



Talent in Innovation.
Innovation in Talent.

CCSQ Interview Guide



Name

Sample Candidate

Date

27 September 2018

SELECTION REPORT & INTERVIEW PROMPTS

Key Points:

- This report is based upon the self-report of typical or preferred behaviour of Mr Sample Candidate
- The responses have been compared with those of a large sales and customer service group
- The information shown should be probed and confirmed through the interview process
- The points raised should be seen as indicators of potential rather than definitive statements
- This information should be treated confidentially
- The report can give valuable insight into the potential training and development needs of the individual

How to Use this Guide

For each of the competencies chosen from the Customer Contact model, areas of potential strength and areas that need probing are given as a series of bullet points. Also provided is a comprehensive series of example questions and associated prompts that are likely to provide useful information about each competence area. Interviewers can select their preferred questions and space is provided for brief notes.

Interview rating - you may wish to use the box below, marked 'Interviewers Recommendation', to indicate your decision at the end of the interview.

Interviewer's Recommendation

Not Recommended	Recommended with Reservations	Strongly Recommended

Feedback Details

It is strongly recommended that you offer feedback to candidates on their performance during the selection process.

AREA:	PEOPLE FOCUS
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Competency:	Relating to Customers
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Quickly builds rapport and establishes relationships with customers. Relates well to different types of customer; listens and gets on with them.

Interview Prompts:

Apparent Strengths

- open and frank with customers
- reasonably willing to go out of his way to help customers
- moderate sensitivity and understanding should help to build client relationships
- confident with most people
- usually generates customer rapport quickly
- humorous and sociable - livens up customers

Areas to Probe

- may be blunt or outspoken towards customers
- will easily show irritation
- sometimes may not understand the behaviour of customers
- may be seen as overbearing to some customers
- may be intimidating to less confident or more traditional customers

Example Questions (Please select your questions)

- Tell me about a recent situation where you had to build a relationship with a new customer (contact).
 - Why was the relationship important?
 - How did you develop this relationship?
 - What feedback did you receive from the customer (person)?
- What, in your view, makes it difficult to relate well to certain customers (people)?
 - What types of people are particularly difficult to get to know?
 - What have you done to improve poor relationships with other people in the past?
 - How are those relationships now?
- Give me an example of a time when you had to listen very carefully to a customer (someone).
 - What did they tell you?
 - How did you check that you had understood all of the information?
 - How did you show that you were listening?
- Describe a situation when you have had to deal with a particularly angry customer (person).
 - Why were they angry?
 - How did you attempt to calm them down?
 - If you were in a similar situation again, what would you do differently?
- Give me an example of when you have handled a shy or anxious customer (person).
 - What was the background to the situation?
 - What did you do?
 - How did they react to you?

AREA:	PEOPLE FOCUS
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Competency:	Relating to Customers
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Quickly builds rapport and establishes relationships with customers. Relates well to different types of customer; listens and gets on with them.

Behavioural Indicators:

Positive

- Quickly builds rapport
- Gets to know new customers easily
- Makes them feel welcome
- Shows empathy
- Relates well to all kinds of people
- Makes people feel like individuals
- Aware of the types of people that they find difficult
- Diffuses anger and frustration; placates difficult individuals
- Listens carefully
- Makes you, the interviewer, feel at ease during the interview

Negative

- Takes time to get to know people
- Uncomfortable being with some new people
- Leaves others feeling rather uncomfortable
- No evidence of being especially sensitive towards others
- Only relates to certain types of people
- Rarely tailors his/her way of greeting individuals
- Can feel intimidated or defensive with angry people
- Fails to calm certain people down
- Does not listen actively to you in the interview
- Loses your sympathy or support during the interview

Notes

Interview write up:

AREA:	PEOPLE FOCUS
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Competency:	Convincing
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Presents the key points of an argument persuasively. Negotiates and convinces others. Changes people's views and influences their decisions.

Interview Prompts:

Apparent Strengths

- confident negotiator in most situations
- his sociable manner should help him to gain customer commitment
- customers may be convinced by his humorous and lively approach
- likely to offer customers new or radical solutions
- likely to use innovative approaches for persuading others
- will normally find sales targets stimulating
- will get some motivation to convince others from a desire to meet own targets
- his need to outsell others is likely to be a powerful motivator for him

Areas to Probe

- uncomfortable in sales situations or where he needs to change the views of others
- may avoid opportunities to convince others
- unlikely to win people over
- his tendency to be talkative may prevent him from listening to customers during negotiations
- could be seen as overbearing when dealing with less confident or more traditional customers
- may adopt an overly familiar style when selling
- the radical solutions he suggests may make customers feel uncomfortable
- may not always respond well to very demanding sales targets
- his highly competitive drive may lead him to be overly aggressive or pushy

Example Questions (Please select your questions)

- Tell me about the last time you persuaded someone to your point of view.
 - How did you put over your ideas?
 - What kind of agreement did you reach?
 - On reflection, what would you do differently next time?
- Describe a situation when you were unable to persuade a customer (someone) around to your point of view.
 - What did you do?
 - Why didn't it work?
 - What feedback did you get about your approach?
- Give me a recent example of when you negotiated a successful sales outcome (a successful outcome).
 - What did you negotiate?
 - How did you win the person round?
 - How did you know that they were really convinced?
- Give me an example of when you have had to respond to a customer's (someone's) objections.
 - What were their objections?
 - How did you challenge their views?
 - How effective were you?
- What are your strengths in terms of influencing people?

