CCSQ

Manager Report – Customer Facing Roles

Name

Mr Sample Candidate

Date

03 October 2018

INTRODUCTION

This SHL Manager Report will help you establish Mr Sample Candidate's likely success in a customer-facing role. This report is based on the responses your candidate gave when taking the Customer Contact Styles Questionnaire (CCSQ).

Before using this report it is important that you decide which competencies are critical for success in the position you are considering. If the results are used for selection, it is recommended that a job analysis be performed in order to identify the competencies that are most important to successful performance in the targeted role. Contact SHL for more information on work profiling and competency design. In the Executive Summary below you will see a column headed "Important for Success", you might find it useful to use this to indicate which competencies are most important to the role you are considering.

Of course, this report cannot be considered in isolation. You will need to consider other factors such as the candidate's experience, knowledge and ability to get a complete assessment of how well the candidate will fit the requirements of the role. Conducting an interview or other assessment will also help to determine the candidate's suitability.

The information in this report can help to identify strengths and development areas for Mr Sample Candidate. If you are using this report for development purposes it is useful to have a good understanding of relevant development interventions, for example coaching techniques.

The report is split in to three key sections, Executive Summary, Customer Contact Competencies and Competency Definitions. The last page of the report provides a technical summary of the output of the CCSQ.

EXECUTIVE SUMMARY

This section provides an overview of Mr Sample Candidate's results. For more detailed information you can refer to the Customer Contact Competencies and Competency Definition sections.
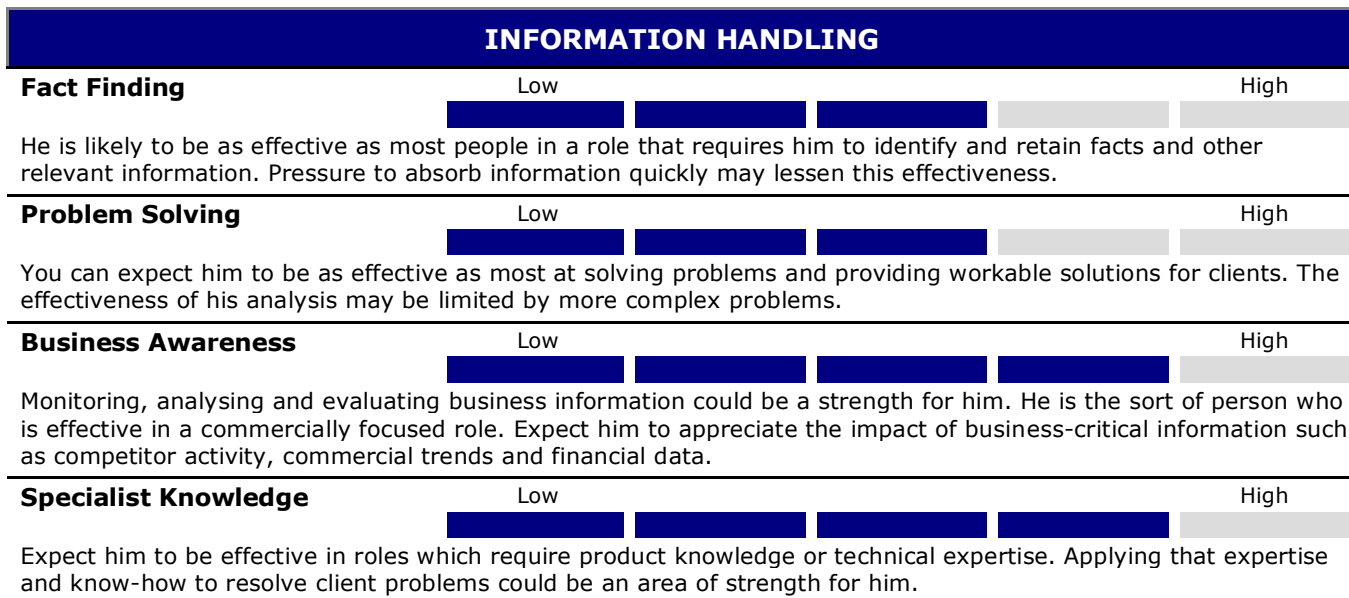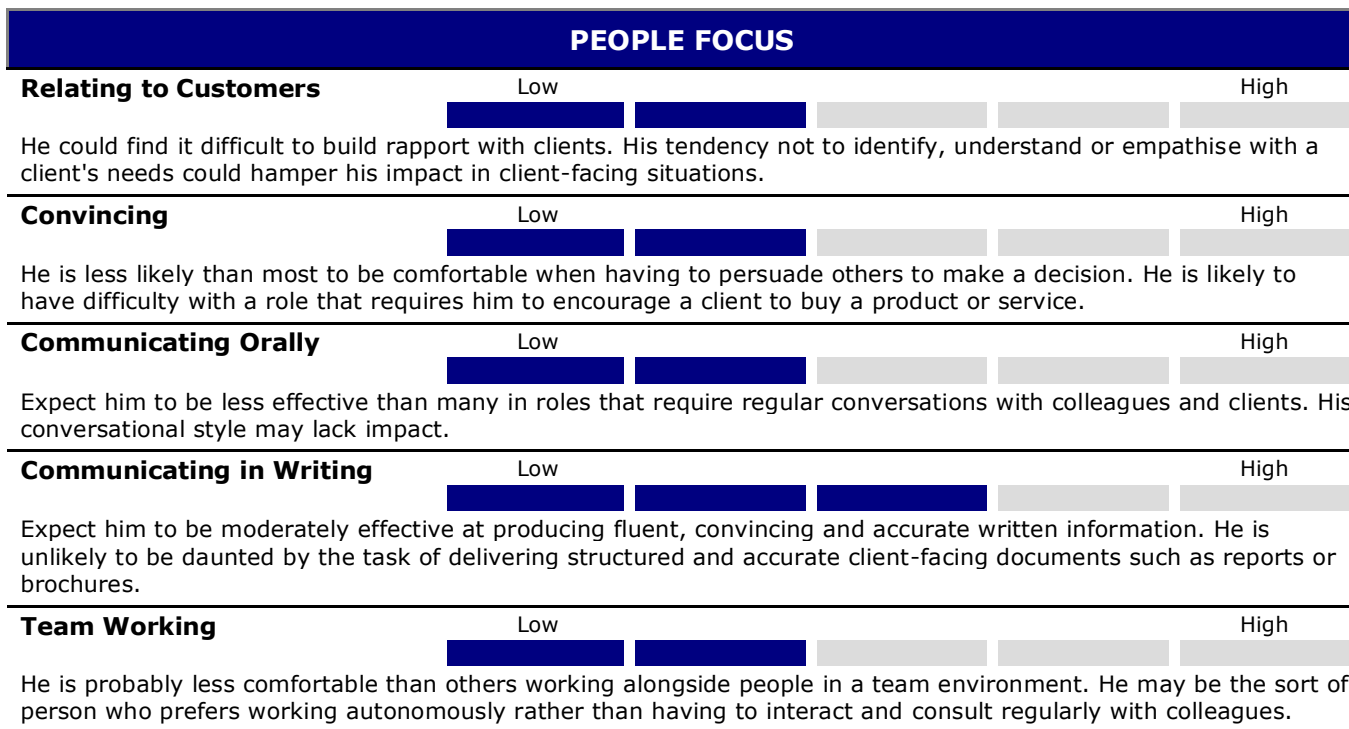
Competency	1	2	3	4	5	Important for Success?*
People Focus						
Relating to Customers	■	■				
Convincing	■	■				
Communicating Orally	■	■				
Communicating in Writing	■	■	■			
Team Working	■	■				
Information Handling						
Fact Finding	■	■	■			
Problem Solving	■	■	■			
Business Awareness	■	■	■	■		
Specialist Knowledge	■	■	■	■		
Dependability						
Quality Orientation	■	■	■			
Organisation	■	■	■			
Reliability	■	■				
Energy						
Customer Focus	■					
Resilient	■	■	■			
Results Driven	■	■				
Using Initiative	■	■				

