



assessment  
associates  
international

# Customer Service Inventory

CSI-S

A Big 5 Personality Questionnaire

## Selection Report

Chris Sample

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TEST123

2016-06-09



## Profile Report

### Introduction & Interpretation

This Customer Service Inventory (CSI) Selection Report provides information about the Work Styles (Personality) of a job candidate. It enables insights regarding how the candidate may fit with certain types of jobs/roles and work environments within the Customer Service field. Using this report will help provide clarity on an individual's preferred style of behaving in work settings.

The scales on this report are in alignment with the Work Styles scales of the O\*NET system which is provided by the US Department of Labor. The O\*NET system provides insights regarding how important each of the scales on this report are to job success.

Scores are presented in terms of the individual's percentile standing in comparison to a large and diverse normative sample of Customer Service workers. The descriptions to the right and left of the score provide a brief summary of the characteristics of high and low scores. If the scores are above the 75th percentile, the descriptions to the right tend to describe the individual. If the scores are below the 25th percentile, the descriptions to the left tend to describe the individual. If scores are between the 25th and 75th percentile, the individual's behaviors are a blend of the descriptions to the left and right.

After the Graphic Profile (Page 3), recommended behavior-based **Job Interview** questions, tailored to the candidate's self-description, are presented.




### Response Fidelity

These four measures help identify whether this report is likely to be an accurate description of the individual. They help identify whether the respondent was attentive and realistically accurate in completing the questionnaire.

If the scores for **Accurate Self-Assessment** and **Accurate Self-Presentation** are in the white (unshaded) area, the self-description is likely to be accurate. If a score is in a **red zone**, caution should be used in interpreting this report.

If the **Response Inconsistency** score is in the **red zone** (above 90), interpret this report cautiously. It is likely that the respondent was inattentive or didn't understand the instructions.

**Response Percentage Breakdown** shows the percent of responses for each questionnaire response alternative. This should be relatively balanced, with similar proportions of responses above and below neutral.

Percentile		
<b>Overly Confident</b> -For scores below 10: has been overly-confident, claiming rare abilities; scores likely over-represent him/her.	<b>15. Self-Perception</b> 	<b>Humble</b> -For scores above 90: has been overly-humble, claiming many shortcomings; scores likely under-represent him/her.
<b>Virtuous</b> -If score is below 10: has presented a virtuous description, claiming more virtues than typical; scores likely over-represent him/her.	 <b>16. Self-Presentation</b>	<b>Modest</b> -If score is above 90: has provided a modest description, claiming few virtues; scores likely under-represent him/her.
<b>Consistent</b> -If score is below 90, responses were made in a consistent and attentive manner.	 <b>17. Response Inconsistency</b>	<b>Inconsistent</b> -If score is above 90, the respondent was inattentive or misunderstood the instructions.

