PSYTECH
INTERNATIONAL

Sam Sample

DECISION MAKER

SERVICE ROLES

SOLUTIONS
DEVELOPMENT

GUIDE TO USING THIS REPORT

INTRODUCTION

The customer service solution investigates the likelihood respondents may exhibit certain types of service related behaviours. It can be used to identify potential gaps in performance, structure personal development or facilitate behavioural interviews in order to inform and support selection decisions. This particular report is intended as a tool to facilitate his personal development, rather than as an assessment tool, it can be used as a starting point either:

■ To explore possible development needs with him, and produce a shared development strategy for promoting his competence in those dimensions that are work relevant, or
■ To consider reasons for any possible discrepancies between his predicted behaviour and his actual performance as assessed by peer ratings, performance appraisals, etc.

REPORT SECTIONS

The "Development" report presents Sam's profile results in the following sections:

Customer Service Competencies Overview
Provides a summary of Sam's results against the service competencies. This section also highlights Sam's potential strengths and areas of potential risk within the service competencies.

Development Planning
Provides more detailed information regarding Sam's performance on each of the profile's dimensions. The section also provides development recommendations and a framework for creating a development plan.

Culture Fit Overview
Provides a summary of Sam's fit to different types of roles or work environments.

Reasoning Ability Results
Provides a summary of Sam's results on the general reasoning tests.

SUPPLEMENTARY REPORTS

The information gained from this report can be used in conjunction with other supplementary reports. The supplementary report available for this solution is:

Selection Report
The "Selection" report provides an overview of Sam's sales results. The report also provides interview questions which can be used to probe his tendency to exhibit effective service behaviour in the workplace and form a better understanding of the areas of concern and whether they may pose a potential risk in the workplace.

WAIVER

This assessment is only an indicator. Therefore, it is recommended that decisions on recruitment, promotion, career guidance and development are made in conjunction with other relevant information and not solely on the information in this report. The authors and distributors accept no responsibility for decisions made using this tool and cannot be held directly or indirectly liable for the consequences of those decisions.

CONTEXT

The profile must be interpreted in the context of other relevant factors such as experience, training, and wider skills. For example, Sam's past performance can be assessed through a critical review of references, his work history and previous qualifications, and via a structured interview. His level of job specific knowledge can be assessed via the use of work sample tests and simulations, and behavioural interviews. Finally, his skills can be assessed in greater detail through behavioural observation, role-plays and assessment centre exercises. The profile should also be considered in light of the organisation's service competencies and culture.

DIMENSIONS

The service competencies used in this solution were developed to reflect the most important predictors of success in customer service roles. These are presented as six competencies that are typical to general customer service roles and provide a practical and familiar platform for customer service coaches and trainers.

CUSTOMER SERVICE COMPETENCIES

Service Orientation
Investigates whether the individual is guided by service principles. It includes the following dimensions:
- **Understanding** - a natural empathy for others and ability to view things from the customer's perspective.
- **Value Addition** - an interest in adding value to services and products.
- **Exceeding Expectations** - an interest in pleasing customers and meeting their needs.
- **Balance** - the ability to balance organisation and customer interests.

Service Interaction
Investigates how the individual interacts with customers. It includes the following dimensions:
- **Engaging** - the ability to be outgoing and engage customers.
- **Listening** - the ability to demonstrate active listening skills and be attentive to the needs of others.
- **Influencing** - the ability to be confidently bring other over to a point of view without being aggressive.
- **Professionalism** - the ability to be demonstrate professionalism, diplomacy and respect when dealing with others.

Service Delivery
Investigates the standards the individual applies when delivering services. It includes the following dimensions:
- **Ownership** - the ability to take ownership and responsibility of own work and performance.
- **Quality** - an interest in ensuring standards are maintained.
- **Resolution Focus** - the resolve to get things done and overcome obstacles.
- **Organisation** - an interest in keeping records and following systematic processes.

Service Improvement
Investigates the individual's problem solving skills with a focus on service improvement. It includes the following dimensions:
- **Big Picture Thinking** - an understanding how services support the organisation.
- **Problem Analysis** - the ability to identify and analyse problems based on given facts.
- **Creativity and Innovation** - an interest in searching for new and innovative solutions to problems.
- **Drive and Initiative** - the drive to implement solutions.

