

MEASURING SALES & SERVICE CULTURE

CANDIDATE REPORT

Linda Good

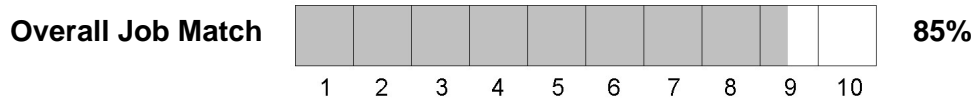
Job Title:

Sales Assistant

26/03/2009

Gaffin Associates

JOB MATCH - CANDIDATE PROFILE RESULTS



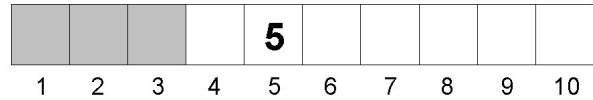
Maximising Sales Opportunities

Looking for every opportunity to persuade customers to buy products and services.



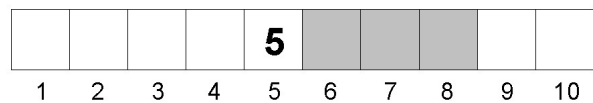
Thinking Ahead

Identifying customer service problems or issues before they arise.



Relating to Customers

Displaying a positive, friendly and informal manner with customers.



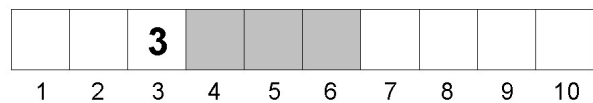
Taking Action

Showing a sense of urgency on behalf of customers and actioning requests quickly.



Organising Work

Undertaking work in a well-organised and systematic way.



Maintaining High Standards

Striving for excellence by paying attention to important detail.



Users of the Screening and Selection - Candidate Report should note that it must be used only in conjunction with other recognised selection procedures such as the candidate's application form, background information, structured interview, employer references etc. The information and data provided in the report must not represent more than one-third of the candidate selection decision making process.

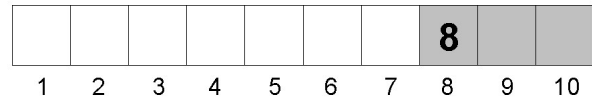
The benchmark or shaded areas illustrate the ideal range for the given role as defined by the organisation. The number along the scale of each behavioural characteristic denotes the candidate's score. The percentage overall job match or suitability rating compares the candidate's scores with the benchmarks.

Please note the 1-10 scale used throughout the report is called a Sten Scale. Sten simply means the standard tenth of a normal distribution. Approximately 16% of the population would score in Stens 1-3 and 16% in the range 8-10. The other 68% of the population will score in the middle range of Stens 4-7.

CANDIDATE PROFILE SUMMARY

Maximising Sales Opportunities:

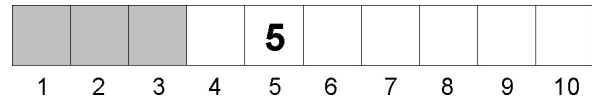
Looking for every opportunity to persuade customers to buy products and services.



- This candidate is likely to give considerable time and energy to selling products and services to customers.
- Their score suggests they will enjoy working to targets or quotas and gain great satisfaction from their achievement.
- Customers are likely to appreciate their sales professionalism and enthusiasm.
- Overall, it is likely that this candidate will be very comfortable looking for opportunities to up-sell, cross-sell or achieve add-on sales.

Thinking Ahead:

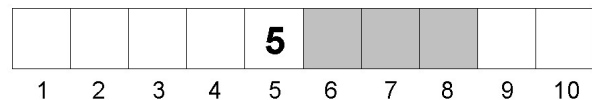
Identifying customer service problems or issues before they arise.



- This candidate is likely to be aware of the various options available for dealing with potential problems.
- Their score suggests they will often use "what if" type questions in order to identify operational or customer service issues.
- Customers are likely to appreciate their ability to anticipate problems before they arise.
- Overall, this candidate will typically be comfortable thinking through the implications of their actions.

Relating to Customers:

Displaying a positive, friendly and informal manner with customers.



- This candidate is likely to convey an informal and friendly approach when dealing with customers.
- Their score suggests they will usually take the initiative to contact customers or engage them in conversation.
- Customers are likely to find them outgoing and easy to deal with.
- Overall, this candidate is generally able to build effective relationships with customers.

CANDIDATE PROFILE SUMMARY

Taking Action:

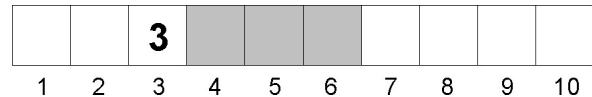
Showing a sense of urgency on behalf of customers and actioning requests quickly.



- This candidate is likely to demonstrate a reasonable sense of urgency in response to customer requests.
- Their score suggests they will generally enjoy being 'in the thick of things' and get directly involved in resolving customer issues.
- It is likely that customers will appreciate them working personally on their behalf.
- Overall, this candidate may generally prefer a 'hands-on' practical approach to customer service.

