

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 tend to accept the customer's stated problem at face value or may make assumptions without gathering additional information to better understand the problem. You may offer solutions that either do not completely meet the customer's need or may be inconsistent with company policies or procedures.

- **Ask probing questions about the problem and use available resources to find additional information to better understand customer issues.**
- **When making recommendations or providing solutions, review relevant company policies or procedures to ensure the solution is mutually beneficial for meeting the customer's need and the company's requirements. Confirm with the customer that the solution meets the need.**
- **Identify available alternative options to meet customer needs and understand the benefits and risks of each option so that you can educate the customer.**

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 may be less likely than others to show enthusiasm or set an appropriate tone when working with customers. You may attempt to address issues without engaging customers to make them feel supported and assuring them that their issue will be resolved. In doing so, at times you may be perceived as unwilling or uninterested in assisting the customer.

- **Set a positive tone for every call with a sincere and friendly greeting.**
- **Take responsibility for the customer's situation, even if it was caused by others. Avoid using language that suggests you may be unsure of your abilities to meet the customer's needs.**
- **Identify customer situations that tend to frustrate you and learn positive ways of dealing with those issues. Try to use positive language to reframe negative thoughts about challenges or unfavourable circumstances.**

Understands Others *



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

You are likely to try and understand the behaviour of others and show some awareness of others' points of view.

- **When interacting with someone else in a difficult situation, pay close attention to the behaviours they display. Think about how the situation the person is facing is leading to their behaviour. Show you understand by listening to what they have to say.**
- **When you are trying to understand another's behaviour, try to think of a similar situation in the past that you've experienced and how you reacted. If you are struggling to come up with a similar experience, it's okay to just listen and say you are trying to understand.**

Listens Attentively *



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

You may interrupt others at inappropriate times, preferring to be the one doing the talking. You may be too quick to form an opinion.

- **Encourage friends and acquaintances to tell you about things they have on their mind. Listen carefully, and make minimal interruptions. Try to summarize for them what their situation is and what they feel about it. Get feedback from them on how accurate you have been in picking up their feelings and thoughts.**
- **When you are listening to someone, face the person who is speaking and make eye contact. Do not interrupt them; wait for the person to stop speaking and then ask any questions you have. You may find it helpful to write the questions down as the person is speaking.**

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 may not be concerned about how you appear to others, preferring to present yourself just as you are.

- **Dress the part. Notice how others around you dress and aim to maintain a dress style and appearance that matches or exceeds that of your organization's image.**
- **Be nice to everyone. Be careful not to treat others differently because you think they are less important than you. Part of managing the impression you leave on others is being consistently polite and sincere in your interactions.**

Adapts Interpersonal Style *



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

You are likely to adapt your communication style depending on the person or situation.

- **Watch someone you know to be a good communicator and see how they change their behavior and style with various types of people. Identify what it is they do differently when socializing with others and try to adopt some of their style.**
- **When talking to others, pay attention to their style and reactions and attempt to adapt your style to match theirs. Make an effort to mix with a broad cross-section of people in your life and observe the different styles of communicating that people have. Practice adapting your style to fit in with theirs.**

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 consider and apply some strategies for persuading other people to alter their opinion or behavior.

- **Persuade people to your point of view by appealing to what is important to them. Find out how to meet their needs and concerns and show how you will match this. Also consider how you might modify your approach so that it is more appealing to others.**
- **Use a variety of techniques to influence others. Consider as many ways as possible to influence a particular person and then tailor your approach specifically to him or her.**

Analyses Information *



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

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.

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 function well in groups that are diverse in terms of gender, race, or culture, but may not always accommodate for these differences when there is conflict.

- **Find out as much as you can about another country you're curious about. Learn about the language, history, culture, values and customs. Try talking to people you know from that culture or who know that culture well.**
- **Try to get to know people, either inside or outside work, from other cultural backgrounds. Keep in mind that other cultures have different values and norms. Try to get familiar with them rather than see them as strange or in a less positive light relative to your own culture's values and norms.**

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.**