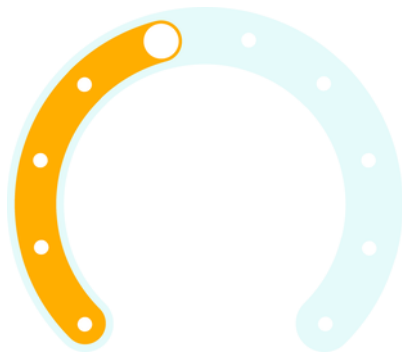


Entry Level Customer Service Retail and Contact Center 7.1 (South Africa) Interview Report

Candidate name:

Sample Report



Percentile: 37%



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 authorised 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 best to 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 behaviour. Please note that the assessment components included in this solution report are not weighted equally. Some of the components are broad measures of behaviour and some are more narrow. Competencies denoted by an asterisk (*) are measures of narrow behaviours. While these behaviours 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 CV 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 with 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 afterwards, 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 CV. Ask questions about his/her previous work history or any potential issues that you noticed from the CV. 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, Behaviour, 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 emphasising 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 characterised by: apologising 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?

 **Behaviour:** 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?

 **Behaviour:** 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 co-worker asked for your help.

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

 **Behaviour:** 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 apologise 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>Emphasises the need for providing good customer service and help to others.</p> <p>Apologises 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>Apologises 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 analyses behaviour 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?

Behaviour: 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?

Behaviour: 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>

Listens effectively*



This measures the extent to which the candidate listens patiently and attentively.

Tell me about a time when you listened to someone without interrupting them.

Situation: Who was the other person? What was that person telling you?

Behaviour: How did you let the person know you were paying attention?

Outcome: How is your relationship with this person now?

Tell me about a time when you avoided forming your response until the other person had finished asking for advice.

Situation: What was the other person asking advice about?

Behaviour: How did you keep from forming your opinion until you heard everything the other person had to say?

Outcome: How was your opinion received?

<p>Below Average</p>	<p>1 2</p>	<p>Expressed opinions before hearing all that others had to say, preferred to be the one talking.</p>
<p>Average</p>	<p>3</p>	<p>Started to offer an opinion before hearing all of the facts, enjoyed doing most of the talking.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Refrained from offering an opinion until hearing all the facts; enjoyed listening as much as or more than speaking.</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 meet 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?

Behaviour: What did you do when you realised you couldn't meet 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?

Behaviour: 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?

Behaviour: How did you react to the other person's behaviour? 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?

Behaviour: 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 behaviour 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?

Behaviour: 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?

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

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

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

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?

Behaviour: 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?

Behaviour: How did you deal with the challenge?

Outcome: How do you plan to apply what you learned in this situation?

<p>Below Average</p>	<p>1 2</p>	<p>Felt pressured when required to alter one's usual approach to work.</p>
<p>Average</p>	<p>3</p>	<p>Adjusted well to change and maintained normal productivity at work.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Felt energised by change; adjusted easily to changes in the environment.</p>

Copes with uncertainty*



This measures the extent to which the candidate is productive when roles and situations are not clearly defined.

Tell me about a time when you had to manage something new which prevented you from relying on past precedence/procedure.

Situation: What was the situation?

Behaviour: What did you do when you realised you couldn't rely on usual procedures?

Outcome: What was the outcome? How do you plan to learn from this situation?

Describe a recent situation where you took on new duties.

Situation: What was the situation? What kind of new responsibilities were you facing?

Behaviour: What specific actions did you take to deal with the new responsibilities?

Outcome: What was the outcome? How did this affect your approach to all of your responsibilities?

<p>Below Average</p>	<p>1 2</p>	<p>Was uncomfortable when there was a lack of clear information.</p>
<p>Average</p>	<p>3</p>	<p>Was comfortable when there was a lack of unclear information; viewed uncertainty in a positive light.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Viewed uncertainty in the workplace as exciting; saw opportunities in times of ambiguity.</p>

Controls emotions*



This measures the extent to which the candidate keeps negative emotions under control.

Tell me about a stressful time when you maintained your composure when an obstacle was placed in your way.

Situation: What was stressful about the situation?

Behaviour: What specific actions did you take to deal with the obstacle or constraint?

Outcome: How has this experience helped you in other stressful situations?

Describe an occasion when something at work was causing you to feel frustrated.

Situation: What was the situation? Who or what was causing you to feel frustrated?

Behaviour: How did you approach your work at the time?

Outcome: What was the outcome?

<p>Below Average</p>	<p>1 2</p>	<p>Was not able to effectively control emotions in stressful situations.</p>
<p>Average</p>	<p>3</p>	<p>Controlled emotions when under stress but struggled to maintain the same level of productivity or focus.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Reacted calmly and confidently when faced with a crisis; did not let emotions affect productivity or focus.</p>

Strives to achieve*



This measures the extent to which the candidate sets demanding goals and makes a determined effort to meet or exceed them.

Tell me about your most important career objective.

Situation: When did you set this goal? Why is it so important to you?

Behaviour: What you have done to try to achieve this objective?

Outcome: What progress have you made?

Give me an example of the most challenging goal you set for yourself and how you went about trying to achieve it.

Situation: What was the situation? What was the goal?

Behaviour: What did you do to achieve them?

Outcome: What was the outcome?

<p>Below Average</p>	<p>1 2</p>	<p>Showed little evidence of a drive to succeed; may have expended only minimal energy or time to complete work.</p>
<p>Average</p>	<p>3</p>	<p>Put forth enough effort to accomplish goals.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Set and achieved challenging goals and persisted with extra effort.</p>

Improves own performance*



This measures the extent to which the candidate seeks development opportunities in order to improve their own performance.

Tell me about a situation where someone gave you feedback and how you responded to it.

Situation: What was the situation?

Behaviour: How did you respond?

Outcome: How did this impact your work? How could you tell?

Tell me about a time when you took it upon yourself to learn a new skill that you thought might be useful to you.

Situation: What was the skill? What made you want to learn the new skill?

Behaviour: How did you go about learning the new skill? How did you apply your learning?

Outcome: How long did it take to learn the new skill? What was the outcome? Were you able to learn and use the new skill?

<p>Below Average</p>	<p>1 2</p>	<p>Demonstrated little desire to learn; would only participate in activities if it were required.</p>
<p>Average</p>	<p>3</p>	<p>Demonstrated some desire to learn and took steps towards improving knowledge or skill.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Demonstrated a great deal of initiative to learn and improve performance.</p>