Service Ethics
Investigates the values and principles by which individuals conduct themselves. It includes the following dimensions:
- **Sense of Duty** - exhibits a strong sense of duty.
- **Respect for Authority** - a belief in the importance of respecting authority and following protocols and procedures.
- **Self-Regulation and Management** - the ability to work without close supervision.
- **Trust** - a belief in the importance of dealing with others with honesty and trust.

Service Adaptability
Investigates the individual's ability to adapt and respond to change. It includes the following dimensions:
- **Adaptability to Change** - an openness to variety and change.
- **Openness to Feedback** - an acceptance of feedback on own performance.
- **Dealing with Setbacks** - the ability to deal with setbacks and challenges in a calm and collected manner.
- **Dealing with Objections** - the ability to respond to customer objections in a calm and constructive manner.

In addition to describing Sam's likelihood to perform within the customer service competency framework, the report also provides insights into the types of environments he is more likely to be comfortable working in.

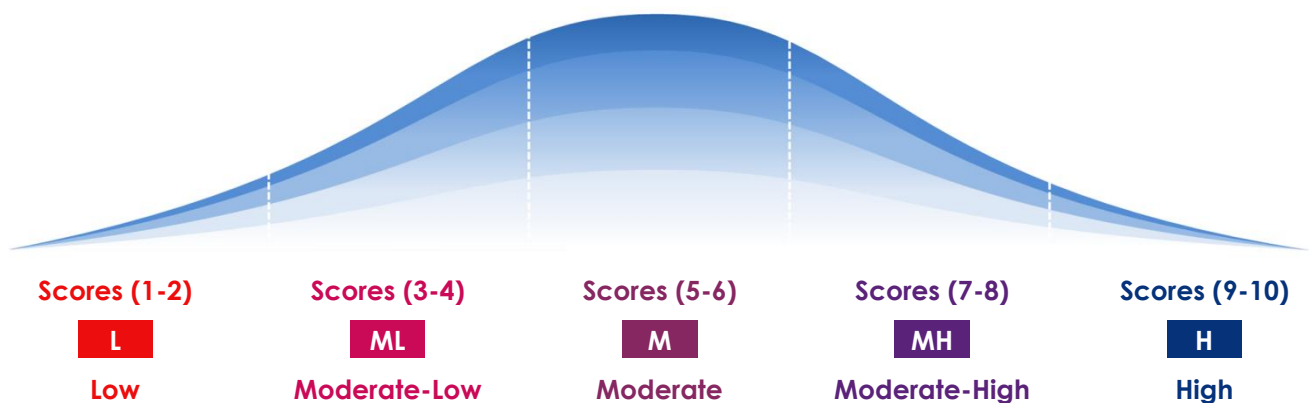| CULTURE CONDITIONS |
| --- |
| Roles which require working under pressure |
| Roles which require exercising diplomacy |
| Roles which require addressing the public and giving presentations |
| Roles which require working with others |
| Roles which require working in competitive environments |
| Roles which require working long hours |
| Roles which require high standards of accuracy |
| Roles which require working in changing environments |
| Roles which provide financial rewards and incentives |

RESULTS SCALE

A reference group is used to evaluate Sam's results and determine his tendency to exhibit effective service behaviours in the workplace compared to others. His results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a "Low" to a "High" tendency is provided to help highlight areas of concern.

Scores (1-2)	Scores (3-4)	Scores (5-6)	Scores (7-8)	Scores (9-10)
L	ML	M	MH	H
Low	Moderate-Low	Moderate	Moderate-High	High

REFERENCE GROUPS USED

Scale	Norm	Population Size
Verbal Reasoning	Working Age Adults	1324
Numerical Reasoning	Working Age Adults	1596
Abstract Reasoning	Working Age Adults	770
Personality Questionnaire	Working Age Adults	2168

CUSTOMER SERVICE COMPETENCIES OVERVIEW

The overall service potential score estimates Sam's tendency to exhibit effective service related behaviours in the workplace. It reflects a combination of personality characteristics, motivational drivers and reasoning abilities related to performance within the various competencies of the customer service competency framework.

