with this person?

Behavior: How did you react to the other person's behavior? What did you do to work with this person effectively?

Outcome: How did it turn out?

Tell me about a time when you established an effective working relationship with someone.

Situation: What was the nature of the relationship? Why was the relationship so effective?

Behavior: What did you do to develop and maintain the relationship with this individual?

Outcome: How did it turn out? What common goals did this relationship allow you both to achieve?

<p>Below Average</p>	<p>1 2</p>	<p>Did not seek to improve or maintain strong relationships with others at work.</p>
<p>Average</p>	<p>3</p>	<p>Maintained strong relationships with others in immediate work group.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Built strong work relationships both within and outside of immediate work group.</p>

Creates a positive impression*



This measures the extent to which the candidate manages own behavior to create a positive impression.

Describe a time when you displayed poise and professionalism when interacting with someone who was unhappy.

Situation: What was the situation, and who were you interacting with?

Behavior: How did you display poise and professionalism?

Outcome: What was the outcome?

Tell me about the best compliment or recognition that you received at work or school that demonstrates your professionalism.

Situation: What was the compliment or recognition you received? What was your accomplishment that earned you the recognition?

Behavior: What did you do that helped you win the compliment, reward or recognition?

Outcome: What impact did this recognition have on your work?

<p>Below Average</p>	<p>1 2</p>	<p>Had trouble maintaining professionalism in a challenging situation.</p>
<p>Average</p>	<p>3</p>	<p>Performed adequately when challenged, but may have struggled to stay composed when placed into a more challenging situation.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Maintained professionalism and poise, even when under a situation that was greatly challenging.</p>

Works to high quality standards*



This measures the extent to which the candidate completes every task with a high degree of quality.

Give me an example of a situation when you did not compromise quality standards on an assignment or task.

Situation: What was the assignment or task?

Behavior: What did you do to ensure that quality standards were met?

Outcome: Did you deliver quality results overall? How did you know the quality was appreciated?

Tell me about a time when you took steps to ensure that you delivered high quality work.

Situation: What was the task or assignment?

Behavior: What did you do to ensure that quality standards were met?

Outcome: What was the result?

<p>Below Average</p>	<p>1 2</p>	<p>Did not recognize the importance of delivering quality work; was prepared to compromise standards.</p>
<p>Average</p>	<p>3</p>	<p>Was able to clearly define and deliver to quality standards.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Was able to set high quality standards or address situations where standards had been compromised.</p>

Accepts direction*



This measures the extent to which the candidate accepts direction from others willingly.

Give me an example of a situation when you followed instructions from your manager even though you did not want to do so.

Situation: What did your manager direct you to do? Why didn't you want to do it?

Behavior: What did you say to your manager?

Outcome: What was the result of your actions?

Tell me about a time when you followed directions from your manager.

Situation: What was the task or assignment? What did your manager direct you to do?

Behavior: How did you perceive your manager's direction? What did you do?

Outcome: What was the outcome?

<p>Below Average</p>	<p>1 2</p>	<p>Chose to challenge direction on a previous task and instead chose to follow own approach; did not deliver work that had been requested.</p>
<p>Average</p>	<p>3</p>	<p>Willingly took direction from others with the appropriate authority.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Took direction from others and worked exactly as he/she had been instructed.</p>

Complies with rules and regulations*



This measures the extent to which the candidate adheres to rules, guidelines and procedures.

Give me an example of a work process that required you to follow rules and regulations very closely.

Situation: What was the situation you were in? What was the work process?

Behavior: How did you make sure that you followed all of the steps?

Outcome: What was the outcome?

Give me an example of how you make sure that you use materials and equipment safely.

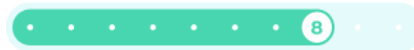
Situation: What equipment do you use that require safety processes?

Behavior: What steps did you have to take to ensure safety?

Outcome: What was the outcome of following this process?

Below Average	 	Viewed rules as guidelines rather than requirements.
Average		Adhered to rules consistently.
Above Average	 	Followed rules strictly; may have missed opportunities for increased efficiency.

Adapts to change*



This measures the extent to which the candidate accepts and adapts to changes without difficulty.

Tell me about a time when you had to change how you dealt with something.

- Situation:** What was the situation that needed to be dealt with differently?
- Behavior:** What did you do to make sure you changed your approach effectively?
- Outcome:** How did the situation turn out? Were you successful?

Tell me about a time when you had to deal with a plan changing unexpectedly or at short notice.

- Situation:** What was the situation?
- Behavior:** How did you deal with the challenge?
- Outcome:** How do you plan to apply what you learned in this situation?

Below Average	 	Felt pressured when required to alter one's usual approach to work.
Average		Adjusted well to change and maintained normal productivity at work.
Above Average	 	Felt energized by change; adjusted easily to changes in the environment.

Works energetically*



This measures the extent to which the candidate keeps busy at work and enjoys taking on new responsibilities.

Give me an example of a project or assignment which required extra hard work.

Situation: Tell me about the project. Why did it require extra effort?

Behavior: How did you handle the project? In what ways did you put in extra effort to get the job done?

Outcome: How well did the project or assignment turn out?

Tell me about a time when you did something that required extra effort, without being directly asked to do so.

Situation: What was the work or task? How did this require extra work or additional responsibility?

Behavior: What did you do? Did you have any choice about doing the work or task?

Outcome: What was the outcome?

<p>Below Average</p>	<p>1 2</p>	<p>Showed little or no initiative to complete work beyond what was assigned; seemed unlikely to volunteer for new challenges without direction or prompting.</p>
<p>Average</p>	<p>3</p>	<p>Went beyond the routine demands of the job, took the initiative to complete work that was not formally part of the job.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Proactively completed work that needed to be done.</p>