- How often do you find yourself influencing others?
 - How do you compare to others in this area?
 - What could you do to make yourself more effective at influencing others?
- Tell me about the last time you won a group of people around to your way of thinking.
- What was your opinion?
 - How did this contrast with the group's opinion?
 - How did you win them over?

AREA:	PEOPLE FOCUS
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Competency:	Convincing
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Presents the key points of an argument persuasively. Negotiates and convinces others. Changes people's views and influences their decisions.

Behavioural Indicators:

Positive

- Presents key selling points persuasively
- Negotiates well
- Convinces customers
- Gains agreement and commitment
- Handles objections convincingly
- Influences decision making
- Changes others' views
- Track record of sales success
- Uses a wide range of sales techniques
- Has insight into how to improve sales success

Negative

- Not as persuasive as others
- Little evidence of developed negotiation skills
- Generally unwilling to convince or sell
- Rarely gains agreement or commitment
- Rarely counters objections convincingly
- Limited evidence of influencing decision making
- Others often retain their own views
- Needs help in selling
- Uses only a limited range of sales techniques
- Lacks insight into how to sell well

Notes

Interview write up:

AREA:	PEOPLE FOCUS
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Competency:	Communicating Orally
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Speaks confidently and fluently. Talks at a suitable pace and level. Holds others' attention when speaking.

Interview Prompts:

Apparent Strengths

- unlikely to attempt to impose his own views on others when speaking
- moderately warm and friendly when communicating
- likely to come across as a confident communicator in most situations
- humorous and lively - people will tend to enjoy listening to him
- sociable and extroverted - holds the attention of others when speaking

Areas to Probe

- will avoid opportunities for communication which involve actively persuading others
- may sometimes fail to fully appreciate the needs of his audience when communicating
- may talk at people rather than listening to them
- may be inappropriately informal or casual when talking to people

Example Questions (Please select your questions)

- Describe a recent situation when you had to explain something to someone you had never met before.
 - Tell me about the way you explained it to them.
 - How did you know that they understood you?
 - What makes you think you were successful?
- Tell me about any experience you have had of demonstrating a product or service.
 - What special issues or challenges did this present?
 - How did you ensure that you were effective?
 - What do you consider to be your strengths in this area?
 - What areas do you think could be developed further?
- Give me an example of when you had to explain something difficult over the telephone.
 - What information did you need to get across?
 - What was the most difficult thing about the conversation?
 - How would you act differently next time?
- Describe a talk or presentation which you have given recently.
 - How did you tailor it to suit the audience?
 - Roughly how many people were in the audience?
 - How did the audience react?
 - What do you think the audience thought of your style?
- Tell me about a time when you found it difficult to keep someone's attention.
 - Why was it so difficult?
 - What did you do?
 - How well did this work?

AREA:	PEOPLE FOCUS
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Competency:	Communicating Orally
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Speaks confidently and fluently. Talks at a suitable pace and level. Holds others' attention when speaking.

Behavioural Indicators:

Positive

- Confident, unhesitant and articulate when talking
- Talks at an appropriate pace
- Uses appropriate words and phrases
- Didn't use jargon and was easy to understand during the interview
- Evidence of adapting style to suit different audiences
- Varied intonation
- Expressive and interesting to listen to
- Understands how to keep an audience's attention
- Didn't go off on tangents
- Gets positive feedback from others

Negative

- Lacks confidence when talking
- Speaks too fast or too slowly
- Uses words or phrases that are somewhat inappropriate for the situation
- Uses jargon; hard to understand
- Tends to stick to one style of oral communication
- Speaks in a monotone way
- Lacks expression during the interview
- Loses your attention at times
- Tends to drift from one topic to another
- Limited positive feedback from others

Notes

Interview write up:

AREA:	PEOPLE FOCUS
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Competency:	Communicating in Writing
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Writes fluently, clearly and concisely. Adapts own written communication style to suit others.

Interview Prompts:

Apparent Strengths

- written style likely to incorporate a degree of both structure and spontaneity
- likely to ensure that all the details in written documents are correct
- unlikely to require additional support to accurately cross check his written communication

Areas to Probe

- unlikely to be attracted to writing highly persuasive or sales type documents
- may be less effective when required to write documents which argue a case
- his written communications could fail to convey the bigger picture
- may get too meticulous over his written communications

Example Questions (Please select your questions)

- What kind of paper work or forms have you had to complete in the past?
 - How frequently have you had to fill in such paperwork?
 - How legible is your handwriting?
 - What feedback have you had about your handwriting?
- Give me an example of when you have written an important letter to a customer (to someone).
 - What was the purpose of the letter?
 - How did you ensure that it was clear for the reader?
 - What feedback did you receive about your letter?
- Describe a situation when you chose to communicate in writing.
 - What were the circumstances?
 - Why did you choose to write?
 - How effective was this as a way of getting your view across?
- Tell me how you make notes for yourself
 - How do you typically lay out your notes?
 - What steps do you take to ensure that you understand them later?
 - How well do these steps work?
- Describe an informal note which you have written recently to a colleague (to a friend).
 - What was it about?
 - What did you do to ensure you were understood?
 - What could you have done to make your note even clearer?
- Describe an example of when you had to adapt a standard letter to suit a particular customer (person).
 - What was the letter about?
 - How did you change it?
 - What would you do differently next time?