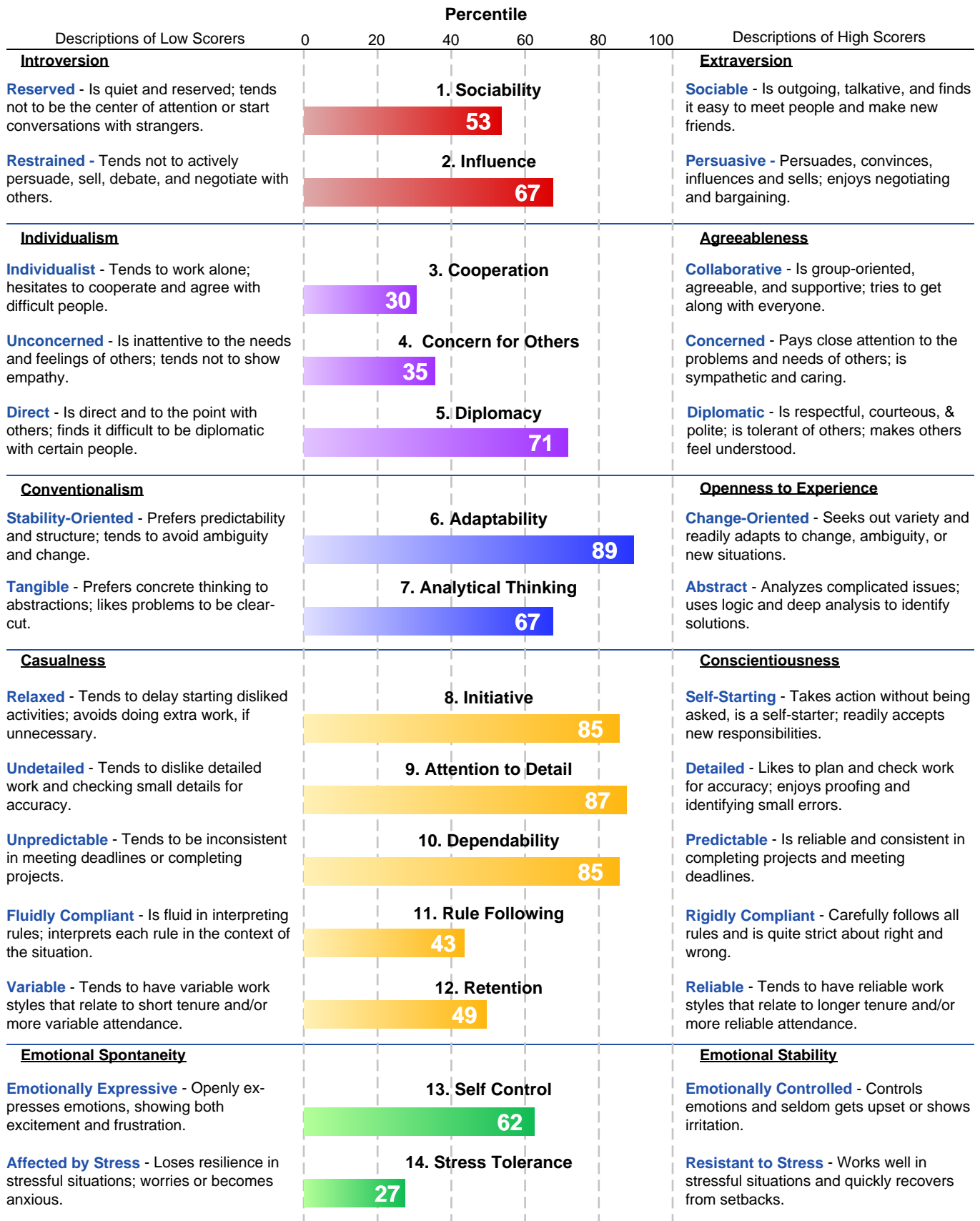
### 18. Response Percentage Breakdown

Percent of responses for each question alternative:

Strongly Disagree 7 %	Disagree 28 %	Neutral 16 %	Agree 40 %	Strongly Agree 8 %
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## Graphic Profile

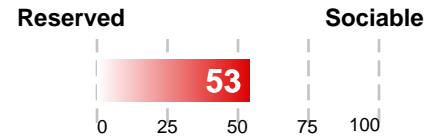




## 1. Sociability Relates to: Interpersonal Skills & Relationship Building

*Is this one of the 5-10 most important competency areas for the position?*

**Sociability** reflects an individual's likelihood of being approachable and easy to communicate with, quickly building rapport with others, building work relationships with a wide range of people, using humor in building relationships, and creating a network of contacts.



The candidate's score on Sociability suggests that he/she is more **Sociable** than others. His/her strengths and cautions include:

### **Strengths**

- Easily builds a large network of contacts and colleagues.
- Likely to be comfortable with lots of customer contact.
- Likely to invest in relationships with coworkers.
- Easily starts and sustains conversations.

### **Cautions for Underuse/Overuse**

- Socialization may distract others from accomplishing tasks.
- May socialize too much and not focus on tasks.
- May feel uncomfortable when working alone.
- May seek too much attention from others.

### **Behavioral Competency-Based Questions:**\*

1. Tell me about an experience you've had when you needed to communicate effectively in a highly visible, adversarial situation.

- What prompted the situation and how did you handle the challenge?
- How did other individuals react and what was the end result?