CUSTOMER SERVICE COMPETENCIES PROFILE CHART

Customer Service Competencies	Score	Level	1	2	3	4	5	6	7	8	9	10
Service Orientation	4	ML				●						
Service Interaction	3	ML			●							
Service Delivery	3	ML			●							
Service Improvement	3	ML			●							
Service Ethics	4	ML				●						
Service Adaptability	2	L		●								

Overall Service Potential	Score	Level	1	2	3	4	5	6	7	8	9	10
POTENTIAL SCORE	3	ML			●							

RESPONSE STYLE

The pattern of responses Samobtained on the assessment indicates that he is fairly unlikely to have been biased by any desire to present himself in an unrealistically favourable light.

Profile Highlights

The following tables list the major strengths and potential areas of concern that can be inferred from Sam's results. Further details are available in the Behavioural Interview Guide.

POTENTIAL STRENGTHS

- No potential strengths could be derived from Sam's profile.

POTENTIAL RISKS

- Sam is less likely than most to strive to meet his customers' expectations.
- Sam is less outgoing than most. As a result, he is less likely than most to approach customers and may not enjoy engaging them in conversation.
- He is unlikely to be a persuasive and influential speaker.
- He is less likely than most to take ownership and responsibility of his work and performance and may require support and encouragement to ensure his ongoing commitment to work.
- He may not be motivated to achieve success and may be more prone than most to quickly give up when faced with challenges.
- He is less likely than most to realise the impact of the services he provides on the organisation.
- Sam is less likely than most to accurately identify problems and offer appropriate solutions.
- Sam is considerably less likely than most to drive the implementation of services and solutions.
- He is likely to have a weaker sense of duty and obligation towards his work than most.
- He's results suggest that while he is as likely as most to welcome variety and change, he may find it difficult to summon the energy to deal with change and may not be able to adapt as well as most. In addition to this, he is not expected to show as much enthusiasm for learning new methods or skills outside of his previous experience as most.
- Sam is a little less likely than most to accept others' feedback and advice, and is likely to become bothered if the feedback is not framed in a constructive manner. In addition to this, he is less confident than most people and may not seek opportunities for development.
- He is a little more likely than most to become anxious and impatient in the face of extreme difficulties and he may not show much focus or determination to overcome difficulties and persevere.
- Sam is not as motivated as most to monitor his behaviour and may not show as much patience or restraint as most when dealing with customer objections. Lacking awareness of social situations, he may reveal his frustration or pass ill-considered or thoughtless comments.

DEVELOPMENT PLANNING

This section provides respondents with the opportunity for self-reflection and self-development. Work with Sam to define development goals based on the results of the profile.

Suggested development process:
1. Feedback and reactions
2. Selecting areas for development
3. Development plan

A detailed description of Sam's most likely behaviour on each of the service competencies dimensions is provided in this section along with development recommendations. Please review these before working with him on the development plan.

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ML DEVELOPMENT GUIDE: SERVICE ORIENTATION

ML A. Understanding - a natural empathy for others and ability to view things from the customer's perspective.

Profile Description
- Sam's profile indicates that while he is as concerned for others as most, he may not be as trusting of others as most. As a result, he is as likely as most to consider the customer's perspective when offering services and solutions, he may not always project good-will towards customers.

Development Recommendations
- Attitude and trust are essential qualities of successful customer service personnel. This involves taking a genuine interest and curiosity in customers and understanding their expectations. Any service training that Samundertakes should include methods for applying behaviours of helpfulness, genuine interest and respect for customers.

ML B. Value Addition - an interest in adding value to services and products.

Profile Description
- The results Samobtained on the questionnaire indicate that he is only moderately interested in others and is not as shrewd or competitive as most. As a result, he is likely to be slightly less interested than most in appealing to his customers by catering the products and services he offers to their needs. While he may not always seek practical ways of adding value, he is more likely than most to paint word pictures when attempting to appeal to his customers.

