

# Sales & Service + Candidate Report

## Candidate name:

Sample Candidate

## 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 report is designed to give you information about your relative strengths and weaknesses on the competencies known to be important for success in this type of job. In addition, the report provides valuable on-the-job tips and suggestions to help you excel in the workplace.

The score that you receive describes how your responses compared against our database of responses consisting of your peers. The assessment that you have taken has been scientifically validated by up to 30 years of statistical data collection and analysis. People who score higher on the dimensions tend to perform better on the job in the key areas outlined in the report.

The developmental tips that you receive are intended to help you improve your skills for each specific competency. All of us, regardless of our scores, can improve our job performance by following appropriate developmental solutions and strategically focusing on areas that may require improvement. A commitment to personal improvement signifies initiative and developmental planning, both of which are important to job performance. Try using this feedback to formulate specific development plans that relate to your work goals and objectives. Don't try to do everything at once, as personal development does not happen overnight. If you score in the 'Red Zone', this may be an area where you want to focus your developmental efforts. Even if you score well it is still important for you to use the developmental tips to leverage your strength in this competency.

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.

## Issue Resolution



This measures the tendency to engage in behaviours that guide the customer toward issue resolution. This includes identifying customer needs, educating the customer, offering mutually acceptable solutions, ensuring issue resolution, and anticipating future issues.

**This score suggests that you consistently gather the information you need to identify and solve customers' problems. You usually educate customers about options and recommend mutually acceptable solutions to problems. You are likely to anticipate and proactively resolve related issues.**

- **Look out for company policy changes, no matter how insignificant they may seem. Think about the implications for common customer issues.**
- **Practice providing clear, straightforward explanations for situations or when providing reasons for choosing a particular option. Try to find the right balance of providing detail to inform the customer or present options without overwhelming them with information.**
- **Identify opportunities to use your strong problem solving skills. Share your knowledge to help others think beyond the current issue to anticipate likely future issues a customer may encounter.**

## Service Orientation



This measures the tendency to engage in behaviours such as taking ownership of customer issues, advocating for the customer, and engaging the customer using appropriate tone, positive language, sensitivity, and respect.

**This score suggests that you are likely to demonstrate a genuine interest in assisting customers. You will likely remain courteous and patient with customers, even in difficult situations. You tend to communicate in a way that engages customers, making them feel supported and appreciated.**

- **Think about the most challenging situations you've experienced working with difficult customers. Brainstorm different ways you can engage customers to make them feel comfortable and practice these new approaches the next time you are in a difficult situation.**
- **Practice putting a positive spin on solutions that customers may find less appealing.**
- **Foster an environment of positive communication in your workplace. Volunteer to share your techniques for communicating with difficult or demanding customers with your co-workers who are less experienced or who have difficulty staying positive in these situations.**

## Understands Others \*



This measures the extent to which the candidate observes and analyses behaviour to understand others' reactions and perspectives.

**You are likely to understand the motives, behaviour and perspectives of others.**

- **Sometimes we listen to people without processing what they are actually saying. Strive to really understand what someone is trying to convey, from their perspective. Be careful not to let your assumptions about the person influence your perceptions.**
- **Next time you have a challenging interaction with someone, try to predict how they will react. How close was their reaction to what you predicted? Think about the assumptions you made and how accurate these were. For any incorrect assumptions, try to figure out why they were wrong.**

## Listens Attentively \*



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

**You tend to listen to others with minimal interruption. You try to understand others' points of view before forming an opinion.**

- **Get a co-worker who has seen you in a situation that required that you listen to others to comment on your listening tendencies. Were there times where you interrupted, jumped in too quickly with your own ideas, finished other's sentences or generally dominated the conversation? Think about how you had shown others that you were listening.**
- **Practice listening to others. Try to avoid interrupting people while they are talking. Wait until they have finished before forming an opinion. When you are practicing new techniques, pay close attention to how others react. Do they seem like they are responding positively to you, or does it seem like you are having a negative impact? Consider what you are doing well and could what you could improve on and focus on those behaviors.**

## Acts Ethically \*



This measures the extent to which the candidate upholds certain behavioural standards regardless of external pressure or competing agendas.