**Interviewer Notes:**

2. Describe a time that you had to deliver bad news, negative feedback, or a problem to others.

- What was the situation? What did you do and say?
- What were the results?

**Interviewer Notes:**

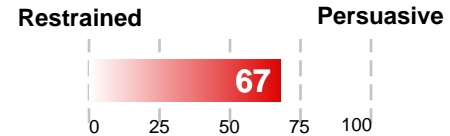
\* More interview questions can be obtained from AAI's Selecting Talent Interview Questions Database.



## 2. Influence Relates to: Communication & Influencing and Inspiring Others

*Is this one of the 5-10 most important competency areas for the position?*

**Influence** reflects an individual's likelihood of changing the opinion of others through persuasion, selling ideas or products, negotiating and debating issues, and deploying strategies to influence individuals or groups.



The candidate's score on Influence suggests that he/she is more **Persuasive** than others. Their strengths and cautions include:

### **Strengths**

- Tends to be effective at influencing the decisions of others.
- Likely to be good at negotiating and bargaining.
- Likely to be quite influential in debates.
- Likely to be successful in sales roles.

### **Cautions for Underuse/Overuse**

- Strong influence skills may be perceived as too argumentative.
- May be perceived as influencing others too much.
- May be too prone to negotiate and debate issues.
- May be perceived as too pushy or aggressive.

### **Behavioral, Competency-Based Questions:\***

1. Describe a talk or presentation of a new concept or idea that that you have given recently.
  - Who was the audience? How did you “read” the reactions of the audience?
  - How did you know how they were responding? What were the results?

### **Interviewer Notes:**

2. Give examples of how you maintain awareness of the internal politics and informal channels of organizations.
  - How have you acquired this knowledge? How do you get support from others?
  - What have been the results of this knowledge? Why is this important to you?

### **Interviewer Notes:**

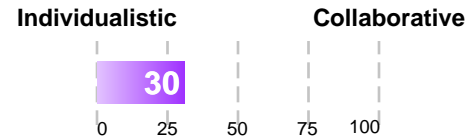
\* More interview questions can be obtained from AAI's Selecting Talent Interview Questions Database.



## 3. Cooperation Relates to: Teamwork & Team Building

*Is this one of the 5-10 most important competency areas for the position?*

**Cooperation** reflects an individual's likelihood of actively collaborating with a wide range of people, assist and support both team members and disagreeable people, help build group participation, and agree with and support the decisions of others.



The candidate's score on Cooperation suggests that he/she is more **Individualistic** than others. Their strengths and cautions include:

### **Strengths**

- Typically does not need a lot of input or support from others.
- Likely willing to take on certain aspects of a project alone.
- Typically does not interfere with the work of others.
- Doesn't try to help others when it is uncalled for.

### **Cautions for Underuse/Overuse**

- May miss opportunities to share ideas and learn from others.
- May hesitate to identify and resolve conflict within the team.
- May refrain from collaborating with difficult people.
- May be hesitant to assist coworkers.

### **Behavioral, Competency-Based Questions:\***

1. Give an example of your having to enlist the support of other people to work together toward a goal.
  - How did you go about it? Who did you try to enlist? Why?
  - What difficulties did you face? How did that turn out?

### **Interviewer Notes:**

2. Were you ever in a situation where a team was not cooperating and working positively toward the team goal?
  - What was the situation? What did you do?
  - What were the results?

### **Interviewer Notes:**

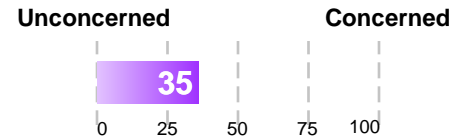
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## 4. Concern for Others Relates to: Customer Focus, Attracting, Coaching & Developing Talent

*Is this one of the 5-10 most important competency areas for the position?*

**Concern for Others** reflects an individual's likelihood of being sympathetic and compassionate with unfortunate people, being sensitive to the needs and feelings of others, and being motivated to help or provide care to strangers.



The candidate's score on Concern for Others suggests that he/she is more **Unconcerned** than others. Their strengths and cautions include:

### **Strengths**

- Not easily distracted from work by helping others unnecessarily.
- Does not get distracted by listening to other people's problems.
- Tends not to become involved in the troubles of others.
- Can make the tough decisions that others don't like.

