

Hospitality Worker

for

Sam Sample

Produced by Selby & Mills in partnership with

Example Organisation

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Norm Group = General population

This report has been prepared with every care and in good faith. However the interpretation arises from the sum of the candidate's choices and preferences in answering a series of self-report inventories, and should therefore be seen purely as indicative of certain trends in their attitudes at that time.

The results are presented as stems 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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FLEXIBLE

2

Likely to have difficulty in adapting to change; will prefer a stable environment and predictable routines.

Suggested interview questions

- Some people become bored or frustrated with routine. Seeking changing circumstances is a way to counteract this by ensuring that new tasks are undertaken regularly. Describe a time where you have strived to change your circumstances within the workplace.
- Describe your attributes that allow you to adapt well to changing circumstances in the workplace. Can you provide an example of a time where you have had to adapt to change quickly?
- Long-term routine may lead to complacency. Tell me how you counteract potential complacency when performing routine tasks.
- Being able to work effectively regardless of the circumstances may be termed 'flexibility'. Provide an example of a time where you believe that you have shown flexibility within the workplace.

OPEN MINDED

3

May try, but has difficulty considering new possibilities and the views expressed by others.

Suggested interview questions

- Describe the last time you considered a new possibility within the workplace and describe the consequences this had.
- Tell me about a time where you have used the opinions of colleagues to base a decision on. When do you believe the opinions of colleagues may prove most useful?
- When might you be most willing to consider a suggestion from a colleague? Contrastingly, when might you be least willing to consider a suggestion from a colleague?
- Tell me about a time where you have refused to compromise during a disagreement with a colleague. What caused you to feel so strongly about the issue in question?

APPROACHABLE

2

Communication with others is not a priority for them and they may become impatient if approached by many others for an explanation of their work or actions. Some of those who work closely with them may find them harder to approach than they think.

Suggested interview questions

- Describe your communication skills in comparison to others. Are you able to communicate to all people equally well or are you better communicating with certain groups? Which ones?
- Imagine your organisation is experiencing an unusually busy period. What might you do to ensure that you remain approachable to colleagues who have queries or questions?
- What do you do that indicates to others that you are easily approachable?
- If your communication was described by others as unclear, how might you react? Tell me about a time where you have had to clarify a piece of communication you had made to others'. What was unclear about your original message? How did you ensure that this did not occur again?

GOOD HUMOUR

1

Unable to respond positively during times of difficulty or hardship. Has difficulty judging when humour is appropriate.

Suggested interview questions

- Imagine your department is experiencing a challenging period. What would you do to ensure that morale remains high amongst your colleagues?
- Tell me about a time where you have used humour as a way of maintaining morale or motivation within the workplace.
- Tell me about how you determine whether humour is appropriate or not. Provide some examples of times where you feel that the use of humour would be appropriate or beneficial workplace behaviour.
- Difficult or stressful circumstances can place a lot of pressure on individuals within the workplace. How do you deal with these stressful situations? What might you do to ensure that your colleagues remain motivated to perform to the best of their abilities during difficult periods?

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

- 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.
- Provide an example of a time where you have represented your organisation to an external audience. How did you ensure that this was successful?
- 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.
- How important do you believe a first impression to be? Describe how you leave a positive first impression with clients or colleagues.

SERVICE ORIENTATION

1

Has difficulty in establishing and maintaining working relationships with client management.

Suggested interview questions

- Provide an example of a client who you have successfully maintained business with over a long-term period. How did you ensure that their business was repeated? How does repeat business benefit the organisation?
- Providing the best possible service may be a deciding factor for a client. In which ways do you ensure that the service you provide is of a higher standard than competitors? How do you sustain this over a long-term period?
- What characteristics do you possess which make it easy for you to develop relationships with colleagues and clients? Tell me about your experience of developing relationships with those you work with.
- Give an example of a time where you have provided 'exemplary' service to a client. What do you think made the service that you provided exemplary? What was the outcome of this instance?

THINKING AGILITY

4

Values the thinking process and the use of logic in order to reach conclusions, but may consult relatively narrowly and not utilise lateral thought automatically.

Suggested interview questions

- Using intuition to make decisions can seem appropriate at the time but this strategy may result in mistakes if the issues are not considered carefully. Tell me about when you feel it would be most inappropriate to use intuitive methods of decision making in the workplace.
- Describe your typical process of making a judgement. Are you likely to consider a lot of evidence or base your decision on one important piece of evidence? Are you likely to base decisions on logical reasoning or on intuition? Why do you think your approach is effective?
- Why might it be important to be decisive in the workplace? Describe some of the benefits of being decisive. What are some of the drawbacks of being decisive? How do you ensure that your decisions are appropriate before finalising them?
- Workplace issues may have wide-reaching consequences for other departments, clients or future work. What do you take into consideration before making a decision?

PROBLEM SOLVING

4

Plans ahead but may sometimes not prioritise or plan for the available resources to be in the appropriate place at the appropriate time.

Suggested interview questions

- Detailed plans may be beneficial, but there are some occasions where a more general plan would be advantageous. When do you think it might be better to plan in general terms than specific? When might specific plans be suitable – or even desirable?
- Once a plan has been formulated, it is important to implement the required action. Tell me how you go about transforming your plans into action. Provide an example of a time which demonstrates your typical approach to making plans a reality.
- Planning in detail may allow an individual to have a clear expectation of future events and an understanding of what might be necessary in order to achieve results. Provide an example where you have planned particularly effectively and this has resulted in success. Tell me about the situation and what planning allowed you to accomplish.
- One benefit of planning for the future is that it may prevent problems before they arise. Provide an example of a time where you have done this.

KEEN TO DELIVER

3

Has some awareness of commercial issues and may raise work performance when issues become urgent.

Suggested interview questions

- Provide an example of a time where you have had to work with extreme urgency. Describe the situation, and your action. Did you have to encourage colleagues or peers at this time?
- Tell me about your experience of working with urgency. Do you display urgency in everything you do or prefer to act with urgency only when the situation warrants? Provide an example of a time where you believe your actions have needed to be urgent. What did you do?
- How might you encourage colleagues to raise their work rate? Describe the last time you encouraged your colleagues. Tell me about the situation, why colleagues needed encouraging, how you did this, and the outcome.
- Commercial opportunities may only arise rarely. Tell me about a time you exploited a commercial opportunity. Describe the situation, your actions, and the outcome.

This is the end of your report.