* THE USER OF THIS REPORT IS RESPONSIBLE FOR DETERMINING THE RELEVANCE OF THESE COMPETENCIES FOR THE TARGET JOB.

CUSTOMER CONTACT COMPETENCIES

The **Customer Contact Competencies** are competencies that are important to being effective in a customer-facing role. The bar charts below indicate Mr Sample Candidate's level of strength in each competency area. A description of his strength is shown below each bar chart.

You can find definitions of all the competencies in the Competency Definitions section of this report.

PEOPLE FOCUS

Relating to Customers
Low　　　　　　　　　　　　　　　　　　　　High

He could find it difficult to build rapport with clients. His tendency not to identify, understand or empathise with a client's needs could hamper his impact in client-facing situations.

Convincing
Low　　　　　　　　　　　　　　　　　　　　High

He is less likely than most to be comfortable when having to persuade others to make a decision. He is likely to have difficulty with a role that requires him to encourage a client to buy a product or service.

Communicating Orally
Low　　　　　　　　　　　　　　　　　　　　High

Expect him to be less effective than many in roles that require regular conversations with colleagues and clients. His conversational style may lack impact.

Communicating in Writing
Low　　　　　　　　　　　　　　　　　　　　High

Expect him to be moderately effective at producing fluent, convincing and accurate written information. He is unlikely to be daunted by the task of delivering structured and accurate client-facing documents such as reports or brochures.

Team Working
Low　　　　　　　　　　　　　　　　　　　　High

He is probably less comfortable than others working alongside people in a team environment. He may be the sort of person who prefers working autonomously rather than having to interact and consult regularly with colleagues.