AREA:	PEOPLE FOCUS
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Competency:	Communicating in Writing
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Writes fluently, clearly and concisely. Adapts own written communication style to suit others.

Behavioural Indicators:

Positive

- Experience of writing and dealing with correspondence
- Enjoys communicating with others in writing
- Writes fluently
- Writes concisely
- Avoids unnecessary jargon
- Structures his/her written communication
- Concerned about legible handwriting
- Accurate spelling and grammar
- Adapts message to suit different readers
- Gets positive feedback from others

Negative

- Little experience of writing and dealing with correspondence
- Avoids writing to others whenever possible
- Writes in a relatively unstructured way
- Tends to write lengthy communications
- Uses jargon inappropriately
- Unsure of how to structure written communication
- Untidy handwriting
- Careless spelling and grammar
- Tends to stick to one approach regardless of who the reader might be
- Limited positive feedback from others

Notes

Interview write up:

AREA:	PEOPLE FOCUS
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Competency:	Team Working
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Fits in with the team. Develops effective and supportive relationships with colleagues. Is considerate towards them and creates a sense of team spirit.

Interview Prompts:

Apparent Strengths

- unlikely to mind working alone
- less likely to need the support of a team
- frank about his feelings with other members of the team
- balanced view as to the importance of task versus people issues
- moderately sensitive to needs of others in the team
- is often prepared to go out of his way to help other team members
- outgoing and confident within the team
- likes to generate a sociable environment within the team
- will be a visible, high profile member of the team
- will generally share credit for achievements between himself and the team

Areas to Probe

- something of a solitary worker, much prefers to work on his own
- may place little value on team work
- can be outspoken with his views which may have an impact on team morale
- may sometimes miss the subtleties of others' feelings and reactions
- highly confident style may be intimidating to quieter team members

Example Questions (Please select your questions)

- What makes a team effective?
 - Why do you think that these things are so important?
 - Tell me about a time when you were in a team where things weren't going well.
 - What did you do to improve the situation?
- Tell me about the last time you worked as part of a team.
 - What was the purpose of the team?
 - What did you like about working in the group?
 - What did you dislike?
 - How did you get the team members to co-operate?
- Describe a time when you worked in a really effective team.
 - What made the team so effective?
 - What was your particular contribution to the team?
 - How did your colleagues relate to you?
- Give me an example of when you had to support others in a team.
 - Why did they need support?
 - What did you do to support them?
 - How did that change things?
- Describe an occasion when you had difficulties working with a team.
 - What caused the problems?
 - How did you respond?
 - What was the outcome?

- Tell me about a time when you needed to get team members to work together.
- What did you do?
 - How did the others respond?
 - What would you do differently next time?

AREA:	PEOPLE FOCUS
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Competency:	Team Working
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Fits in with the team. Develops effective and supportive relationships with colleagues. Is considerate towards them and creates a sense of team spirit.

Behavioural Indicators:

Positive

- Works best in teams
- Fits in well with teams
- Develops a good network of contacts at all levels
- Supportive and helpful
- Acknowledges the contributions of others
- Builds lasting working relationship
- Shows consideration for colleagues
- Tries to encourage people to work together
- Creates a sense of team spirit
- Balances personal objectives with those of the team

Negative

- Works best alone
- Dislikes relying on others
- Fails to establish networks
- Shows limited support of team efforts
- Rarely praises colleagues for their input
- Makes little effort to sustain relationships
- Takes credit for team efforts
- Does little to improve team relationships
- Limited evidence of trying to create harmony
- Puts personal objectives first

Notes

Interview write up:

AREA:	INFORMATION HANDLING
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Competency:	Fact Finding
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Knows where to find relevant information. Checks facts and data. Retrieves and absorbs information quickly.

Interview Prompts:

Apparent Strengths

- information searches should involve a balance between hard facts and intuition
- incorporates some degree of structure in his fact finding
- likes to ensure that all information elicited is correct
- unlikely to miss key details when checking information

Areas to Probe

- may sometimes place inappropriate emphasis on particular facts
- may sometimes use intuition when fact finding
- his moderately structured approach may go by the board when put under pressure
- his detailed approach may make fact finding very time consuming
- may not be concerned to get all of the relevant information
- may not persevere in the face of setbacks
- may not complete fact finding when faced with time pressures

Example Questions (Please select your questions)

- What has been the most difficult situation in which you had to collect information?
 - Why was it difficult?
 - How did you find the relevant information?
 - What was the outcome?
- Describe a recent project which required you to collect a lot of different sorts of information.
 - What sources did you use?
 - How useful were they?
 - How did you choose which bits of information to focus on?
- Describe an occasion when you questioned some information before making a decision.
 - Why was this important?
 - What questions did you ask?
 - What did you do with the new information?
- Give me an example of a time when some information you needed was missing.
 - What was the background to the situation?
 - How did you find out what you needed to know?
 - How did this work out in the end?
- How much do you rely on your memory to remember key facts and information?
 - What techniques do you use to help you remember?
 - How good is your memory in comparison to others'?
 - What types of information do you typically forget?