Development Recommendations
- Professionals in the service industry try to help customers make better decisions. Sam's profile indicates that he may benefit from training that helps identify ways to give more value to customers.
- Product training which focuses on linking feature and benefits to customer needs may also be of some benefit to Samual.

L C. Exceeding Expectations - an interest in pleasing customers and meeting their needs.

Profile Description
- Sam's results suggest that he is not as driven by achievement as most and may not always be guided by a concern for his customers' needs. As a result, he is less likely than most to strive to meet his customers' expectations.

Development Recommendations
- Customers typically do business with organisations that they believe have the capability to meet their expectations. Work with Samto develop his ability to set and manage realistic customer expectations. Also, find ways of motivating him to meet or exceed those expectations and enhance their customers' experiences.

MH D. Balance - the ability to balance organisation and customer interests.

Profile Description
- Sam's profile suggests that he is neither overly assertive nor exceedingly accommodating. As a result, he is expected to assert himself or acquiesce to others' wishes as the situation demands, which should aid him in finding the right balance between customer and organisational interests. Having said this, Sammay be less inclined to search for practical and achievable outcomes than most.

Development Recommendations
- Provide Samwith clear organisational policies and guidelines regarding what may be offered to customers and under what circumstances.

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ML DEVELOPMENT GUIDE: SERVICE INTERACTION

ML A. Engaging - the ability to be outgoing and engage customers.

Profile Description
- The profile Samobtained on the questionnaire suggests that he is less outgoing than most. As a result, he is less likely than most to approach customers and may not enjoy engaging them in conversation.

Development Recommendations
- Help Samdevelop his social self-confidence and his courage to initiate conversations with strangers. This can be done through practice role plays or coaching. While roles plays and coaching may be effective long-term solutions, try providing him with introductory spiels or scripts to help him overcome the challenge of not knowing what to say or how to say it.

M B. Listening - the ability to demonstrate active listening skills and be attentive to the needs of others.

Profile Description
- Being as humble, friendly and personable as most, Samis as likely as most to listen to his customers and be attentive to their needs. Consequently, he is as likely as most to seek to build relationships with his customers.

Development Recommendations
- No training or development recommendations could be determined from Sam's profile for this dimension.

L C. Influencing - the ability to be confidently bring other over to a point of view without being aggressive.

Profile Description
- Sam's profile suggests that he is unlikely to greatly enjoy convincing others of his point of view. As a result, he is unlikely to be a persuasive and influential speaker.

Development Recommendations
- Encourage Samto further engage customers. He may require coaching to build his self-confidence and would likely benefit from training in persuasion techniques such as the use of stories and painting word pictures. Such techniques can be helpful when logical arguments fail with customers. Product training can also help Samrecognise the benefits and advantages of products and services and ultimately build his confidence in offering those products and services.

ML D. Professionalism - the ability to be demonstrate professionalism, diplomacy and respect when dealing with others.

Profile Description
- His profile indicates that while he is likely to be fairly motivated to conform to others' social expectations of him, he may be less sensitive to the nuances of social settings than most people. As a result, Sammay not conduct himself in a diplomatic and tactful manner and may inadvertently say things which others might find offensive, or consider to be odd or out of place despite being relatively concerned to present himself to others in a positive light. Consequently, he may not be as adept as most to working with sensitive customers.

Development Recommendations
- Support Samto respond with tact and diplomacy. He is likely to benefit from training which concentrates on how read customer cues in order to respond accordingly. Such skills and techniques are often taught as part of communication, conflict resolution or even general customer service skills courses. Coaching Samand conducting role plays with difficult or high profile customers may also be of benefit.

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ML DEVELOPMENT GUIDE: SERVICE DELIVERY

L **A. Ownership** - the ability to take ownership and responsibility of own work and performance.

Profile Description
- Being less resilient than most, Samis more likely than most to see some tasks or challenges as being beyond his ability. In addition to this, he may tend to blame circumstances for his mistakes and errors. As a result, he is less likely than most to take ownership and responsibility of his work and performance and may require support and encouragement to ensure his ongoing commitment to work.