INFORMATION HANDLING

Fact Finding
Low　　　　　　　　　　　　　　　　　　　　High

He is likely to be as effective as most people in a role that requires him to identify and retain facts and other relevant information. Pressure to absorb information quickly may lessen this effectiveness.

Problem Solving
Low　　　　　　　　　　　　　　　　　　　　High

You can expect him to be as effective as most at solving problems and providing workable solutions for clients. The effectiveness of his analysis may be limited by more complex problems.

Business Awareness
Low　　　　　　　　　　　　　　　　　　　　High

Monitoring, analysing and evaluating business information could be a strength for him. He is the sort of person who is effective in a commercially focused role. Expect him to appreciate the impact of business-critical information such as competitor activity, commercial trends and financial data.

Specialist Knowledge
Low　　　　　　　　　　　　　　　　　　　　High

Expect him to be effective in roles which require product knowledge or technical expertise. Applying that expertise and know-how to resolve client problems could be an area of strength for him.

DEPENDABILITY

Quality Orientation

Low · · · · · High

Expect him to be reasonably effective at delivering quality work within agreed timeframes. He is probably as comfortable as most in roles that require him to adhere to high quality standards.

Organisation

Low · · · · · High

He could be moderately effective in roles that require a structured, systematic and deadline-focused approach where he is required to manage his own time.

Reliability

Low · · · · · High

He may find it difficult to follow up on agreements made with clients and to meet their expectations. He is unlikely to feel comfortable in a role that requires him to follow instructions reliably or adhere to policies and procedures.

ENERGY

Customer Focus

Low · · · · · High

He may find it very difficult to identify a client's needs. He is likely to be a lot less effective than most in roles that involve dealing with clients and putting their interests first. His approach is very unlikely to be client-focused.

Resilient

Low · · · · · High

He is likely to be as comfortable as most others adapting to change and remaining positive in the face of setbacks. Expect him to be reasonably effective at coping with demanding and high-pressure situations like dealing with client complaints.

Results Driven

Low · · · · · High

He is unlikely to be effective in roles that require perseverance and the need to meet and exceed challenging targets. Expect him to be less comfortable than most taking on extra challenges and demanding tasks.

Using Initiative

Low · · · · · High

He could be less effective than most others at taking rapid and autonomous decisions. He is the sort of person who prefers regular guidance rather than having to show initiative. He is unlikely to feel comfortable in a role that requires him to manage his own activities.

COMPETENCY DEFINITIONS

PEOPLE FOCUS

Relating to Customers	Quickly builds rapport and easily establishes relationships with customers. Relates well to different types of customer; listens and gets on with them.
Convincing	Presents key points of an argument persuasively. Negotiates and convinces others. Changes people's views and influences their decisions.
Communicating Orally	Speaks confidently and fluently. Talks at a suitable pace and level. Holds others' attention when speaking.
Communicating in Writing	Writes fluently, clearly and concisely. Adapts own written communication style to suit others.
Team Working	Fits in with the team. Develops effective and supportive relationships with colleagues. Is considerate towards them and creates a sense of team spirit.

INFORMATION HANDLING

Fact Finding	Knows where to find relevant information. Checks facts and data. Retrieves and absorbs information quickly.
Problem Solving	Identifies potential difficulties and their causes. Generates workable solutions and makes rational judgements.
Business Awareness	Is aware of competitor activity and market trends. Is profit conscious and appreciates the commercial impact of own work on profits.
Specialist Knowledge	Has background knowledge and a thorough grasp of products and services. Has expertise in own area.

DEPENDABILITY

Quality Orientation	Provides a quality service. Maintains high professional standards and gets work right first time.
Organisation	Organises own time effectively and creates own work schedules. Prioritises and prepares in advance. Sets realistic time-scales.
Reliability	Is reliable; follows directions from supervisors and respects policies and procedures. Shows commitment to the organisation and task completion.

ENERGY

Customer Focus	Puts the customer first and is eager to please them. Works hard to meet customer needs and looks after their interests.
Resilient	Remains calm and self-controlled under pressure. Reacts well to change and stays positive despite setbacks. Keeps difficulties in perspective.
Results Driven	Gets results and willingly tackles demanding tasks. Sets and exceeds challenging personal targets.
Using Initiative	Takes responsibility for own actions and makes decisions without referring to others. Acts on own initiative.

ASSESSMENT METHODOLOGY

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

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

PERSON DETAIL SECTION

Name	Mr Sample Candidate
Candidate Data	CR1=5, CR2=4, CR3=2, CR4=8, CR5=5, CR6=4, CT1=6, CT2=6, CT3=7, CT4=4, CT5=8, CT6=5, CE1=7, CE2=8, CE3=2, CE4=6, CCO=1
Report	CCSQ Manager Report Std v2.0^{RE}

ABOUT THIS REPORT

This report was generated using SHL's Online Assessment System. It includes information from the Customer Contact Styles Questionnaire™ (CCSQ). The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

This report has been generated electronically - the user of the software can make amendments and additions to the text of the report.

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