

**Sally Sample**  
**09 Feb 2026**

**DECISION MAKER**

# SERVICE ROLES- SELECTION



**SOLUTIONS  
SELECTION**



## 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.

### REPORT SECTIONS

The "Selection" report presents Sally Sample profile results in the following sections:

#### **Customer Service Competencies Overview**

Provides a summary of Sally Sample's results against the service competencies. This section also highlights Sally Sample potential strengths and areas of potential risk within the service competencies.

#### **Culture Fit Overview**

Provides a summary of Sally Sample's fit to different types of roles or work environments.

### DISCLAIMER

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, Sally Sample past performance can be assessed through a critical review of references, her work history and previous qualifications, and via a structured interview. Her level of job specific knowledge can be assessed via the use of work sample tests and simulations, and behavioural interviews. Finally, her 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** - empathy for others and interest in viewing things from the customer's perspective.
- **Value Addition** - interest in adding value to services and products.
- **Exceeding Expectations** - interest in pleasing customers and meeting their needs.
- **Balance** - balancing organisation and customer interests.

#### Service Interaction

Investigates how the individual interacts with customers. It includes the following dimensions:

- **Engaging** - outgoing and engaging when dealing with customers.
- **Listening** - active listening skills and attentiveness to the needs of others.
- **Influencing** - confidence and composure when bringing other over to a point of view.
- **Professionalism** - 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** - taking ownership and responsibility of own work and performance.
- **Quality** - interest in ensuring standards are maintained.
- **Resolution Focus** - resolve to get things done and overcome obstacles.
- **Organisation** - 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** - drive to implement solutions.

#### Service Ethics

Investigates the values and principles by which individuals conduct themselves. It includes the following dimensions:

- **Sense of Duty** - 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 capacity 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** - dealing with setbacks and challenges in a calm and collected manner.
- **Dealing with Objections** - responding to customer objections in a calm and constructive manner.



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

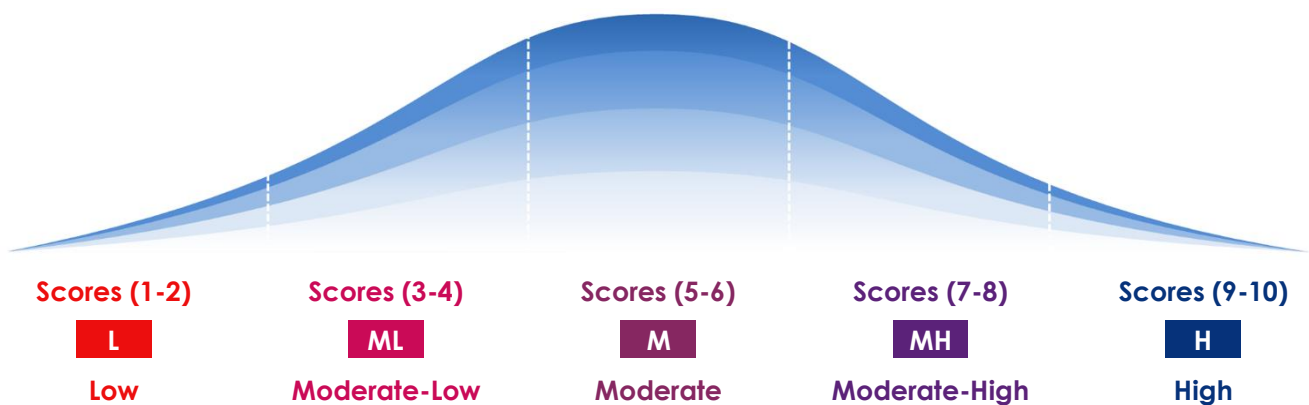
## CULTURE CONDITIONS

- 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 Sally Sample's results and determine her tendency to exhibit effective service behaviours in the workplace compared to others. Her 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.