### **Cautions for Underuse/Overuse**

- Tends to be less concerned about the feelings of others.
- May find it difficult to show empathy for others.
- May overlook opportunities to help others.
- Might be perceived as uncaring.

### **Behavioral, Competency-Based Questions:\***

1. Tell me about a time when you were complemented for helping a customer beyond the call of duty.

- What did you do? Why did you do this?
- How frequently do you go to that kind of effort? What feedback have you received?

**Interviewer Notes:**

2. Tell me about a time that you showed an intimate understanding of a client's perspective on an issue.

- What was their perspective? How did you identify this?
- What did you do? What was their reaction?

**Interviewer Notes:**

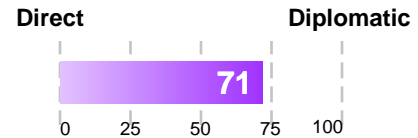
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## 5. Diplomacy Relates to: Cross Cultural Agility and Managing Differences/Conflict

*Is this one of the 5-10 most important competency areas for the position?*

**Diplomacy** reflects an individual's likelihood of interacting with others in a tactful and courteous manner, being respectful with difficult people, being diplomatic when sharing a disagreeing opinion, and being forgiving with disrespectful people.



The candidate's score on Diplomacy suggests that he/she is more **Diplomatic** than others. Their strengths and cautions include:

### **Strengths**

- Finds ways to effectively communicate negative information.
- Helps others feel their concerns are heard and understood.
- Typically courteous and diplomatic with others.
- Tends to be respectful toward everyone.

### **Cautions for Underuse/Overuse**

- May not be clear on issues as a result of being diplomatic.
- May be hesitant to share bad news or negative feedback.
- May be so courteous that it is perceived as insincere.
- May tolerate inappropriate behavior from others.

### **Behavioral, Competency-Based Questions:\***

#### 1. Tell me about a time when you had to deal with conflict in the workplace.

- What was the situation? How did you respond to the situation?
- What would you have done to avoid the conflict?

#### **Interviewer Notes:**

#### 2. Describe a situation where you had to address dissatisfied patients/customers.

- What was the situation? How did you learn of their dissatisfaction?
- What did you do? What were the results?

#### **Interviewer Notes:**

\* More interview questions can be obtained from AAI's Selecting Talent Interview Questions Database.

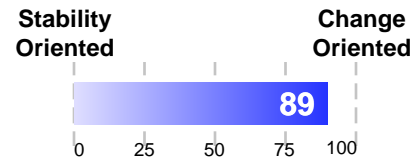




## 6. Adaptability Relates to: Adaptability & Change Management

*Is this one of the 5-10 most important competency areas for the position?*

**Adaptability** reflects to an individual's likelihood of adjusting quickly to changes at work, embracing new ways of doing things, continually trying new approaches, and readily adapting to environments with great ambiguity and uncertainty.



The candidate's score on Adaptability suggests that he/she is more **Change Oriented** than others. Their strengths and cautions include:

### **Strengths**

- Likely to be an "early adapter" and try emerging approaches.
- Readily adapts to a changing market or environment.
- Likely to push for change and be a "change agent."
- Enjoys having to learn new ways of doing things.

### **Cautions for Underuse/Overuse**

- May abandon working procedures for new, untested methods.
- Uncomfortable in steady and unchanging work environments.
- Others may have difficulty adjusting to inconsistent routines.
- May seek unnecessary change.

### **Behavioral, Competency-Based Questions:\***

1. **Give an example of when you dealt with ambiguity and organizational change.**
  - What have you done to reduce ambiguity? How has this worked?
  - What have you done to reduce organizational resistance to change? Why?

### **Interviewer Notes:**

2. **Tell me about a time that you have been involved in an organizational transformation.**
  - What was the situation? How did it impact you?
  - What did you do? How did it affect your style of working?

