

Select for Call Centers Sales Combo v3

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Survey Results for *Robin Example*

ID:

Test Date: 3/26/2020 5:53:04 PM

Organization: 0E0A0[{] æ ^

This Report Is Confidential

- Lock it up
- Don't leave it out
- Don't show it to the candidate

Use This Report To Make Good Decisions

- Retest or avoid candidates with Invalid results
- Avoid candidates with Avoid scores
- Use interview probes and other report information to evaluate Okay, Good or Better candidates.
- Combine information from all sources (survey, interview, references, etc.) to make a final decision.

Select for Call Centers Sales Combo 3 **Results**

Random Response:

A check for random responding. If Invalid, the candidate could not or did not read the test well enough to avoid responding randomly, and these results should not be used.

Valid	Invalid
X	

Integrity Index:

A measure of the candidate's attitudes about personal integrity and work ethic.

Score 13	Avoid	Good
	X	
	0-7	8-13

Inbound Performance Index:

A measure of the traits associated with successful performance in this job.

Score 20	Avoid	Okay	Good	Better
	X			
	0-12	13-14	15-19	20-28

Outbound Performance Index:

A measure of the traits associated with successful performance in this job.

Score 16	Avoid	Okay	Good	Better
	X			
	0-15	16	17-18	19-21

Performance Sub-scale Analysis:

The tables below present the candidate's scores for each of the sub-scales of the Inbound and Outbound Sales Performance Indices. *Flagged areas should be probed in the interview.*

Inbound Subscale	Okay	Flag*
Energy (activity level; action orientation)	X	
Accountability (accept personal responsibility for performance)	X	
Positive Sales Attitude (positive attitude about the customer & sales)	X	
Influence (enjoy influencing the actions of others)	X	
Social Comfort (at ease with, enjoy social interaction)	X	
Preference for Structure (work within ordered processes & procedures)		X
Frustration Tolerance (remain emotionally positive in spite of frustration)	X	

*If flagged, see interview probe suggestion(s) in later section.

Outbound Subscale	Okay	Flag*
Energy (activity level; action orientation)	X	
Multi-Tasking (juggle many tasks)	X	
Accountability (accept personal responsibility for performance)	X	
Positive Sales Attitude (positive attitude about the customer & sales)	X	
Assertiveness (enjoy influencing others)	X	
Social Comfort (at ease with, enjoy social interaction)	X	
Diplomacy (interact cooperatively and smoothly)	X	
Acceptance of Diversity (tolerance of others different from self)	X	
Frustration Tolerance (remain emotionally positive in spite of frustration)		X
Criticism Tolerance (accept criticism constructively)		X

*If flagged, see interview probe suggestion(s) in later section.

Select for Call Centers Sales Combo 3 **Details**

Job Task Responses:

How willing are you to . . .	Would do it and enjoy it	Would do it	Would do it, but not like it	Would not want to do it	Would not do it
Work weekdays?		X			
Work evenings or nights?		X			
Work weekends?		X			
Work holidays?		X			
Work overtime?		X			
Commit to being on time, every time?	X				
Serve or assist customers?	X				
Work cooperatively with others?	X				
Handle demanding people?	X				
Handle rude customers?		X			
Listen to customers using headphones or an earjack?		X			
Convince others to buy things?	X				
Make cold calls?	X				
Closely follow a telephone script?		X			
Meet daily performance goals?	X				
Have your customer calls monitored?	X				
Work with computers?	X				
Sit for long periods of time?	X				

The table above reports the candidate's stated willingness to do tasks commonly required in jobs similar to this one. Indications of reluctance should be probed during the interview.

.....**Counterproductive Behaviors**

In this section, undesirable responses by the candidate to theft, job commitment, work ethic, resistance to direction, safety, etc. questions are presented. The total number of survey questions for each topic is given in parenthesis. The candidate selected an undesirable response to the following:

JOB COMMITMENT (10 possible questions)

- How many employers have you had in the last three years? . . **Three**

WORK ETHIC (6 possible questions)

- It would bother you very much if you knew another employee was losing the company money by wasting time. . . **Disagree**

"
"

Select for Call Centers Sales Combo 3 **Interview****Preparation:**

- Review the application form
- Review the test results

STEP 1: Open the Interview

Hello, my name is _____ and I'm the _____ (your position). We're pleased that you are interested in this position. The purpose of this interview is to learn more about you and your work experiences. I will be asking you some questions about your previous experience, how you approach certain things, etc. You will probably see me jotting down some notes -- that's to help me remember better what you said after the interview is over. There are no correct or incorrect answers; what we want is to learn more about you. At the end, I'll leave some time to answer any questions you might have. If you are ready, we can begin.