AREA:	INFORMATION HANDLING
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Competency:	Fact Finding
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Knows where to find relevant information. Checks facts and data. Retrieves and absorbs information quickly.

Behavioural Indicators:

Positive

- Knows where to look for information
- Uses open, relevant questions
- Uses a wide range of sources of information
- Probes and checks the facts
- Accurate and thorough
- Notices gaps and discrepancies
- Notices changes in data
- Absorbs key information
- Retains key information
- Self-sufficient in handling information

Negative

- Unsure where to find information
- Has difficulty identifying the key facts
- Unfamiliar with open questions; uses closed or hypothetical questions
- Only uses one source of information
- Takes things at face value
- Dislikes detailed checking
- Not very vigilant
- Slow to absorb information
- Poor memory for detail
- Relies on others for reminders

Notes

Interview write up:

AREA:	INFORMATION HANDLING
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Competency:	Problem Solving
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Identifies potential difficulties and their causes. Generates workable solutions and makes rational judgements.

Interview Prompts:

Apparent Strengths

- may be able to balance the advantages of analytical and intuitive approaches to problem solving
- enjoys solving problems to some extent
- typically innovative in his approach to identifying the causes of problems
- normally generates a number of alternatives from which to choose
- usually highly creative in his problem solving
- incorporates degrees of both structure and flexibility when solving problems
- will usually be stimulated by challenging problems

Areas to Probe

- his solutions may sometimes lack a rational analytical base
- may find that innovation becomes an end in itself, rather than identifying workable solutions
- occasionally his less systematic approach may prevent him from spotting potential drawbacks
- his implementation of solutions may sometimes be limited by a lack of structure
- may sometimes accept an easier solution to a problem rather than the best

Example Questions (Please select your questions)

- Tell me about the last time you were able to anticipate a problem.
 - How did you know the problem was likely to occur?
 - What did you do?
 - How effective was your action?
- Describe a complex problem which you solved recently for a customer (for someone).
 - What made it so challenging?
 - How did you handle it?
 - What was the outcome?
- Tell me about a situation where you have had to identify the key cause of a problem.
 - How did you work out the cause?
 - How did you solve the problem?
 - What lessons did you learn?
- Give me a recent example of when you came up with different solutions to a problem.
 - What suggestions did you come up with?
 - What did others think of your ideas?
 - How well did they work in practice?
- Tell me about a recent situation in which you had to be totally objective when reaching a decision.
 - What were the facts of the situation you had to review?
 - How did you weight the different pieces of information?
 - Looking back, what do you think of your decision?
- Describe the last time you had to analyse a lot of information or data.
 - What sort of information did this involve?
 - How did you analyse it?

- What did you learn from the analysis?

AREA:	INFORMATION HANDLING
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Competency:	Problem Solving
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Identifies potential difficulties and their causes. Generates workable solutions and makes rational judgements.

Behavioural Indicators:

Positive

- Anticipates potential difficulties
- Chooses appropriately between possible causes
- Stays objective
- Insightful - gets to the root of the problem immediately
- Breaks problems down into logical stages
- Has creative ideas
- Generates new insights and a range of workable solutions
- Assesses the risks carefully
- Analyses information accurately at an appropriate speed
- Draws appropriate conclusions

Negative

- Sometimes fails to anticipate problems
- Slow to grasp problems or learn from mistakes
- Influenced by feelings and intuition
- Analyses things at an inappropriate level of detail
- Tends to tackle things in a haphazard way
- Lacks creativity
- Tends to come up with impractical solutions
- Gives limited thought to the consequences of a solution
- Takes risks
- Unsure of the quality of their decisions

Notes

Interview write up:

AREA:	INFORMATION HANDLING
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Competency:	Business Awareness
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Is aware of competitor activity and market trends. Is profit conscious and appreciates the commercial impact of own work on profits.

Interview Prompts:

Apparent Strengths

- balances analytical and intuitive approaches in developing his awareness of business
- likes to take an innovative approach in assessing competitor or his own company activity
- looks for new ways to improve his own or the team's business performance
- driven to do better than others in the team in terms of who generates the maximum profit
- likely to focus on understanding competitors in order to overtake them

Areas to Probe

- may sometimes fail to consider competitor data in an objective way
- may occasionally accept an intuitive rather than an analytical basis for his commercial decision making
- may on occasion get so wrapped up in new ideas that he risks losing sight of the overall commercial aim
- may put his own commercial results above that of the team or the objectives of the business

Example Questions (Please select your questions)

- What do you know about our competitors?
 - What do you think they do better than us?
 - How could we be more successful?
 - What opportunities do you see for new business in this area?
- Why do customers choose our products or services?
 - What benefits do they have for our customers?
 - How could we make our products or services more attractive?
 - What market trends affect us?
- What is the most important thing you have done to increase profit?
 - What prompted you to do so?
 - What long term impact did you have?
 - How could you have increased this further?
- Give me an example of a time when you spotted a good business opportunity.
 - What was this opportunity?
 - Why did you think it was so worthwhile?
 - What was the result of your efforts?
- What sort of opportunities do you have to reduce costs?
 - Tell me about a time when you made some cost savings in the past.
 - How did you choose where to make the savings?
 - How much money do you think you saved?
- What impact do you feel this sales/customer service role has on our overall business performance?
 - In what way does the role contribute?
 - How would you measure this impact?
 - How would you increase this impact?