**You are likely to uphold principles that conform to accepted standards, but may vary on which standards to uphold depending on the situation.**

- **Think about a time when your principles were challenged. What stopped you acting against your ethical standards? Have there been other times when you have broken ethical rules? What would you do if you encountered a "grey" area and weren't sure if acting in a certain way would go against ethical practices?**
- **Stop and think about the consequences before doing something that could violate an ethical code of practice. Consider whether your ethical values agree with the organization's values. If there are differences, think about how you may reconcile these differences.**

## Creates a Positive Impression \*



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

**You are likely to be concerned about your appearance and make a good impression.**

- **Learn from someone else. Identify a colleague or a friend who appears to be effective in maintaining a professional demeanor with all types of people. Watch how this person works with others. How can you enhance your own behaviors based on what you learned?**
- **Maintain a positive attitude. Especially when speaking with customers, it is important to remain positive. Whenever you are starting to feel frustrated or impatient, learn to calm down, think about your body language and tone of voice, and aim to compose yourself.**



## Adapts Interpersonal Style \*



This measures the extent to which the candidate adjusts their approach and behaviour to deal more effectively with others.

**You may not attempt to modify your communication style to best fit the person or situation at hand.**

- **Watch someone who is good with people interact with others. What verbal and nonverbal styles do they use? Are there things they do that you could try doing in your own interactions? Make it a point to use some of these in your own interactions and pay close attention to how others react.**
- **Think about a person you know who seems to get along with everyone. Watch them in social or work situations and note how they behave. What do they change about their behavior when interacting with different people? What behaviors do you see them engage in regardless of who they are interacting with?**

## Persuades Others \*



This measures the extent to which the candidate considers, adapts and applies different strategies in order to convince others to change their opinion or behaviour.

**You are likely to be very comfortable and successful in utilizing different strategies for persuading other people to alter their opinion or behavior.**

- **Know the main points you want and need to make. Distill your message to cover only these main points, then include supporting materials relevant to these main points. Avoid adding extra information/material that may detract from your message.**
- **Make an effort to understand what is important to the people with whom you are trying to build influence. In addition to understanding their role and background, you need to know what concerns them and what persuades them to take action.**

## Analyses Information \*



This measures the extent to which the candidate identifies key factors and integrates information to understand data or situations.

This score is a composite that includes the scores from both the behavioural assessment and the cognitive ability test.

**You may avoid tasks that involve analyzing information, find it challenging to do so, or are slow to make progress while doing so.**

- **Find someone who is skilled at analyzing information, and ask them to work with you on resolving a specific difficulty or problem. Record the steps they take in their analysis. Ask if they would be willing to review your approach to your next analysis and give you pointers on how you could improve.**
- **Select a procedure or policy that could be improved. Ask for information that you could use to understand the situation and propose a few changes that would improve the procedure or policy. Present your recommendation to your manager and seek feedback on your analysis.**

## Learns Quickly \*



This measures the extent to which the candidate picks up new information and techniques easily.

This score is a composite that includes the scores from both the behavioural assessment and the cognitive ability test.

**You may have difficulty absorbing new information, and need time for contemplation before fully understanding it.**

- **Take notes when you are learning something new. If you don't understand something, ask for it to be explained so that you don't get lost. Keep referring back to your notes, ensuring that your notes are clear and concise.**
- **After learning new work procedures and processes, try writing a bulleted summary of what you have learned. Learn how to skim documents quickly to extract the key information.**

### Works to High Quality Standards \*



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

**You may not be conscious of the quality of your work, and may be satisfied with a task even if everything is not done properly.**

- **Think about your organization's approach to quality and aim to meet those standards. Discuss with your manager the reasons why these standards are in place. Even if you disagree with one, consider how the standard benefits the organization.**
- **Think about your process for submitting completed work. Do you take time to review how closely your work meets the requirements? Make sure your work meets expectations by carefully reviewing it prior to considering it done.**

### Adapts to Cultural Differences \*



This measures the extent to which the candidate is interested in and relates well with people from different cultures.

**You are likely to show interest in and work well with people from different backgrounds, and make an effort to learn about them as individuals.**

- **If you are conversing with others who have a different cultural background to yours, pay particular attention to use of cultural sayings that your friends or co-workers might use that could be viewed as insensitive to other cultures. Ensure that you are not using terms or placing emphasis on specific topics that might cause offense.**
- **Watch programs or sign up for a course in cross-cultural studies to increase your knowledge and understanding of other cultures. Develop an awareness of the different cultures that are represented on your team or organization, and strive to appreciate the different perspectives they may bring.**

## Copes with Setbacks and Criticism \*



This measures the extent to which the candidate stays positive when facing difficulties and does not dwell on negative events.

**You are likely to have a more critical outlook on things and dwell on setbacks.**

- **Find a role model. Think about how you handle negative comments relative to how some of your co-workers handle them. Identify someone who seems resilient. Use them as a role model and see if you can adopt any of their tactics (they don't need to know!).**
- **When someone gives you feedback or criticism, do not respond immediately. It may make you look defensive. Instead, take some time to think about the feedback objectively, and think about what parts of what the person said may be true and could be used for improving yourself.**