Development Recommendations
- Promote a work environment that encourages staff members to take personal responsibility for their work. This may be accomplished by modelling and promoting a strong work ethic and making employees feel safe admitting their shortcomings.

ML **B. Quality** - an interest in ensuring standards are maintained.

Profile Description
- While Sam's results suggest that he is as meticulous and concerned for quality as most, he is less achievement oriented than most. As a result, he is a little less likely than most to be motivated to produce work of a high standard. In addition to this, he is unlikely to gain that great a sense of satisfaction from knowing others consider him to be good at his job.

Development Recommendations
- Set Samquality standards that are extremely clear and ensure he stays mindful of the importance of meeting these standards by offering praise when he does. Also, remember to monitor Sam's work to ensure that he is able to meet the set standards of quality.

L **C. Resolution Focus** - the resolve to get things done and overcome obstacles.

Profile Description
- Sam's profile indicates that he is less resilient and achievement oriented than most. As a result, he may not be motivated to achieve success and may be more prone than most to quickly give up when faced with challenges.

Development Recommendations
- Ensure the goals and targets that are set for Samare realistic and achievable.
- Persistence and perseverance are some of the most important characteristics for success in the service industry. Remind Samof the importance of trying different approaches and addressing all the customer concerns.
- Diligence and persistence also involve following-up with customers. If Samhas trouble following-up on service related issues then help him develop a consistent and organised approach for follow-up.
- Also , support Samand ensure that he does not face many obstacles in his work. Close monitoring of his work to ensure that he does not leave tasks unfinished may also be needed.

M **D. Organisation** - an interest in keeping records and following systematic processes.

Profile Description
- The results of Sam's profile indicate that he is relatively self-disciplined and as conscientious as most people. As a result, he is as likely as most to work in an organised and methodical manner, maintain records and follow established processes and procedures.

Development Recommendations
- No training or development recommendations could be determined from Sam's profile for this dimension.

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ML | DEVELOPMENT GUIDE: SERVICE IMPROVEMENT

ML | A. Big Picture Thinking - an understanding how services support the organisation.

Profile Description
- Sam's personality profile indicates that he is relatively drawn to look beyond the obvious in search of broader possibilities and perspectives. However, his performance on the Abstract Reasoning Test suggests that he is likely to experience more difficulty than most in identifying logical relationships in novel material. He is also likely to experience difficulty using pure logic to deduce the consequences of these relationships. As a result, he is less likely than most to realise the impact of the services he provides on the organisation.

Development Recommendations
- Ensure Samremains mindful of the importance of maintaining a balance between being mindful of the "bigger picture" and paying sufficient attention to practical matters.
- Provide Samwith support by helping him gain a better understanding of how his work impacts the goals of the department and organization.

L | B. Problem Analysis - the ability to identify and analyse problems based on given facts.

Profile Description
- Samis slightly less inclined to approach problems from a rational and logical perspective than most. While he is slightly less inclined to search for practical and achievable outcomes than most, he is not expected to neglect given facts or offer overly unrealistic or fanciful solutions. In addition to this, his composite result on the reasoning tests indicates that he is less capable than most of understanding logic and appropriately solving general problems which he may encounter in his work. As a result, he is less likely than most to accurately identify problems and offer appropriate solutions.

Development Recommendations
- Encourage Samto "keep his feet firmly on the ground" when solving problems and ensure that the solutions he generates are practical and realistic.
- Training aimed at promoting a more logical and analytical approach to solving intellectual problems may be of some benefit to Samual.
- Encourage him to develop his analytical abilities by offering praise when he produces a well-reasoned argument that is based on logic.

M | C. Creativity and Innovation - an interest in searching for new and innovative solutions to problems.

Profile Description
- Sam's results indicate that he is likely to be relatively imaginative and as unconventional as most people. As a result, he is as likely as most to search for new and innovative solutions to problems.

Development Recommendations
- Encourage Samto be open to new ideas.
- Set a clear agenda for brainstorming sessions. Remind Samthat ideas should be generated without critically appraising them, where the cirtical appraisal of ideas should only be done once all the ideas have been produced.
- Value the originality of Sam's ideas separately from evaluating their quality and practicality.
- Sammight possibly benefit also from training programmes that develop creative problem solving and the ability to "think outside of the box".