AREA:	INFORMATION HANDLING
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Competency:	Business Awareness
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Is aware of competitor activity and market trends. Is profit conscious and appreciates the commercial impact of own work on profits.

Behavioural Indicators:

Positive

- Has a commercial outlook
- Aware of competitor activity
- Aware of competitor products and services
- Spots business opportunities
- Aware of the organisation's strengths, weaknesses, opportunities and threats
- Appreciates market trends
- Informed about market situation
- Is profit conscious
- Has often introduced ways to reduce costs
- Can see how own performance affects profits

Negative

- Not very interested in business
- Unconcerned about competitor activity
- No knowledge of competitor products and services
- Tends to be slow to spot business opportunities
- Limited awareness of organisation's strengths, weaknesses, opportunities and threats
- Given little thought to changes in customer demand
- Poorly informed about market situation
- Not very profit conscious
- Rarely made cost savings
- Sometimes distances self from the organisation's success/performance

Notes

Interview write up:

AREA:	INFORMATION HANDLING
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Competency:	Specialist Knowledge
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Has background knowledge and a thorough grasp of products and services. Has expertise in own area.

Interview Prompts:

Apparent Strengths

- the depth of his understanding of products or services will be aided to some extent by his moderate interest in probing and analysing information
- his highly detailed approach should make it easy for him to appreciate the intricacies underpinning his own area of expertise
- his marked innovative streak will often inspire him to offer new insights in his specialist area
- his moderate desire to improve his own performance may encourage him towards the acquisition of further specialist knowledge

Areas to Probe

Example Questions (Please select your questions)

- Which technical problems are the most challenging for you?
 - What are your strengths and weaknesses technically?
 - How does your level of knowledge compare with that of your peers?
 - What feedback have you received?
- Describe an occasion when colleagues (others) sought your advice or experience.
 - What had you done to be an authority?
 - How accurate was your advice?
 - What have you done since to acquire extra knowledge?
 - To what extent could you answer all their questions?
 - How did you know that the information you gave was up-to-date?
 - What was their reaction?
- How do you keep up with advances in your field?
 - How much time do you spend doing this?
 - Which specialist or technical magazines or journals do you read?
 - How do your efforts compare with those of your peers?
- Describe an occasion when you felt that your level of specialist knowledge was insufficient.
 - What made you think this?
 - What action did you take?
 - What are your current strengths and weaknesses in this area?
- Describe a recent technical problem you dealt with and its solution in non-technical terms.
 - How did you notice it?
 - What did you do?
 - What was the result of your efforts?

AREA:	INFORMATION HANDLING
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Competency:	Specialist Knowledge
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Has background knowledge and a thorough grasp of products and services. Has expertise in own area.

Behavioural Indicators:

Positive

- Well informed about the area
- Knows the features of own products and services
- Knows the benefits of own products and services
- Understands technical or specialist issues
- Receives positive feedback about their level of specialist knowledge
- Is keen to keep updated/learn about the area
- Has relevant technical qualifications
- Is an authority in own field

Negative

- Limited knowledge about area of expertise
- Gaps in knowledge about features of products and services
- Gaps in knowledge about benefits of products and services
- Unsure of the answers to basic technical questions
- Struggles to keep up to date
- Rarely asked specialist questions by colleagues
- Little positive feedback about technical skills
- No interest in finding out about technical area
- Lacks relevant technical qualifications
- Not an authority

Notes

Interview write up:

AREA:	DEPENDABILITY
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Competency:	Quality Orientation
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Provides a quality service. Maintains high professional standards and gets work right first time.

Interview Prompts:

Apparent Strengths

- his careful attention to detail implies his work will nearly always be right first time
- his general acceptance of the need for planning suggests he will be prepared to adopt quality procedures

Areas to Probe

- completion of documentation likely to suffer due to his dislike of repetitive tasks
- low commitment to deadlines may impact upon his delivery timescales

Example Questions (Please select your questions)

- Give me an example of when you have had to produce high quality work.
 - Why did the work have to be of such a high standard?
 - How did you ensure that these standards were met?
 - What would you do to improve the quality of your work?
- What sorts of professional standards have you had to adhere to in the past?
 - Why were they important?
 - What difficulties did you encounter maintaining them?
 - How did you ensure that others also complied with these standards?
- How do the standards which you set yourself compare to others' standards?
 - Which activities do these relate to?
 - How do you evaluate your performance?
 - What feedback have you received from others about the quality of your work?
- Give me an example of when time pressures prevented you spending a lot of time on a task.
 - What implications did this have for the quality of your work?
 - How did you ensure that the task was done properly?
 - What would you do differently in the future?
- Describe a time when you did not meet your usual standards for work.
 - What alerted you to this?
 - How did you overcome the problem?
 - What were the long term consequences?

AREA:	DEPENDABILITY
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Competency:	Quality Orientation
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Provides a quality service. Maintains high professional standards and gets work right first time.