Organising Work:

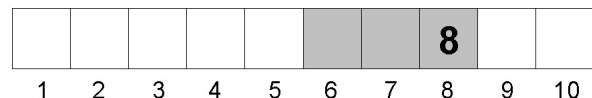
Undertaking work in a well-organised and systematic way.



- This candidate may have a tendency to be unstructured in their approach, rather than being systematic and organised.
- Their score suggests they may prefer to spend time with customers rather than dealing with general administration or paperwork.
- It is unlikely that customers would regard them as structured or organised.
- Overall, this candidate is unlikely to flourish in a highly structured environment where considerable emphasis is given to organisational aspects.

Maintaining High Standards:

Striving for excellence by paying attention to important detail.



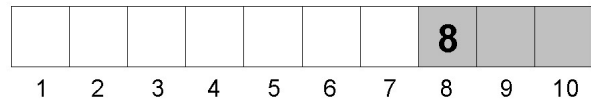
- This candidate is likely to adopt a perfectionist approach to customer service.
- Their score suggests they will give considerable emphasis to setting high standards of performance and achievement.
- It is likely that customers will appreciate their proactive approach to seeking comments on the quality of service provided.
- Overall, this candidate will probably not be satisfied unless they provide a level of service that exceeds customer expectations.

INTERVIEW QUESTIONS, COACHING & DEVELOPMENT IMPLICATIONS

This candidate scored within the benchmark range for the specified role in the following area:

Maximising Sales Opportunities:

Looking for every opportunity to persuade customers to buy products and services.



In order to be consistent in terms of the interviewing process, please validate the candidates score for this behaviour using the questions provided:

When interviewing you could use some of these questions to probe further:

Suggested Interview Questions:

- A** *Would you enjoy a role that involves selling products and/or services to customers? Give reasons for your answer.*
- B** *Do you believe everyone has a natural ability to be a sales person irrespective of whether they are formally trained? (Whatever the response, please elaborate.)*
- C** *Organisations should avoid getting customers to spend more money than they planned. What are your views on this statement?*
- D** *Give an example where you used your persuasive skills to convince a friend or colleague to change their mind. How did you go about it and what was the outcome?*

Interviewer Rating **1 2 3 4 5 6 7 8 9 10**

Suggested Coaching and Development Activities

The following suggestions could be considered as part of any coaching or development activity.

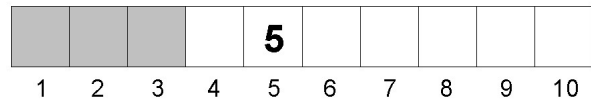
- Provide appropriate information on the features and benefits of the product and service offering.*
- Organise a basic or introductory course on sales techniques. Alternatively, recommend guided reading.*
- Create opportunities for working with people in the department who are successful at selling so that 'best practice' can be followed.*
- Set sales targets and review regularly.*

INTERVIEW QUESTIONS, COACHING & DEVELOPMENT IMPLICATIONS

This candidate scored outside the benchmark for the specified role in the following area:

Thinking Ahead:

Identifying customer service problems or issues before they arise.



This candidate's interest in anticipating customer requirements is higher than typically encountered in a person for this Job Match. The score indicates that they may spend too much time on planning-related issues rather than the 'here and now'.

When interviewing you could use some of these questions to probe further:

Suggested Interview Questions:

- A** *In a previous role how much time did you spend on planning related issues and what did it entail?*
- B** *Do you enjoy analysing data? If so, to what extent? Please elaborate.*
- C** *When dealing with customers are there ever situations where it is impossible to anticipate problems or issues before they arise? Please elaborate.*
- D** *Where have you successfully used the planning process outside work?*

Interviewer Rating **1 2 3 4 5 6 7 8 9 10**

Suggested Coaching and Development Implications

The following areas associated with this candidate's score should be continuously assessed and where appropriate, dealt with in any coaching or development activity.

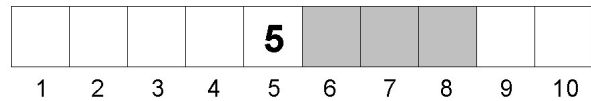
- Getting immersed in too much detail surrounding planning issues.*
- Being perceived as inflexible when dealing with customers.*
- Spending too much time anticipating problems rather than dealing with the 'here and now'*
- Taking an impractical or 'ivory tower' approach to customer service.*

INTERVIEW QUESTIONS, COACHING & DEVELOPMENT IMPLICATIONS

This candidate scored outside the benchmark for the specified role in the following area:

Relating to Customers:

Displaying a positive, friendly and informal manner with customers.



This candidate's interest in relating to customers is lower than typically encountered in a person for this Job Match. The score indicates they may encounter difficulties in relationship building with customers which could be due to less well-developed interpersonal skills.