L | D. Drive and Initiative - the drive to implement solutions.

Profile Description
- The pattern of results Samobtained on the questionnaire indicates that he is less motivated by achievement and success than most people, and that he does not have much personal drive and energy. Consequently, he is considerably less likely than most to drive the implementation of services and solutions.

Development Recommendations

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- Offer praise if Samtakes the lead and shows initiative.
- Be careful not to undermine him if he tries to push for action.

ML DEVELOPMENT GUIDE: SERVICE ETHICS

ML **A. Sense of Duty** - exhibits a strong sense of duty.

Profile Description
- The profile Samobtained on the questionnaire suggests that he does not have much of a need for achievement or recognition. As a consequence, he is likely to have a weaker sense of duty and obligation towards his work than most people.

Development Recommendations
- Value Sam's diligence.
- Remember to offer him praise for persevering with boring, repetitive tasks.

MH **B. Respect for Authority** - a belief in the importance of respecting authority and following protocols and procedures.

Profile Description
- Sam's profile indicates that he believes in the importance of respecting authority and is likely to be quite concerned to maintain his reputation.

Development Recommendations
- While Sam's profile indicates there isn't a strong need for training in this area, routine induction to familiarise him with the organisation's values, culture and ethics may be of some benefit to him.

ML **C. Self-Regulation and Management** - the ability to work without close supervision.

Profile Description
- While Sam's profile indicates that he is slightly more self-disciplined than most people, his profile also indicates that he is less dutiful than most. As a result, he may not be as able as most to self-regulate and manage his work and may require a little more supervision than most.

Development Recommendations
- Team Samup with more dutiful colleagues who can help attend to the requirements of tasks or provide him with supervision to ensure tasks are completed in an appropriate manner.

ML **D. Trust** - a belief in the importance of dealing with others with honesty and trust.

Profile Description
- The profile Samobtained indicates that while he is likely to be slightly sceptical and cynical when dealing with others, he is a little more likely than most to repress impulses that may be considered to be socially unacceptable. In addition to this, he is likely to believe that trust is to be earned and that integrity is something that must be proven over time. As a consequence, he is a little more likely than most to act with integrity, though he may have some difficulty convincing others of his trustworthiness.

Development Recommendations
- Samis likely to benefit from mentoring aimed at helping him appraise others' motives and goals in a more realistic (less suspicious) manner.

Sam Sample

L DEVELOPMENT GUIDE: SERVICE ADAPTABILITY

ML **A. Adaptability to Change** - *an openness to variety and change.*

Profile Description
- Sam's results suggest that while he is as likely as most to welcome variety and change, he may find it difficult to summon the energy to deal with change and may not be able to adapt as well as most. In addition to this, he is not expected to show as much enthusiasm for learning new methods or skills outside of his previous experience as most.

Development Recommendations
- Sammay benefit from mentoring aimed at helping him value change and openly embrace it.

L **B. Openness to Feedback** - *an acceptance of feedback on own performance.*

Profile Description
- Sam's profile suggests that he is a little less likely than most to accept others' feedback and advice, and is likely to become bothered if the feedback is not framed in a constructive manner. In addition to this, he is less confident than most people and may not seek opportunities for development.

Development Recommendations
- Ensure feedback is provided in a constructive manner.
- Training in positive thinking techniques may be of some value to Samual.
- If Samis unhappy about something, carefully consider what merit there may be in his perspective.

L **C. Dealing with Setbacks** - *the ability to deal with setbacks and challenges in a calm and collected manner.*

Profile Description
- Sam's profile suggests that he may not be as calm or resilient as most people. As a result, he is a little more likely than most to become anxious and impatient in the face of extreme difficulties and he may not show much focus or determination to overcome difficulties and persevere.

Development Recommendations
- Help Sambuild the confidence he needs to effectively deal with challenges.
- Work with Samto identify and deal with the symptoms and causes of stress in the workplace. Stress management courses may also be of some benefit to him.