Behavioural Indicators:

Positive

- Produces quality work
- Takes pride in the quality of work
- Maintains high professional standards
- Sets very high standards
- Never compromises own standards
- Makes sure work is totally correct
- Thorough and accurate
- Pays close attention to quality
- Hates cutting corners
- Gets work right first time

Negative

- Produces poor or mediocre work
- Shows little pride in quality of own work
- Works inconsistently
- Struggles to maintain high standards
- Compromises easily
- Rarely checks work
- Omits points of details or makes errors
- Relies on others to find mistakes
- Cuts corners
- Often has to repeat tasks to meet the required standard

Notes

Interview write up:

AREA:	DEPENDABILITY
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Competency:	Organisation
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Organises own time effectively and creates own work schedules. Prioritises and prepares in advance. Sets realistic time-scales.

Interview Prompts:

Apparent Strengths

- to some extent is prepared to plan and organise
- pays some attention to setting priorities
- likely to organise his own time to a high degree of detail
- scheduling and planning likely to cover all relevant elements

Areas to Probe

- in his attempt to include all the detail, may over-complicate his plans
- his rather casual approach to deadlines is unlikely to motivate him to organise his time effectively

Example Questions (Please select your questions)

- Tell me how you normally cope with a lot of work.
 - Where do you start?
 - What do you do to ensure it all gets done?
 - How do you feel inside when you have so much to do?
- Give me an example of when you had to organise a piece of work or an event.
 - What did you have to do?
 - How did you prepare and plan for it?
 - What time-scales did you set?
 - How well did it go?
- Tell me about a time when you had to prioritise a list of activities.
 - Why was this necessary?
 - On what basis did you make your decisions?
 - How did you put this work into practice?
- Describe an occasion when you had to prepare in advance for a meeting or project.
 - What did you do?
 - How much time did you have to prepare?
 - What could you have prepared better?
- Give me an example of when you had to work to an important deadline.
 - How manageable were your time-scales?
 - What did you do to ensure that the deadline was met?
 - How would you organise your activities differently next time?
- Describe the last time you missed a deadline.
 - Why did this happen?
 - How responsible were you for this?
 - What did you do to try to overcome this problem?

AREA:	DEPENDABILITY
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Competency:	Organisation
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Organises own time effectively and creates own work schedules. Prioritises and prepares in advance. Sets realistic time-scales.

Behavioural Indicators:

Positive

- Organises own workload effectively
- Plans in the short and medium term before starting tasks
- Structures own activities
- Creates schedules
- Prioritises workload accurately
- Prepares in advance
- Checks progress is on track at regular intervals
- Builds in contingencies
- Sets realistic time scales
- Only missed deadlines because of unavoidable circumstances

Negative

- Disorganised and unstructured
- Starts without planning; tackles obstacles on the spur of the moment without prior thought
- Over commits himself/herself
- Rarely creates schedules
- No clear priorities
- Tends not to prepare in advance
- Does not monitor progress; fails to use prompts or reminders
- Does not build in contingencies
- Not concerned about time pressures
- Missed deadlines through poor planning

Notes

Interview write up:

AREA:	DEPENDABILITY
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Competency:	Reliability
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Is reliable; follows direction from supervisor and respects policies and procedures. Shows commitment to the organisation and task completion.

Interview Prompts:

Apparent Strengths

- reasonable drive to achieve results will contribute to his commitment to organisational goals
- his implementation of company policies and procedures will be supported to some extent by his reasonably structured style

Areas to Probe

- is not particularly driven to ensure that routine tasks are completed
- fairly frank about irritations and may openly criticise directions from above
- his reliability may, on occasion, be limited by his moderate level of planning

Example Questions (Please select your questions)

- Tell me about the last time you were asked to do something by your boss (someone in authority).
 - How did you feel about being told what to do?
 - How did you respond?
 - What feedback did they give you afterwards?
- What kinds of regulations or procedures do you have to respect at the moment?
 - What impact does this have on the way you work?
 - How well do you manage to keep to them?
 - What problems do you have adhering to them?
- Give me an example of a time you challenged someone's authority.
 - What was the background?
 - What did you do to show you disagreed?
 - What was the outcome?
- How useful are company policies?
 - What advantages do they bring?
 - What would you like to change about them?
 - How does your attitude compare to that of your colleagues?
- Describe a time when you failed to complete a task on time.
 - Why was this?
 - What steps had you taken to avoid this?
 - What lessons did you learn?
- Tell me about a time when you have demonstrated real commitment to an organisation or group.
 - What conflicts did this cause you?
 - How did you show this?
 - Why was it so important?
 - How did your attitude compare to that of those around you?

AREA:	DEPENDABILITY
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Competency:	Reliability
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Is reliable; follows direction from supervisor and respects policies and procedures. Shows commitment to the organisation and task completion.

Behavioural Indicators:

Positive

- Is reliable
- Follows guidance and directions from superiors willingly
- Is punctual for meetings
- Arrives at work promptly
- Respects policies and procedures
- Accepts the need for rules and regulations
- Gets on well with superiors
- Completes tasks on time
- Perseveres with repetitive or laborious tasks
- Shows commitment to the organisation

Negative

- Is unreliable
- Follows guidance and directions from superiors grudgingly
- Arrives late/leaves early
- Tends not to follow policies or procedures
- Bends the rules
- Cannot see the need for policies, rules or regulations
- Challenges what he/she is told inappropriately
- Makes excuses about incomplete work
- Finds repetitive tasks hard to complete
- Little organisational commitment in the past

Notes

Interview write up:

AREA:	ENERGY
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Competency:	Customer Focus
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Puts the customer first and is eager to please them. Works hard to meet customer needs and looks after their interests.

