

Customer Account Manager

for

Sam Sample

Produced by Selby & Mills in partnership with

Example Organisation

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Norm Group = General population

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The results are presented as stens where a score of 1 is low and 10 is high.
They are colour-coded; the darker the colour the higher the score and the stronger the persons preference.

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BUSINESS JUDGEMENT

2

Has a limited understanding of the wider business context and finds difficulty in developing commercially creative ideas.

Suggested interview questions

- Tell me about your understanding of this organisation.
- Do you consider yourself to be creative? Provide an example of a time where you have produced and implemented a commercially creative idea within the workplace. Describe the idea, how you implemented it, and what the outcome of this was in the short-term and long-term.
- Understanding the industry as well as your specific organisation may prove beneficial to performance. Tell me about how someone might ensure that they are aware of industry wide issues. How likely are you to retain a keen interest in business activity throughout the industry?
- Researching the organisation of a client may generate insight into their needs. Why else might researching a client's organisation prove beneficial? Why would staying aware of the activity of market competitors' also prove beneficial?

BUSINESS ORIENTATION

6

Achieves results by fostering and maintaining effective relationships. The results will be achieved through considerable discussion with a wide range of contacts.

Suggested interview questions

- Describe a time where you have actively maintained a working relationship with a colleague or client.
- Tell me about how you ensure that your contacts in the workplace are utilised to full effect by providing an example of a time where an external contact was used.
- How important do you believe your relationships with colleagues are? Describe how you maintain good working relationships with colleagues within the workplace.
- Having contacts in a wide range of industries or areas can provide useful when in need of assistance or advice. Tell me about a time where you have used an external contact to assist your work.

COMMERCIAL ASTUTENESS

5

Is sometimes attracted to carry out individual marketing activities and will sometimes try to obtain business for the company from existing and new clients, some willingness to see opportunities for the business as a whole.

Suggested interview questions

- Imagine you are in a situation where your department is not able to meet the needs of a client. How might you liaise with the client to ensure that they will consider a service provided elsewhere in the organisation in the future?
- There is an argument for individuals dealing primarily with matters where their expertise is high. On the other hand it may be important that individuals continually broaden their understanding of their organisation. Tell me about which of these descriptions is more like you and provide an explanation for why this is.
- Tell me about your experience in sales throughout your career. What characteristics do you have which make you an able salesperson?
- Individual marketing campaigns tailored for specific clients may ensure business is gained. Tell me about your experience in providing bespoke services for clients. What might some of the benefits and drawbacks of producing individual services for clients be?

COMMERCIAL AWARENESS

4

Has some understanding of the wider business context, endeavours to give value for money but may lose sight of the company's interest or the need for equity.

Suggested interview questions

- Tell me about your understanding of this organisation and the industry as a whole. How do you ensure that you are kept aware of industry wide issues and activity?
- Providing value for money for a client may be important to ensure that their business is repeated. Tell me about some ways in which you might do this. Provide an example of an instance where you have provided value for money and achieved repeat business as a result.
- Describe your general attitude towards profitability. Is it always best to fully maximise profit? Under what circumstances might it be more appropriate to accept a reduced amount of profit?
- It is important that clients are happy with the service provided by the organisation. At the same time, it is vital that the interest of the organisation is kept in mind. Tell me how you might ensure that the needs of both parties are satisfied. Provide an example of a time where you have reached a conclusion like this.

COMMUNICATOR

6

Able to deal easily and effectively with all groups of colleagues and clients, provided there is common understanding about the task. Will prefer work oriented rather than socially oriented groups, unless the group has much in common.

Suggested interview questions

- Provide an example of a time where your efforts resulted in a setback. How did you deal with this? Describe your actions, and the result.
- Settling in to a new role or group can be difficult for some individuals. Tell me how you behave in these situations and how your behaviour might differ from normal at first.
- Would previous colleagues describe you as confident? Provide an example of an occasion which justifies this.
- One of the characteristics of having a large group of contacts is that the individuals within the group may be diverse. Tell me about a time you have had to deal with a diverse group of colleagues or contacts. How did you ensure your communication was clear and easily understood?

EXTERNAL IMAGE

3

Endeavours to provide a limited vision and act as an ambassador and mentor to subordinates, may occasionally develop the business through empowering colleagues.