L **D. Dealing with Objections** - *the ability to respond to customer objections in a calm and constructive manner.*

Profile Description
- Sam's results indicate that he is less tactful and diplomatic in his social interactions than most people, and that he is slightly more short-tempered and prone to becoming frustrated than most. As a consequence, he is not as motivated as most to monitor his behaviour and may not show as much patience or restraint as most when dealing with customer objections. Lacking awareness of social situations, he may reveal his frustration or pass ill-considered or thoughtless comments.

Development Recommendations
- Support Samto respond with tact, diplomacy and composure in high pressure conflict situations. There are many skills and techniques that can help in conflict situations and help deal with conflict. Such skills and techniques are often taught as part of conflict resolution or even customer service skills training courses. Coaching Samon how to effectively deal with conflict and conducting role plays with "difficult" customers can also be of benefit.

1. FEEDBACK AND REACTIONS

Gauging Sam's reaction to the profile is essential to the interpretation of the results and is useful in determining a development plan. Use the following questions to gauge his overall reaction to the feedback.

What did you learn from the results?

How did your perceptions of your service style compare to those of the profile?

What areas did you agree with the most?

What areas did you disagree with the most?

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2. SELECTING AREAS FOR DEVELOPMENT

Discuss with Samwhich areas he would like to focus on for development after having reviewed the report's findings. Use this page as the basis for all agreed development plans.

	This development plans is for:	**This development plans is overseen by:**
Name	Sam Sample	
Position		
Signature		
Date		

The table below summarises the dimensions used in service competencies framework. The areas which have been determined as most in "Need" for development from the profile have been marked with a check mark under the "Need" column, though users may also select other areas which they deem to be in need for development.

Sales Process Phase	Dimension	Need	Priority
Service Orientation	Understanding	☑	☐
Service Orientation	Value Addition	☑	☐
Service Orientation	Exceeding Expectations	☑	☐
Service Orientation	Balance	☐	☐
Service Interaction	Engaging	☑	☐
Service Interaction	Listening	☐	☐
Service Interaction	Influencing	☑	☐
Service Interaction	Professionalism	☑	☐
Service Delivery	Ownership	☑	☐
Service Delivery	Quality	☑	☐
Service Delivery	Resolution Focus	☑	☐
Service Delivery	Organisation	☐	☐
Service Improvement	Big Picture Thinking	☑	☐
Service Improvement	Problem Analysis	☑	☐
Service Improvement	Creativity and Innovation	☐	☐
Service Improvement	Drive and Initiative	☑	☐
Service Ethics	Sense of Duty	☑	☐

Service Ethics	Respect for Authority	☐	☐
Service Ethics	Self-Regulation and Management	☑	☐
Service Ethics	Trust	☑	☐
Service Adaptability	Adaptability to Change	☑	☐
Service Adaptability	Openness to Feedback	☑	☐
Service Adaptability	Dealing with Setbacks	☑	☐
Service Adaptability	Dealing with Objections	☑	☐

Dimensions selected as being in "Need" of development and which have also been selected as a "Priority" should be considered as part of Sam's development plan.

3. DEVELOPMENT PLAN

Please consider the following points in order to gain as much benefit from the development plan:

- Focus on the dimensions identified for development from the previous page.
- The development guides provide general recommendations for development. Use the development recommendations to help determine which development activities to pursue.
- Keep the objectives simple and measurable.
- Define how to monitor and evaluate progress.
- Use the provided form to put the plans in writing.
- Monitor Sam's progress through regular review meetings.

What areas do you wish to develop?

Why is it important or necessary to develop these areas?

How will you go about developing these areas?

Who do you need support from in order to achieve your development objectives?

When do you wish to achieve the desired development?

CULTURE FIT OVERVIEW

The culture fit scores estimate Sam's preference to work under certain workplace conditions. Not all the conditions provided are relevant to all organisations, which is why it is recommended to identify which conditions best fit the culture of the organisation before exploring Sam's specific workplace preferences.

The results of the culture fit profile can help determine the types of motivators and environments that stimulate Samand which, in turn, can help him perform at his best.