Interview Prompts:

Apparent Strengths

- reasonably sensitive to customers' needs
- will sometimes go out of his way to help customers
- reasonably target driven approach may motivate him to work fairly hard to get customer satisfaction
- moderate desire to succeed will give some impetus to his meeting customer demands

Areas to Probe

- sometimes has difficulty understanding the behaviour of customers
- desire to meet customer needs may be compromised by the challenging nature of the targets
- may not have the persistence to consistently work hard for clients over long periods of time

Example Questions (Please select your questions)

- How much contact have you had with customers?
 - What do you like about dealing with them?
 - What do you dislike?
 - How do you look after their interests in the organisation?
- Give me an example of when you have put a customer (someone else) first.
 - What sacrifices did you have to make?
 - What impact did this have on your other activities?
 - How was this seen by others?
- Describe a time in the last 6 months when you had to help a customer (friend).
 - How did you find out about their real needs?
 - Why did they come to you?
 - How well did you manage to meet their needs?
- Tell me about the last time a customer (colleague or friend) made an excessive or unreasonable demand on you.
 - What made them so demanding?
 - What did you do to assist them?
 - How much time did this take?
- Describe a time when you were unable to help out a customer (friend) as much as they wanted.
 - Why was this?
 - What did they say about your reaction?
 - What did your boss (those around you) say?
- Tell me about a time when you were complimented for helping a customer (someone) beyond the call of duty.
 - How frequently do you go to that kind of trouble?
 - What similar feedback have you received?
 - What feedback have you had from colleagues?

AREA:	ENERGY
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Competency:	Customer Focus
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Puts the customer first and is eager to please them. Works hard to meet customer needs and looks after their interests.

Behavioural Indicators:

Positive

- Puts customers first
- Focuses on customers
- Aims to please customers
- Is driven by customer demands
- Ensures total satisfaction
- Prepared to make sacrifices for others
- Works hard to meet customer needs
- Regularly helps others beyond the call of duty
- Protects customers from organisational pressures
- Receives very positive customer feedback

Negative

- Only moderately concerned about helping others
- Rarely gives customers or others special treatment
- Not as driven as others to give complete satisfaction
- Can fail to deliver total satisfaction
- Rarely makes sacrifices for others
- Does not work as hard as colleagues to meet others' needs
- Leaves people waiting to be helped
- Little evidence of serving the needs of others
- Limited evidence of helping others generally
- Little evidence of receiving positive customer feedback

Notes

Interview write up:

AREA:	ENERGY
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Competency:	Resilient
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Remains calm and self-controlled under pressure. Reacts well to change and stays positive despite setbacks. Keeps difficulties in perspective.

Interview Prompts:

Apparent Strengths

- able to brush off most unfair comments
- often able to see the positive side
- will be motivated by a reasonable degree of pressure
- likely to respond energetically when faced with pressure
- fairly open to new circumstances
- likely to react quite well to unexpected changes

Areas to Probe

- may become stressed or anxious under extreme pressure
- will be open about his irritation
- may find it difficult to appear calm under stress
- may lose his goal orientation in highly pressurised situations

Example Questions (Please select your questions)

- Describe a situation in which you had to work under pressure.
 - What was the cause of the pressure?
 - How did you feel about it?
 - What did you do to cope?
- Tell me about the last time you had to cope with a significant change to your daily activities.
 - What led to the change?
 - How did you feel about it?
 - What did you do to cope?
- Describe a crisis you handled recently.
 - What caused it?
 - What did you do to resolve it?
 - What were your feelings at the time?
- Give me a recent example of when you have experienced a setback.
 - Describe the situation.
 - How did you react to the problem?
 - To what extent did others see how you were feeling?
- Give me an example of a time when you were unfairly criticised.
 - Why was this?
 - How did you respond?
 - What was the outcome?
- Describe an occasion when something at work was causing you to feel negative or fed-up.
 - What had caused these feelings?
 - How did you approach your work at the time?
 - What impact did this have on your friends or work colleagues?

AREA:	ENERGY
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Competency:	Resilient
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Remains calm and self-controlled under pressure. Reacts well to change and stays positive despite setbacks. Keeps difficulties in perspective.

Behavioural Indicators:

Positive

- Deals with pressure calmly
- Remains self-controlled during crises
- Able to relax - can list activities which help
- Rarely tense for long
- Optimistic and resilient
- Bounces back after setbacks
- Open to change - not threatened by it
- Reacts positively to change
- Not overly sensitive to criticism
- Keeps difficulties in perspective

Negative

- Allows pressure to get thim/her; 'infects' others with anxiety or panic
- Little emotional control; over-reacts during crises
- Finds it hard to relax - unable to say how he/she relaxes
- Frequently tense
- Pessimistic
- Tends to find it hard to bounce back
- Prefers stability
- Dislikes change - finds it unsettling
- Too sensitive to criticism
- Gets things out of proportion

Notes

Interview write up:

AREA:	ENERGY
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Competency:	Results Driven
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Gets results and willingly tackles demanding tasks. Sets and exceeds challenging personal targets.