STEP 2: Review the Application and Investigate Potential Problem Areas

- | | |
|--|--|
| <input type="checkbox"/> All blanks completed? | <input type="checkbox"/> Employment gaps? |
| <input type="checkbox"/> Application signed? | <input type="checkbox"/> Extremely high or low earnings? |
| <input type="checkbox"/> Several jobs in the last 2 years? | <input type="checkbox"/> Earnings show progress? |
| <input type="checkbox"/> Vague reasons for leaving job(s)? | <input type="checkbox"/> Can complete all essential functions? |

Example Questions

I see that you were unemployed from _____ to _____. Please tell me about this period of unemployment.

I see that you left your previous employer. Would you explain further?

I noticed that you have changed jobs frequently in the recent past. Why?

STEP 3: Review Test Flags and Begin In-depth Questions

While asking the following interview questions, be sure to listen and probe in the following areas:

- Low Preference for Structure (*Inbound Only*)
- Low Frustration Tolerance
- Low Criticism Tolerance (*Outbound Only*)

1. Tell me about your responsibilities in your previous (or current) job. Which did you like most and why? Also, which did you like the least and why? (*Listen for relevant work experience, likes and dislikes that may or may not fit this job.*)

2. Why are you considering leaving or why did you leave your current/last job? (*Listen for reliability, job fit.*)

3. What attracts you to this job with our company? (*Listen for a desire to work and a desire to serve others as well as an interest in your organization.*)

4. Have you ever had a sales job? What did you sell? Did you like the job? How successful were you? (*Listen for sales experience, desire to sell and a willingness to influence others.*)

5. Have you ever worked or volunteered in a position where you sold products or services over the telephone? How did you like it? How successful were you? (*Probe for sales drive, positive competitiveness to be the best.*)

6. Tell me about your last performance review. What things did your manager say you did well? What areas did your manager say you needed to work on? What have you done to improve in these areas? (*Listen for job fit and a willingness to improve and take criticism to heart.*)

7. Tell me about a time when you had a conflict with a manager. What was the situation? How did you overcome it? (*Listen for a willingness to be supervised.*)

8. In previous jobs how was your performance measured? What do you think would be a good measure of your performance in this job? (*Listen for a focus on measurable results.*)

9. Tell me about a time that someone did a good job of selling something to you over the telephone. Give me examples of what the salesperson did well. (*Listen for sales knowledge, values.*)

10. Tell me about a time that someone did a poor job of selling something to you over the telephone. Give me examples of what the salesperson did poorly. How could he/she have improved? (*Listen for sales knowledge, values.*)

11. What do you think is most important in helping a customer decide to buy your product or service? (*Listen for sales knowledge, values, and an ability to influence others.*)

12. What would you do if a customer did not want to buy your product or service? (*Listen for an ability to recover from rejection, flexibility in approach.*)

13. Sooner or later, we all have to work with a customer who is unreasonable. What types of behavior would you find most frustrating? How would you respond under such a circumstance? (*Listen for openness, tact and ability to handle difficult people.*)

14. Eventually, you will call a customer who feels that your call is an intrusion. How would you respond under such a circumstance? (*Listen for diplomacy, tact, frustration tolerance.*)

15. From your understanding of the job, what aspects of the job will you like the most? What are some things you might dislike? (*Listen for job knowledge and job fit responses.*)

If you are still concerned about the Performance Flag areas, here are some additional questions to ask:

Low Preference for Structure: (Inbound Only) In general, what types of things would interest you in a job and what types of things would you dislike? This job requires following some standard procedures and methods such as _____ and _____. Have you ever done this type of work before? Which parts would be easy for you? Which parts would be difficult? (*Listen for a tendency to quickly become bored with monotony or a tendency to circumvent the rules.*)

Low Frustration Tolerance: Describe those aspects of previous jobs which have frustrated or irritated you. How does frustration on the job affect you? (*Listen for responses that suggest a tendency to be easily affected by the ups and downs of the job or by personal circumstances.*)

Low Criticism Tolerance: (Outbound Only) Tell me about some situations in which you were criticized by your supervisor or a teammember. What were the circumstances? How did you respond? (*Listen for defensiveness versus a willingness to accept feedback constructively.*)

Select for Call Centers Sales Combo 3 Interview

STEP 4: Conclude the Interview

Those are all the questions that I have for you. I appreciate the time that you have given to me. Is there anything that you would like to ask me?

STEP 5: Make the Hiring Decision

- Resist the temptation to hire someone just because you need to fill the job. You are likely to pay for a hiring mistake both in money and time.
- Focus on how well the candidate fits the demands of the job, not how much you like the candidate's personality or how much you have in common with the candidate.
- The selection process is designed as an aid to the well-reasoned judgment of a hiring manager, not a replacement for this judgment. In the end, every hiring decision is a judgment call. Use the tools provided in this process to inform your decision, not

Use the following checklist to guide your decision. Please indicate your recommendation and write your comments in the appropriate Recommendation box. In addition, write your initials in the Initials column.