SALES CULTURE PROFILE CHART

Workplace Conditions	Score	Level	1	2	3	4	5	6	7	8	9	10
Roles which require working under pressure	2	L		●								
Roles which require exercising diplomacy	1	L	●									
Roles which require addressing the public and giving presentations	3	ML			●							
Roles which require working with others	3	ML			●							
Roles which require working in competitive environments	5	M					●					
Roles which require working long hours	2	L		●								
Roles which require high standards of accuracy	3	ML			●							
Roles which require working in changing environments	3	ML			●							
Roles which provide financial rewards and incentives	5	M					●					

CULTURE PROFILE DESCRIPTIONS

L Roles which require working under pressure

Sam's results suggest that he is likely to function less well than most in a pressured environment, where tight deadlines have to be met and demanding targets are routinely set. He is however, unlikely to enjoy working in setting which present him with challenges to overcome and problems to resolve and is unlikely to deal with these in a very positive and optimistic manner.

L Roles which require exercising diplomacy

He is unlikely to be suited to settings which demand tact and diplomacy.

ML Roles which require addressing the public and giving presentations

He would be expected not to be very comfortable in roles which require public speaking and giving presentations to large groups of people.

ML Roles which require working with others

His profile suggests that he is unlikely to feel particularly comfortable and at ease in work settings which require him to develop trusting and close working relationships with colleagues.

M Roles which require working in competitive environments

He is likely to be as content as most to work in relatively competitive environments.

L Roles which require working long hours

Sam's profile on the assessment suggests that his work ethic is likely to be significantly weaker than that of most other people. As a result, he is unlikely to fit into working environments that have a long-hours culture. Moreover, he is likely to prefer settings where there is not an excessive amount of work to do and where he is not kept too busy.

ML Roles which require high standards of accuracy

Sam's profile on the assessment suggests that he is unlikely to be that achievement orientated and would not be expected to be motivated to produce work of a high standard. He is unlikely to gain that great a sense of satisfaction from knowing others consider him to be good at his job and, as a result, he is unlikely to function well in settings where very high standards of accuracy are expected.

ML Roles which require working in changing environments

While Samis as open as most people to change, he may have trouble maintaining his levels of energy and drive in rapidly changing environments.

M Roles which provide financial rewards and incentives

He would be expected to be as comfortable as most in a culture where the primary motivation for staff are financial rewards.

Sam Sample

REASONING ABILITY RESULTS

REASONING ABILITY PROFILE

Scale	Score	1 2 3 4 5 6 7 8 9
Verbal Reasoning	1	1
Numerical Reasoning	1	1
Abstract Reasoning	1	1

Verbal Reasoning

The verbal component of the solution measures an individual's ability to reason using words, and draw inferences and logical conclusions from them. This includes both an understanding of the meaning of words and the relationships between them. The results have been compared to a high scoring group of graduate or equivalent ability.

Compared to the reference group he has performed rather less well than most on the verbal component of this test. This clearly demonstrates a significant weakness in his ability to understand concepts and principles expressed verbally. Consequently, one would expect him to take longer than most in understanding such written material and explanations. While he should be able to understand instructions of a basic nature, more complicated explanations and instructions may be beyond his ability.

Numerical Reasoning

The numerical component of the solution measures the individual's ability to use and manipulate numbers in a logical way. This includes both an understanding of numbers and the relationships between them.

Sam Sample's performance on the numerical component of this test falls considerably below the typical range achieved by the reference group. This suggests that he may have great difficulty understanding numerical concepts, may not be at all comfortable working with numbers and may not be able to fully grasp subtle numerical ideas. Consequently, he may have difficulty learning new numerical skills, even if these are taught in a very focused and structured way.

Abstract Reasoning

The abstract component of the solution is a non-verbal test of ability which measures reasoning power without drawing on verbal or numerical knowledge.

Sam Sample's score on the abstract component of this test falls considerably below the typical range achieved by the reference group. As a consequence, he is likely to have significant difficulty fully appreciating new, abstract concepts which are outside of his previous experience. He is likely to require a highly structured approach to learning if he is to benefit from training and instruction.