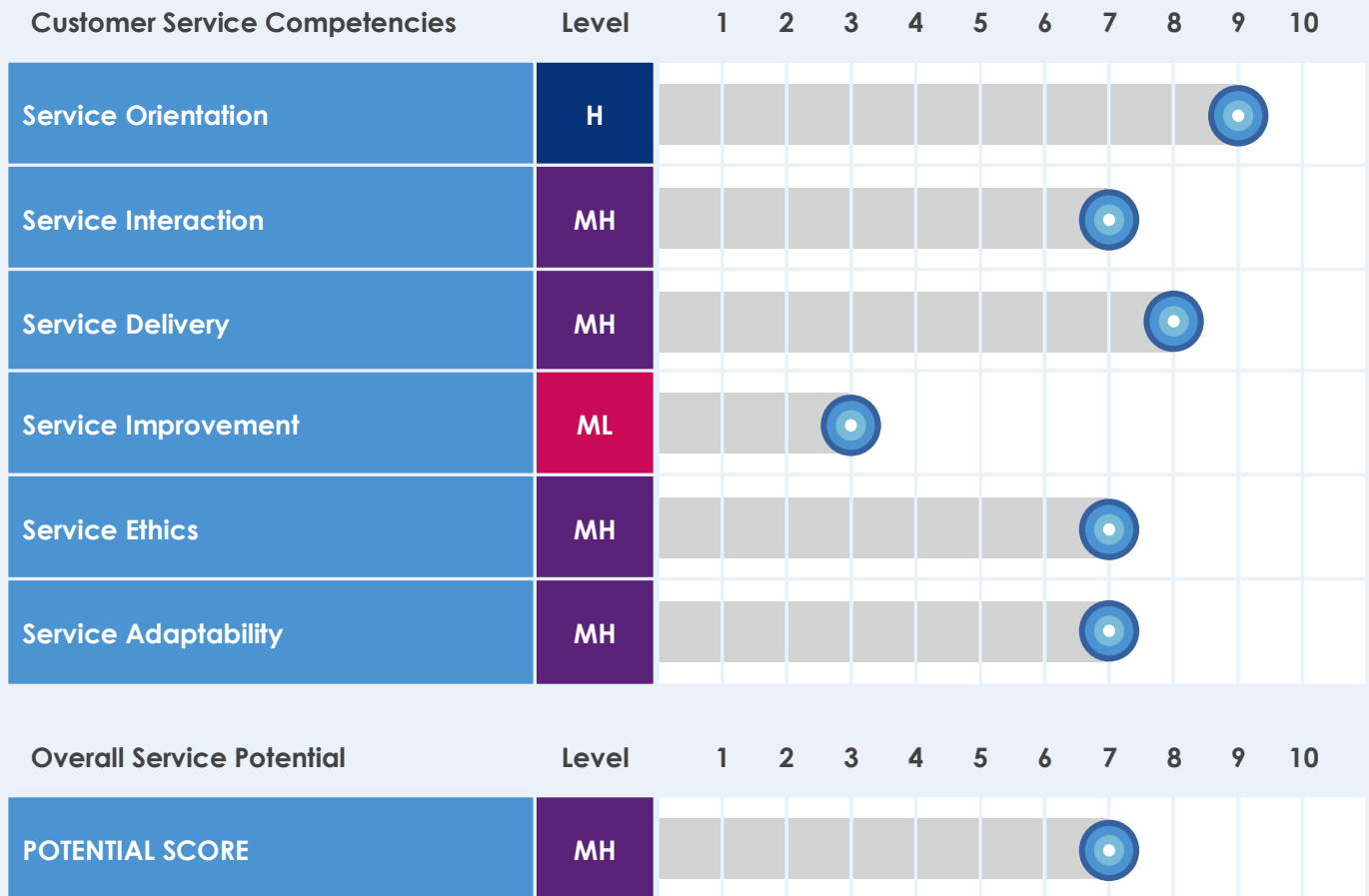




## CUSTOMER SERVICE COMPETENCIES OVERVIEW

The overall service potential score estimates Sally Sample'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



## RESPONSE STYLE

The pattern of responses Sally Sample obtained on the assessment indicates that she is likely to be extremely concerned to present herself to others in a positive light, with this possibly having biased her responses to the personality test. Assessors should therefore bear this presentational style in mind when interpreting her profile and may wish to seek further evidence in support of the test's results.