### **Interviewer Notes:**

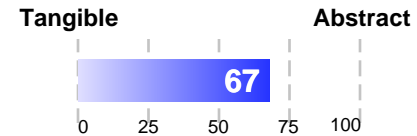
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## 7. Analytical Thinking Relates to: Problem Analysis & Critical Thinking and Business Acumen

*Is this one of the 5-10 most important competency areas for the position?*

**Analytical Thinking** reflects an individual's likelihood of systematically analyzing issues to get to the root of a problem, identifying connections or patterns in complex data, and analyzing abstract or conceptual issues through logical analysis.



The candidate's score on Analytical Thinking suggests that he/she is more **Abstract** than others. Their strengths and cautions include:

### **Strengths**

- Tends to gather and carefully analyze data to make decisions.
- Excels at using logic and analysis to examine a problem.
- Anticipates problems and identifies rational solutions.
- Tends to enjoy handling and solving complex issues.

### **Cautions for Underuse/Overuse**

- May spend too much time analyzing before making decisions.
- May treat issues as more complicated than they really are.
- May be perceived as too technical or theoretical.
- At times, may over-analyze problems.

### **Behavioral, Competency-Based Questions:\***

1. Describe a situation where you had to analyze and synthesize complex information.
  - What types of information was required? How did you synthesize the information?
  - What kinds of analysis did it require? How did it turn out?

### **Interviewer Notes:**

2. Describe a situation in which you anticipated potential obstacles and created contingency plans.
  - How did you determine potential obstacles? What did you do to prepare?
  - What was the result? What, if anything, might you do differently in the future?

### **Interviewer Notes:**

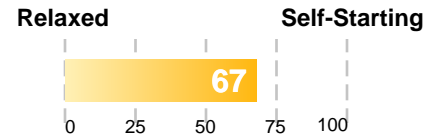
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## 8. Initiative Relates to: Initiative & Risk Taking

*Is this one of the 5-10 most important competency areas for the position?*

**Initiative** reflects an individual's likelihood of being a self-starter and initiating activities without being asked, volunteering for new assignments, starting activities right away rather than procrastinating, and doing more than is typically expected.



The candidate's score on Initiative suggests that he/she is more **Self-Starting** than others. Their strengths and cautions include:

### **Strengths**

- Likely to assume additional responsibilities.
- Likely to volunteer for assignments.
- Tends to start tasks right away.
- Is motivated to get things done.

### **Cautions for Underuse/Overuse**

- May be frustrated when tasks are not done immediately.
- May underestimate the time it takes to complete tasks.
- May start tasks too quickly without approval of others.
- May take on too many tasks at once.

### **Behavioral, Competency-Based Questions:\***

#### 1. Describe a time when you had to show initiative in the face of resistance.

- What were the circumstances? In what way did you show initiative?
- What resulted from the initiative that you took?

#### **Interviewer Notes:**

#### 2. Describe a time when you achieved results that far exceeded the expectations of the organization.

- What are your strengths in terms of getting things done? How does this relate to your example?
- What motivates you? Give me an example and what you achieved because of it.

#### **Interviewer Notes:**

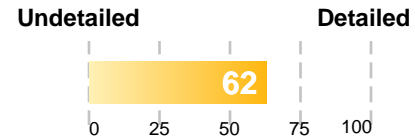
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## 9. Attention to Detail Relates to: Planning & Organizing

*Is this one of the 5-10 most important competency areas for the position?*

**Attention to Detail** reflects an individual's likelihood of carefully planning work activities, double checking work products for accuracy and quality, preventing errors and omissions, being meticulous and tidy, and maintaining careful records.



The candidate's score on Attention to Detail suggests that he/she is more **Detailed** than others. Their strengths and cautions include:

### **Strengths**

- Easily identifies errors or omissions and double checks work.
- Plans work carefully with many details before starting.
- Tends to be good at preventing careless mistakes.
- Tends to spot errors in work documents.

### **Cautions for Underuse/Overuse**

- May have difficulty shifting from details to strategic issues.
- May be perceived as spending too much time planning.
- May focus on the details and miss the big picture.
- May spend too much time on minor details.

### **Behavioral, Competency-Based Questions:\***

1. **Tell me about a time where a mistake was made with a customer because of a simple communication error.**
  - What was the mistake? Who made you aware of this? What happened as a result?
  - What have you done differently as a result of this?