Suggested interview questions

- Acting as an ambassador for your organisation involves considerable skill. How well do you think that you would perform in a role such as this? Tell me about some of your characteristics which might make you suitable for something like this.
- Some people find it easier to represent an organisation to an external market than others. Describe how you might encourage or motivate an individual who finds this difficult.
- How important do you believe a first impression to be? Describe how you leave a positive first impression with clients or colleagues.
- Tell me about an occasion in the workplace where you have mentored a colleague. Provide an example of how this had a positive effect on their performance.

INTERPERSONAL SKILLS

3

Is selective about those with whom they mix, is cool to many people and takes some time to warm to strangers. Conversation may not flow easily.

Suggested interview questions

- Being friendly to those you meet may prove beneficial in the long run when you need to rely on someone unexpectedly. What other benefits are there to behaving in a very friendly manner in the workplace?
- How comfortable are you mixing with new people? Provide an example of an occasion where you have achieved success in a situation like this.
- Describe some methods you use to sustain working relationships with colleagues and clients. Provide an example of an occasion whereby sustaining a working relationship with another person has facilitated success.
- Describe how your behaviour differs from conversing with a familiar colleague and conversing with an unfamiliar colleague. Why do you think this is necessary?

JOB ACHIEVEMENT

4

Has an eye for the quality of their own and others' work, particularly when under pressure; relationships take second place to job achievement, although they are aware of the need to sustain them.

Suggested interview questions

- Tell me about your experience of working under pressure in your previous roles. How does your performance when under pressure compare with performance in normal circumstances?
- Tell me about how you deliver results under pressure. What do you do to ensure that you remain calm in the face of adversity?
- How does your performance differ between normal circumstances and circumstances where you are under pressure? Provide an example of an occasion where you achieved results despite being under pressure and tell me how your behaviour in this instance was different from your normal behaviour.
- High pressure situations can lead to a neglect of maintaining working relationships with others. Tell me how you remain aware of working relationships and maintain them even in times of pressure.

PROFIT FOCUS

7

Mostly focuses on profitable activities and achieves the objectives.

Suggested interview questions

- Some individuals prefer to focus on achieving profit for the organisation, other individuals prefer to focus on achieving an enjoyable workplace environment. Tell me where you believe your focus lies in the workplace. Why is this?
- Imagine you are in a situation where you set your own priorities. If one task is based on achieving profit for the organisation and another is based on the satisfaction of colleagues in the workplace, which are you more likely to prioritise? Tell me about why you would make this decision.
- What motivates you to perform well in the workplace?
- Tell me about your approach towards profitability. Is profit the most important factor to consider in the workplace? Tell me about some other important workplace factors to consider when making decisions.

SALES ORIENTATION

8

They clearly value the feedback from making successful sales and enjoy doing business. It is likely that they are optimistic in their approach and this may communicate itself to others much of the time.

Suggested interview questions

- Making sales allows an individual to quantify their value to an organisation. Provide an example of a time where you have been motivated to make sales in a workplace role.
- Some people are naturally talented at making sales, whilst for others it is more of a struggle. Tell me about your approach to making sales. Is the ability to make sales something that you would actively strive for in the workplace given a choice?
- Making sales which may not benefit the client requires an element of ruthlessness. Do you believe that you would be able or willing to sell in this manner? What might some of the drawbacks to the organisation of behaving in this manner be?
- In your ideal role, how strongly might sales be involved? Are there any other tasks which you feel you perform better at? Tell me about your past experience of making sales in your previous roles.

STAMINA

1

They prefer a number of relatively short-term tasks at work and may be deterred by frustration or difficulty. Stamina is not a particular strength.

Suggested interview questions

- Tell me about your drive to achieve in the workplace. Would you say that you are more driven than your colleagues? What drives you to succeed?
- Describe an occasion in the workplace where you have displayed stamina. Tell me about the situation, any problems you encountered, your actions, and the outcome of the situation.
- Tell me about your attitude to disappointment in the workplace. How do you generally behave in the aftermath of a disappointment?
- How do you generally react to disappointments in the workplace? Provide an example of a specific occasion where you have acted in this manner.

This is the end of your report.

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