## PROFILE HIGHLIGHTS

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

### POTENTIAL STRENGTHS

- Sally Sample is more likely than most to foster and project good-will towards customers and is also more likely than most to consider the customer's perspective when offering services and solutions.
- She is more likely than most to add value by catering the products and services she offers to her customers' needs. While she is more likely than most to search for practical ways of adding value, she may not be as inclined as most to paint word pictures when appealing to customers.
- Sally Sample would be expected to strive to exceed her customer's expectations.
- She is expected to assert herself or acquiesce to others' wishes as the situation demands, which should aid her in finding the right balance between customer and organisational interests. In addition to this, she is expected to evaluate organisational and customer demands with the aim of finding a realistic and practical outcome.
- She would be expected to listen to her customers and be attentive to their needs. Consequently, she is more likely than most to build close and personal relationships with her customers.
- Sally Sample is likely to be very diplomatic and tactful and is likely to adjust her behaviour to closely fit whatever social situation she finds herself in. She is also likely to be very concerned to present herself to others in a positive light and quite keen not to say things which others might find offensive or consider to be odd or out of place. Consequently, she would be expected to be very well suited to working with sensitive customers.
- Sally Sample would be expected to be strongly motivated to produce work of a high standard. Furthermore, she is likely to gain a great sense of satisfaction from producing work of a high quality and from knowing that others consider her to be very good at her job.
- Sally Sample would be expected to be well organised and methodical in her work, keep accurate records and follow established processes and procedures. Having said this, she may be viewed by others as being somewhat obsessive, Perfectionistic or rigid.
- Sally Sample is more likely than most to drive the implementation of services and solutions.
- Sally Sample strongly believes in the importance of respecting authority and is likely to be very concerned to maintain her reputation.
- Sally Sample has a positive view of human nature and is likely to deal with others in an honest and trustworthy manner. In addition to this, she is likely to be quite concerned not to betray others' trust in her.
- She is more likely than most to confront difficulties with utmost composure. In addition to this, she should be as capable as most of remaining focused and performing when faced with pressure, adversity, disappointment, or opposition.
- Sally Sample would be expected to deal with customer objections with much patience and restraint. Furthermore, she is inclined to closely monitor her behaviour to ensure that she does not upset or offend her customers.

### POTENTIAL RISKS

- She is significantly less likely than most to realise the impact of the services she provides on the organisation.
- She is not expected to search for new and innovative solutions to problems.