Actions	Recommendation			Initials
Review Application	Not Acceptable	Some Reservations	Consider Further	
Prescreen (Optional)	Not Acceptable	Some Reservations	Consider Further	
Test Candidate & Review the Test Results	Not Acceptable	Some Reservations	Consider Further	
Behavioral Interview	Not Acceptable	Some Reservations	Acceptable	
Reference Checks (Optional)	Not Acceptable	Some Reservations	Acceptable	
Background Check (Optional)	Not Acceptable	Some Reservations	Acceptable	
Decide	Do Not Make Offer	Eligible At Later Date	Make Offer	
Drug/Medical Screen (Optional)	Fail		Pass	

Select for Call Centers Sales Combo 3 **Development Suggestions**

STEP 6: On-boarding and Development (Optional for New Hires Only)

(Caution: Before providing these to your new hires, please check with your company's Human Resource department to confirm that your company is using this option.)

Congratulations on adding a new member to your team! As a Hiring Manager you play a key role in the success of your new team members.

The following link will give you access to Development Suggestion page(s) that could be provided to your new employee to assist them with their future development efforts. To support your new hire's on-boarding and development, we encourage you to provide feedback as they proceed through training. You are their partner in development and can provide them with valuable information to help develop their skill set and increase their effectiveness as an employee. **THESE PAGES ARE FOR NEW HIRES ONLY. DO NOT PROVIDE THESE PAGES TO A CANDIDATE UNTIL THEY HAVE BEEN HIRED.**

[Developmental Suggestions Link](#)

Development Suggestions

Congratulations on joining our team! We want our team members to be as successful as possible right from the start, and the purpose of this report is to help you along that path. This information, along with the feedback you receive from your manager during your training, will help you to develop your skill set and increase your overall effectiveness in the role.

As part of the selection process you completed an assessment tool which measures characteristics that have been proven to have an impact on success in this type of role. Based on your responses we have identified one or more development areas for you. These are highlighted in the Development Suggestion section below. You will find that by working to develop your skill set in this area(s), you can learn to be more effective by managing your behavior at work therefore putting yourself in the best position to succeed in this role.

Low Frustration Tolerance

The assessment results suggest that you may feel the effects of stress or frustration more strongly than others. If you find that you become upset too easily when events don't go as planned, the following suggestions may help:

- To the extent that you can, avoid putting yourself in situations you find to be personally stressful. Think about the events that led up to the problem situation and try to find ways to keep these from happening in the future.
- Get advice from a neutral person - someone who can see the situation from an objective, third-eye perspective.
- Try to view yourself and the frustrating/stressful situation from an objective point of view without your emotions getting in the way. Imagine that a co-worker has come to you with this problem - what would you say to him or her?
- When you find yourself feeling stressed, take a step back from the situation and try to clear your mind.
- Think in terms of actions rather than feelings. What are some of the specific steps you can take to get through the situation comfortably?
- Discover a relaxation method that suits you and your lifestyle and work this into your daily routine.

Low Acceptance/Preference for Structure

Your assessment results suggest that you have a high need for personal freedom, and you probably dislike excessive rules, restrictions, and red tape. To help you cope with situations where you feel like you are being overly-controlled, consider these suggestions:

- Even though you may not need or want much structure in your daily activities, remember that not everyone has the same work style. Some people feel more comfortable when they have a structured set of guidelines to follow and are less confident dealing with ambiguity.
- Try to view the situation from your boss' or the organization's point of view. Doing so may help you realize that many of the restrictions, procedures and guidelines make sense for the company.
- Approach your work with a positive attitude. Focus on what you can do rather than on what you can't. Realize that you probably have more freedom in your job than you think you do. Ask your boss for opportunities to manage a small project outside of your everyday responsibilities.
- Consider how rules make group work go more smoothly. You probably have worked on group projects that were inefficient and unfocused until guidelines and objectives were established.
- Take time to find out how things are done in your organization and learn ways of working within the system. It may help to identify a co-worker who is effective at working within the rules and adopt some of that person's behaviors.

Low Criticism Tolerance

Your assessment results suggest that you may tend to take negative feedback more personally than it is intended. To develop more objectivity in your interpersonal relationships, consider these suggestions:

- Recognize that the feedback you get does not reflect on you as a person but on your specific behavior in certain circumstances. Focus the conversation on how the behavior could change and what positive consequences will result from the change.
- Be easier on yourself. Accept the fact that it's impossible to be perfect every time and that you can't please everyone all the time..Remember that other people are trying to be helpful, even though they may not always know how to give feedback tactfully. Try to look past the method of delivery and focus on what they are saying. Most likely, they are just trying to give you information that they think will help you.
- Listen carefully to feedback, without interrupting or defending yourself.
- Take slow breaths and remain calm so that you can focus on the message.
- Try to just thank the feedback giver, rather than offer reasons for why things happened the way they did. Give yourself time to digest the information rather than feeling like you must respond immediately