Interview Prompts:

Apparent Strengths

- is moderately driven to hit goals and achieve results
- will achieve many results and targets by virtue of his high level of activity
- desire to get results will be increased by competition from others

Areas to Probe

- unlikely to achieve results if they involve repetitive tasks
- sets relatively little value on the time-scales within which results need to be achieved
- may be put off by very challenging tasks

Example Questions (Please select your questions)

- Tell me about a situation in which you had to cope with a particularly demanding task.
 - What did you do to ensure you coped?
 - How did you feel?
 - How often do you get asked to achieve difficult goals?
- Tell me about a time when you were especially motivated.
 - What most strongly motivates you to work hard?
 - How does this show itself?
 - What demotivates you?
- Describe a recent opportunity you had to take on new responsibilities.
 - How did the opportunity arise?
 - What were these new responsibilities?
 - What was the outcome?
- When was the last time you learned a new skill at work?
 - What was the skill?
 - How did you apply your learning?
 - What feedback did you receive about your performance?
- Give me an example of when you have set yourself an ambitious target.
 - What made it so ambitious?
 - How did it compare with other targets you had set yourself?
 - How well did you do?
- Tell me about the last time you exceeded your personal targets.
 - By how much did you exceed them?
 - How did you manage this?
 - What has happened since then?

AREA:	ENERGY
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Competency:	Results Driven
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Gets results and willingly tackles demanding tasks. Sets and exceeds challenging personal targets.

Behavioural Indicators:

Positive

- Motivated to get results
- Readily tackles demanding tasks
- Enjoys a challenge
- Gets outstanding results
- Always concerned to improve performance
- Evaluates own performance and recognises personal weaknesses
- Constantly learning and developing new skills
- Accepts higher personal targets and new responsibilities
- Sets ambitious targets and personal objectives
- Exceeds targets frequently

Negative

- Less motivated than others to achieve
- Prefers simple tasks
- Not especially motivated by a challenge
- Gets mediocre results
- Complacent about achievements
- Limited awareness of own strengths, development needs and levels of performance
- Not very interested in growing or acquiring new skills
- Prefers not to take on new responsibilities
- Sets easy targets and personal objectives
- Rarely exceeds targets

Notes

Interview write up:

AREA:**ENERGY****Competency:****Using Initiative**

Takes responsibility for own actions and makes decisions without referring to others. Acts on own initiative.

Interview Prompts:**Apparent Strengths**

- higher activity levels suggest a willingness to keep things moving
- with realistic targets is likely to take the initiative to achieve his goals
- he is likely to be especially novel and imaginative in the initiatives he chooses to take

Areas to Probe**Example Questions (Please select your questions)**

- Tell me about the last time you had to take responsibility for your actions.
 - What had you done that you had to take responsibility for?
 - Why was taking responsibility so important?
 - How did you stand up for yourself?
- Describe the last time you had to make a spur of the moment decision.
 - Why did it have to be made so quickly?
 - How did your decision affect others?
 - What would you do differently if you could do it again?
- Give me an example of when you had to work without any guidance.
 - Why was this?
 - How did you cope?
 - What feedback did you receive?
- Describe an occasion when you took responsibility for making a key decision.
 - What was your decision?
 - How and why did you defend your position?
 - What was the possible impact of a poor decision?
- Tell me about a time when you referred upwards for help.
 - What was the background?
 - Why did you need help?
 - To what extent do you still seek advice in this area?
- Give me a recent example of when you showed initiative?
 - What were the circumstances?
 - In what way did you show initiative?
 - What resulted from the initiative that you took?

AREA:	ENERGY
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Competency:	Using Initiative
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Takes responsibility for own actions and makes decisions without referring to others. Acts on own initiative.

Behavioural Indicators:

Positive

- Takes responsibility for own actions and decisions
- Ensures he/she understands the task
- Can make decisions without referring to others
- Only asks a few key questions
- Only refers upwards when necessary
- Handles problems with minimal guidance
- Appreciates the consequences of delaying action
- Times questions carefully to avoid disruption
- Acts without being prompted
- Acts on own initiative

Negative

- Does not take responsibility for own actions and decisions
- Relies too much on others
- Constantly referring to others and asking questions
- Refers upwards about most issues
- Needs considerable guidance
- Prepared to wait to act even in crises
- Tends to interrupt others at difficult times
- Acts only after being prompted
- Rarely shows initiative
- Limited positive feedback

Notes

Interview write up:

ASSESSMENT METHODOLOGY

This Profile is based upon the following sources of information for Sample Candidate:

Questionnaire / Ability Test	Comparison Group
CCSQ7.2 UK English v1 (Std Inst)	CCSQ Banking - 2007 (HK)

PERSON DETAIL SECTION

Name	Sample Candidate
Candidate Data	CR1=3, CR2=2, CR3=6, CR4=7, CR5=1, CR6=9, CT1=7, CT2=8, CT3=4, CT4=6, CT5=10, CT6=2, CE1=6, CE2=8, CE3=4, CE4=8, CCO=9
Report	CCSQ Interview Guide Report Std v2.0 ^{RE}

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