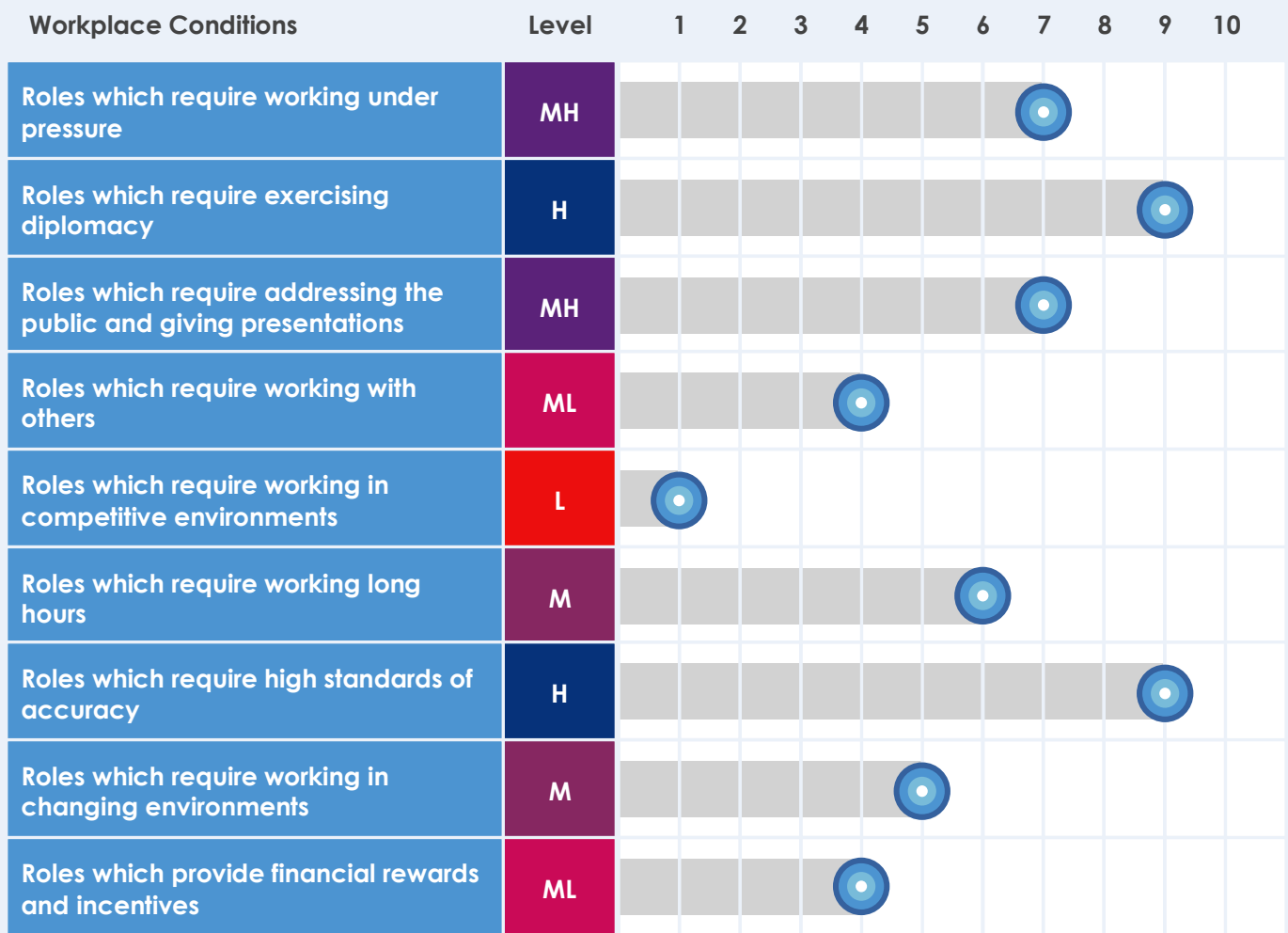


## CULTURE FIT OVERVIEW

The culture fit scores estimate Sally Sample'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 Sally Sample specific workplace preferences.

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

### SALES CULTURE PROFILE CHART





## CULTURE PROFILE DESCRIPTIONS

### **MH** Roles which require working under pressure

Sally Sample results suggest that she is likely to function quite well in a highly pressured environment in which tight deadlines have to be met and demanding targets are routinely set. She would be expected to enjoy working in a setting that presents her with challenges to overcome and problems to resolve, as most people would, and is likely to deal with these challenges in a reasonably positive and optimistic manner.

### **H** Roles which require exercising diplomacy

She is likely to be very well suited to settings which call for a high degree of tact and diplomacy.

### **MH** Roles which require addressing the public and giving presentations

She would be expected to be more comfortable than most in roles which require public speaking and giving presentations to large groups of people.

### **ML** Roles which require working with others

Despite being relatively trusting, her profile suggests that she may be slightly less interested than many in working with others due to her relatively independent nature.

### **L** Roles which require working in competitive environments

She is unlikely to be happy working in competitive environments.

### **M** Roles which require working long hours

Sally Sample's profile suggests that her work ethic is in the average range. As a result, she is likely to believe work is reasonably important, and she would be expected to be as committed to work as most other people are. Consequently, she is likely to fit as well as most in working environments that have a long-hours culture. She is likely to prefer settings where there is a fair amount to do and where she is kept reasonably busy.

### **H** Roles which require high standards of accuracy

Sally Sample's results suggest that she is quite achievement orientated, where she is likely to be strongly motivated to produce work of a high standard. She is likely to gain a great sense of satisfaction from producing work of a high quality and from knowing that others consider her to be very good at her job. Consequently, this is likely to be a very important source of motivation for her and she is likely to function well in settings where extremely high standards of accuracy are expected.

### **M** Roles which require working in changing environments

While Sally Sample's profile indicates that she is very conventional and may not prefer variety or change, she should have sufficient energy to be able to cope with work in rapidly changing environments

### **ML** Roles which provide financial rewards and incentives

She would be expected to be less comfortable than most in a culture where the primary motivation for staff are financial rewards.