### **Interviewer Notes:**

2. **Give me an example of the records you keep.**

- How do you use the information? How easy is it for you and others to retrieve this information?
- Have you ever found it difficult to retrieve the information? If so, how have you addressed this?

### **Interviewer Notes:**

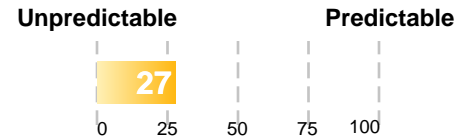
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## 10. Dependability Relates to: Drive for Results and Project/Process Management

*Is this one of the 5-10 most important competency areas for the position?*

**Dependability** reflects an individual's likelihood of following through with responsibilities, meeting deadlines, being predictable and on time in completing assignments, having good attendance, and refraining from impulsiveness that may hinder dependability.



The candidate's score on Dependability suggests that he/she is more **Unpredictable** than others. Their strengths and cautions include:

### **Strengths**

- Is comfortable in settings with few day-to-day deadlines.
- Comfortable in a work setting with moveable deadlines.
- If necessary, readily lets go of projects or schedules.
- Tends not to have a rigid attitude toward timelines.

### **Cautions for Underuse/Overuse**

- May need to be reminded to complete assignments.
- May fail to meet deadlines on certain occasions.
- May be unpredictable with work assignments.
- May become distracted from completing work.

### **Behavioral, Competency-Based Questions:\***

1. **Tell me about a time when you have demonstrated real commitment to getting something done on time.**
  - What was the situation? Why did it require so much commitment?
  - What did you do? Why did you do it this way? How did it turn out?

### **Interviewer Notes:**

2. **Describe a time when you accepted accountability for an important project or effort.**

- What was the project or effort? Why did you accept accountability for this effort?
- What did you do to make sure that you provided results as expected? What was the result?

### **Interviewer Notes:**

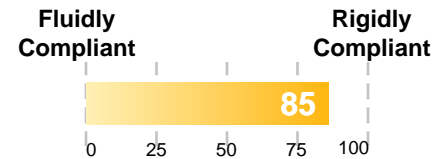
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## 11. Rule Following Relates to: Integrity Trust & Credibility

*Is this one of the 5-10 most important competency areas for the position?*

**Rule Following** reflects an individual's likelihood of following rules and procedures, complying with policies and procedures regardless of the consequences, being strict about right and wrong, and not bending the rules to meet specific situations.



The candidate's score on Rule Following suggests that he/she is more **Rigidly Compliant** than others. Their strengths and cautions include:

### **Strengths**

- Tends to follow policies before considering own convenience.
- Is comfortable in environments that require high compliance.
- Tends to follow all rules and procedures.
- Tends not to question policies and rules.

### **Cautions for Underuse/Overuse**

- May spend too much time following unnecessary rules.
- May be perceived as too strict about procedures.
- May put too much effort into enforcing rules.
- May fail to challenge inappropriate rules.

### **Behavioral, Competency-Based Questions:\***

#### 1. Tell me about the last time you fostered or promoted high ethical standards.

- What was the situation? What did you do?
- Why did you do it this way? How did it turn out?

#### **Interviewer Notes:**

#### 2. Tell me about a time when you admitted making a mistake and accepted full responsibility for it.

- What was the situation? What was the mistake and to whom did you communicate?
- Why did you do this? How did it turn out?

#### **Interviewer Notes:**

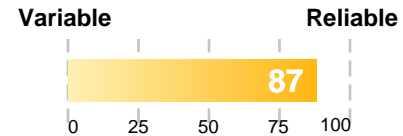
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## 12. Retention Relates to: Initiative & Risk Taking and Drive for Results

*Is this one of the 5-10 most important competency areas for the position?*

**Retention** reflects an individual's likelihood of being a longer-term employee, being motivated to consistently attend work, feeling commitment to the current employer, having stamina for work, and having few personal issues that may interfere with work.



The candidate's score on Retention suggests that he/she is more **Reliable** than others. Their strengths and cautions include:

### **Strengths**

- Likely to have a long period of tenure
- Likely to be able to commute to and from work.
- Likely to have a strong commitment to an employer.
- Likely to have few personal issues that interfere with work.