When interviewing you could use some of these questions to probe further:

Suggested Interview Questions:

- A** *If you had a choice would you prefer a role that was more technically orientated or customer orientated? Please give your reasons.*
- B** *Do you describe yourself as assertive or more accommodating when dealing with customers? (Whichever response is given – ask 'why is that')?*
- C** *Do you prefer to build long-term relationships with customers or would you rather deal with many one off transactions? (Whichever response is given ask 'why is that')?*
- D** *Would you describe yourself as the life and soul of the party or the quiet retiring type? (Whichever response is given ask 'why is that')?*

Interviewer Rating **1 2 3 4 5 6 7 8 9 10**

Suggested Coaching and Development Activities

The following suggestions could be considered as part of any coaching or development activity.

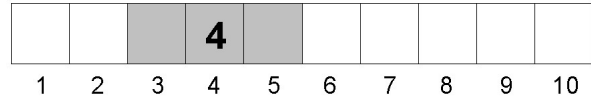
- Arrange regular assessment and feedback on the impact on relationship building with customers.*
- Organise seminars or courses on assertiveness development or interpersonal skills. Alternatively recommend guided reading.*
- Create opportunities for working with people in the department who are effective at relating to customers so that 'best practice' can be followed.*
- Arrange for role-play or other development activities to build confidence.*

INTERVIEW QUESTIONS, COACHING & DEVELOPMENT IMPLICATIONS

This candidate scored within the benchmark range for the specified role in the following area:

Taking Action:

Showing a sense of urgency on behalf of customers and actioning requests quickly.



In order to be consistent in terms of the interviewing process, please validate the candidates score for this behaviour using the questions provided:

When interviewing you could use some of these questions to probe further:

Suggested Interview Questions:

- A** *Would you prefer a role that involves demonstrating a sense of urgency in actioning customer requests or one where speed of service is less important? Please elaborate.*
- B** *Can you give a recent example where you made a quick decision without having all the necessary facts available? What was the outcome?*
- C** *When dealing with a customer's request, is it better to be in possession of all the facts before you take action? If so, why?*
- D** *Describe some recent event in your life that had to be organised very quickly? How did you go about it?*

Interviewer Rating 1 2 3 4 5 6 7 8 9 10

Suggested Coaching and Development Activities

The following suggestions could be considered as part of any coaching or development activity.

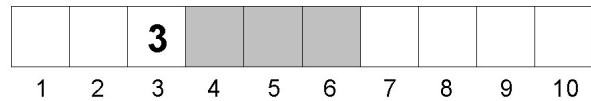
- Provide a list of names and contact numbers of people who can help to resolve customer problems or issues quickly.*
- Define limits of authority for dealing with customer transactions.*
- Create opportunities for working with people in the department who are successful in actioning customer requests quickly so that 'best practice' can be followed.*
- Provide a checklist of actions to be taken at the beginning and end of each day.*

INTERVIEW QUESTIONS, COACHING & DEVELOPMENT IMPLICATIONS

This candidate scored outside the benchmark for the specified role in the following area:

Organising Work:

Undertaking work in a well-organised and systematic way.



This candidate's interest in being organised is lower than typically encountered in a person for this Job Match. The score indicates they may appear to be less structured in their approach and could potentially neglect some of the organisational and administrative aspects of the role.

When interviewing you could use some of these questions to probe further:

Suggested Interview Questions:

- A** *Please share your views on the importance of company policies, systems and procedures.*
- B** *How do you prioritise your work? Give examples.*
- C** *Do you believe that administration and paperwork are necessary? Give reasons.*
- D** *Can you give an example where being organised and systematic has helped you to achieve success outside work?*

Interviewer Rating 1 2 3 4 5 6 7 8 9 10

Suggested Coaching and Development Activities

The following suggestions could be considered as part of any coaching or development activity.

- Ensure time is allocated each day for planning or dealing with administration.*
- Provide detailed contingency plans covering the most commonly occurring problems or issues.*
- Arrange a familiarisation programme to deal with the administration and systems connected with the role.*
- Undertake a monthly review meeting to ensure that product and service information is kept up to date.*

INTERVIEW QUESTIONS, COACHING & DEVELOPMENT IMPLICATIONS

This candidate scored within the benchmark range for the specified role in the following area:

Maintaining High Standards:

Striving for excellence by paying attention to important detail.



In order to be consistent in terms of the interviewing process, please validate the candidates score for this behaviour using the questions provided:

When interviewing you could use some of these questions to probe further:

Suggested Interview Questions:

- A** *In your view, which is more important: to be efficient, cost conscious or provide high quality customer service? Give reasons.*
- B** *Have you ever had dealings with a customer who criticised the quality of customer service provided? If so, what did you do?*
- C** *How would you define the term 'service excellence'?*
- D** *Give an example outside work where you have had to pay attention to important detail and why was it necessary?*

Interviewer Rating 1 2 3 4 5 6 7 8 9 10

Suggested Coaching and Development Activities

The following suggestions could be considered as part of any coaching or development activity.

- Allocate time to learn about quality and customer service standards within the organisation and provide access to the appropriate manuals.*
- Encourage utilisation of existing systems to monitor customer requests; e.g. checklists, diaries, files, logs, computer databases.*
- Organise attendance on any related customer service courses or provide on-the-job coaching and feedback.*
- Schedule weekly meetings with immediate manager to discuss recurring customer service problems or issues that have not been resolved.*