

## Marketing Officer

for

**Sam Sample**

**Produced by Selby & Mills in partnership with**

**Example Organisation**

Report Date **Thursday 18th September 2014**

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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## ORIGINAL

1

In general, they will prefer safe and well established approaches to tasks, only occasionally suggesting novel or untried initiatives. They may be critical of those who wish to explore issues for their own sake.

### Suggested interview questions

- When making decisions, past experience can help to guide your choices. Tell me about a time your past experience has influenced a decision. How might have you acted differently if you had not had that experience?
- Tell me about a time where you have used a novel or unconventional method to meet an objective.
- Imagine your main job role responsibility was to ensure the completion of a repetitive task. How would you maintain your motivation to perform to a high standard?
- How interested are you by the novel in the workplace? Novel situations may make some people feel anxious or nervous,. Tell me about a time where you have felt comfortable using an original approach. Talk about the situation, your approach, and the outcome.

## TOLERANCE OF AMBIGUITY

4

Adjusts to changing situations slowly, is cautious about new ideas, prefers to maintain their own style as circumstances alter.

### Suggested interview questions

- Workplaces can be prone to changing circumstances on a regular basis. Provide an example of an occasion where you have adapted your behaviour in order to suit a workplace situation.
- Imagine you are in a situation where you have not been provided with any objectives for a task. What might you aim towards achieving? Tell me about your experience of situations like this.
- New ideas often have unknown consequences. Tell me about a time where you deemed it appropriate to approach a situation cautiously.
- Provide an example of an occasion where you have had to adapt quickly to changing circumstances within the workplace. How did you ensure your ability to meet targets did not suffer?

## 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

- What do you do that indicates to others that you are easily approachable?
- Being questioned by colleagues can sometimes lead to individuals becoming defensive. Describe how you ensure that this does not occur when a colleague raises an issue with you.
- Tell me about your general communication style. Provide an example of a time where you have communicated an important message effectively. What made the communication so effective?
- 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?

## EMPATHETIC

4

Is sometimes not aware of others' feelings and can sometimes ignore them when dealing with them.

### Suggested interview questions

- Tell me what you consider to be empathetic behaviour. Provide an example of a time where you have behaved in this manner within the workplace.
- Empathy towards your colleagues can be a valued trait in individuals. Tell me about a time where you believe that your behaviour in the workplace has displayed empathy.
- Imagine you are dealing with a colleague who is visibly upset. Describe how you might act in this situation.
- Being aware of the feelings of colleagues can influence your behaviour. Tell me about a time where you tailored your behaviour due to the perceived feelings or opinions of a colleague. Talk about the situation and how your behaviour was tailored.

## ORGANISATIONAL AWARENESS

4

May have some sensitivity to local corporate and personal issues, but may not be aware of more strategic or broad level ones.

### Suggested interview questions

- Tell me about a time you have made a decision which had negative ramifications. What did you do to resolve the issues you faced as a result of the decision?
- Tell me about how you might handle adverse consequences of a decision you have earlier made. What would you do to ensure that the next time a similar decision was to be made, your choice had no adverse consequences?
- Workplace decisions can have wide-ranging implications. Tell me about the factors you consider when making a workplace decision.
- Performance in the workplace can be affected by a number of issues. Describe how you might deal with a colleague whose performance is being adversely affected by a personal issue. Provide an example of a time where this has been the case, describing your actions and the outcome.

## SERVICE ORIENTATION

1

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

### Suggested interview questions

- 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.
- 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?
- Gaining a client's business is important, but equally important is to ensure that the business is maintained. In what ways do you ensure that business relationships with clients are sustained over long term periods?

## PERSUASIVE

4

Sometimes uses ideas and facts in an unsystematic way and occasionally fails to present them according to the expectations and preferences of others.

### Suggested interview questions

- When presenting a message to a group of colleagues, different manners of presentation can be used. Tell me about a scenario where you used an unconventional method of presentation in order to portray a message to colleagues. Why was this deemed necessary? What was the outcome of the scenario?
- Describe a situation where you have had to tailor a message in order to appeal to the preferences of an individual. Tell me about what you did, what the message was, how you tailored the information, and whether you were successful in portraying the message.
- Manipulating facts or evidence to suit your arguments can be a key skill in persuading others. What might be some of the drawbacks of behaving in such a way?
- What techniques of persuasion have you found most successful in the past? Tell me about a time where you have successfully persuaded an individual to your way of thinking using these techniques.

## CORPORATE COMMUNICATION

5

Sometimes picks out important information through carefully paying attention but may not always check that understanding has taken place. May probe and gather evidence, assimilate and describe goals in understandable terms to which people can commit themselves.

### Suggested interview questions

- Provide an example of a time where communication between colleagues has assisted your effectiveness in the workplace. Tell me what you consider the short-term and long-term benefits of effective colleague communication to be.
- Would you say that your communication with others is one of your strengths? Provide examples of where quality communication with others has aided effectiveness within the workplace.
- Tell me about how you ensure that your messages are understood by the target audience. Describe a previous occasion where you have produced an effective communicative message.
- Imagine that you have presented some information to a group of colleagues. Tell me some of the ways in which you might ensure understanding has taken place.

## 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 an occasion where you have implemented a change in the workplace. Describe the situation, your decision making process, and the outcome.
- Keeping an open mind may allow an individual to think in a flexible nature. Tell me about an occasion in a previous role where your behaviour has represented flexible thinking.
- Workplace issues may have wide-reaching consequences for other departments, clients or future work. What do you take into consideration before making a decision?

**Suggested interview questions**

- How focused are you on profit? Tell me about how much the profitability of an activity would affect your judgement on its worthiness.
- Achieving profit based objectives allows individuals to quantify their effectiveness. Tell me how else an individual might benefit from attaining profit for the organisation.
- 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.
- Achieving objectives provides satisfaction for those who accomplish them. Tell me about how you approach profit based objectives. Are you motivated by money in the workplace? Provide an example of a time where you achieved a financial objective.

This is the end of your report.