### **Cautions for Underuse/Overuse**

- May stay too long in a job or role.
- May prefer an employer that no record of layoffs.
- May be resistant to working on a temporary basis.
- May want work where there are clear growth opportunities.

### **Behavioral, Competency-Based Questions:\***

1. *What specific goals, other than those related to your occupation, have you established for yourself for the next 10 years?*

- How did you set these goals?
- How will you measure your performance?

### **Interviewer Notes:**

2. *How have you worked to broaden the depth or scope of your knowledge of the business or profession?*

- What resources do you use? How do you know when you have learned relevant information?
- What has been the impact of this?

### **Interviewer Notes:**

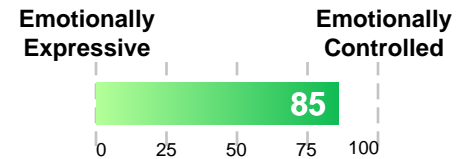
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## 13. Self-Control Relates to: Managing Differences/Conflict and Emotional Resilience

*Is this one of the 5-10 most important competency areas for the position?*

**Self-Control** reflects an individual's likelihood of restraining emotions and not letting others know how they are feeling, controlling emotions and avoiding emotional outbursts, and refraining from making decisions based on emotions or impulses.



The candidate's score on Self-Control suggests that he/she is more **Emotionally Controlled** than others. Their strengths and cautions include:

### **Strengths**

- Tends to be good at controlling impulses.
- Controls emotions in stressful situations.
- Rarely expresses anger or frustration.
- Tends to be calm in crisis situations.

### **Cautions for Underuse/Overuse**

- May be perceived as unenthusiastic because of little emotion.
- May find it difficult to excite the emotions of others.
- May be perceived as hiding emotions.
- May be seen as cold and unfeeling.

### **Behavioral, Competency-Based Questions:\***

#### 1. Tell me about a time when an important person was upset with you or your organization.

- What was the situation? Why were they upset? What was your emotional reaction?
- What did you do to manage your emotions? What happened as a result?

#### **Interviewer Notes:**

#### 2. Tell me about a recent time that a customer or coworker rejected you and you failed at your efforts.

- What was the situation? What was your emotional state after this incident?
- How did you recognize and manage your emotions? What have you learned from this?

#### **Interviewer Notes:**

\* More interview questions can be obtained from AAI's Selecting Talent Interview Questions Database.

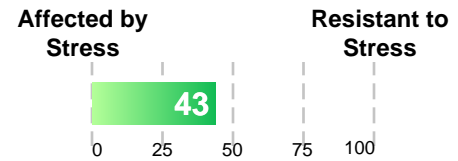




## 14. Stress Tolerance Relates to: Emotional Resilience

*Is this one of the 5-10 most important competency areas for the position?*

**Stress Tolerance** reflects an individual's likelihood of remaining calm in stressful situations, easily recovering from setbacks or failures, not being bothered by stress, not feeling discouraged, and rarely worrying about things.



The candidate's score on Stress Tolerance suggests that he/she is more **Affected By Stress** than others. Their strengths and cautions include:

### **Strengths**

- Tends to identify stress and bring it to the attention of others.
- Tends to seek opportunities to reduce workplace stress.
- Tends to be aware of stress in the workplace.
- Tends to prevent and avoid sources of stress.

### **Cautions for Underuse/Overuse**

- May find it hard to remain calm in stressful situations.
- May worry too much over problems or mistakes.
- May work less productively when under stress.
- Has difficulty bouncing back from setbacks.

### **Behavioral, Competency-Based Questions:\***

#### 1. Describe the methods or strategies you have devised to manage stress.

- Tell me about a time when these methods worked well. Describe a time when they didn't.
- How easy is it for you to implement these procedures?

#### **Interviewer Notes:**

#### 2. Give a recent example where you had to recognize the source of stress you were feeling.

- How did you recognize the stressful environment? What did you do? How has the situation changed?
- What are you doing now to address that situation?

#### **Interviewer Notes:**

\* More interview questions can be obtained from AAI's Selecting Talent Interview Questions Database.



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