



## SELECT for Call Center-Outbound Sales

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### Survey Results for:

**John Example**

**ID:**

**Test Date:**

**Organization:**

6/5/2000 3:19:13 PM

Call Centers



### **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

**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.

Random Response:	Valid	Invalid
	X	

**Integrity Index:**

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

Score: 10	Avoid	Okay	Good
		X	
	0-8	9-11	12-13

**Performance Index:**

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

Score: 12	Avoid	Okay	Good	Better
			X	
	0-11	12-16	17-19	20-21



**Performance Sub-scale Analysis:**

The table presents the candidate's scores for each sub-scale of the Performance Index.

Flagged areas should be probed in the interview.

Subscale	Okay	Flag*
<b>Energy</b> (activity level; action orientation)	X	
<b>Multi-Tasking</b> (juggle many tasks)		X
<b>Accountability</b> (accept personal responsibility for performance)	X	
<b>Productive Attitude</b> (desire to be personally productive)	X	
<b>Assertiveness</b> (enjoy asserting influence over others)		X
<b>Social Comfort</b> (at ease with, enjoy social interaction)	X	
<b>Diplomacy</b> (interact cooperatively and smoothly)	X	
<b>Acceptance of Diversity</b> (tolerance of others different from self)		X
<b>Frustration Tolerance</b> (remain emotionally positive in spite of frustration)		X
<b>Criticism Tolerance</b> (accept criticism constructively)		X
*If flagged, see interview probe suggestion(s) in later section.		



**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
<b>Work weekdays?</b>		X			
<b>Work evenings or nights?</b>		X			
<b>Work weekends?</b>		X			
<b>Work holidays?</b>		X			
<b>Work overtime?</b>		X			
<b>Commit to being on time, every time?</b>	X				
<b>Serve or assist customers?</b>	X				
<b>Work cooperatively with others?</b>		X			
<b>Handle demanding people?</b>		X			
<b>Handle rude customers?</b>		X			
<b>Listen to customers using headphones or an earjack?</b>		X			
<b>Convince others to buy things?</b>	X				
<b>Make cold calls?</b>		X			
<b>Closely follow a telephone script?</b>		X			
<b>Meet daily performance goals?</b>		X			
<b>Have your customer calls monitored?</b>		X			
<b>Work with computers?</b>	X				
<b>Sit for long periods of time?</b>	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.

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## Counterproductive Behaviors



*(This candidate had no undesirable responses to any of the counterproductive questions.)*



Based on the candidate's test results, the following areas should be probed further in the interview. We recommend that you use these suggestions to confirm the test results.

### **LOW MULTI-TASKING**

This candidate scored low on a measure of multi-tasking. This low score suggests that he/she may not enjoy a job which requires him/her to juggle many activities at one time.

#### **Interview Probes:**

- Ask him/her to describe his/her typical day at work. Listen for indications that he/she prefers to handle one task at a time and that he/she does not enjoy long periods of varied activity.
- Ask what he/she likes best and least about his/her job. Listen for frustration with the number of different things he/she must handle or a feeling that he/she is being pulled in too many directions.
- Ask why he/she left his/her last job. Listen for a tendency to avoid the type of work that requires juggling many competing tasks.

### **LOW ASSERTIVENESS**

This person scored low on a measure of assertiveness. People who score low on this measure sometimes have difficulty asserting themselves, offering their opinions, and dealing with stronger personalities. When trying to influence others, they may have difficulty controlling the conversation.

#### **Interview Probes:**

- During the interview, attempt to assess this person's ability to assert himself/herself or be persuasive when necessary.
- Ask him/her to describe a time when he/she had to make a request or suggestion that was met with opposition from others. How did he/she react to the opposition? What did he/she do? What was the final outcome?
- Observe the candidate during the interview. How well does he/she control the conversation and influence your decisions?

### **LOW ACCEPTANCE OF DIVERSITY**

This candidate scored low on a measure of tolerance or acceptance of other people who are different from him. He/She may be the type of person who tends to dislike or be biased against others who are from a different part of the country, are foreign, speak different languages, etc. This may detract from his/her ability to work harmoniously in a multi-cultural or multi-ethnic work environment.

**Interview Probes:**

- Ask him/her to describe the type of co-workers he/she likes and dislikes. Listen for strong negative attitudes about people or groups different from him. Listen for open-mindedness or a lack thereof.
- Ask him/her to describe situations in which he/she has provided service or has done things for other people. Were there some he/she did not like to serve (help)? Why not? What was it about those people that he/she did not like? Listen for prejudices or biases that may influence how he/she would behave with co-workers and others on the job.

**LOW FRUSTRATION TOLERANCE**

This candidate scored low on a measure of emotional resilience and positiveness. Some people with this profile can be moody and sensitive, and may be easily discouraged. The candidate may have a low tolerance for stress, and may tend to worry excessively. These characteristics could interfere with his/her ability to maintain a positive attitude about the job, co-workers and customers.

**Interview Probes:**

- Ask him/her to describe those aspects of previous jobs which have been frustrating or irritating. Listen for responses that suggest a low frustration tolerance or a tendency to be easily affected by the ups and downs of the job or by personal circumstances.
- Ask about his/her ability to deal with pressure, stress, and disappointments. Ask him/her to describe the sorts of things that are irritating or annoying on the job.
- Ask him/her to describe how well he/she handles stress on the job.
- Ask him/her to describe the enjoyable aspects of dealing with people, and what he/she dislikes about it. Listen for tendencies to dwell on the negative and, in particular, listen for signs that he/she is easily disturbed by people who are difficult or rude.
- Describe a typical situation with a difficult person. Ask the candidate how he/she would handle the situation and how he/she would feel after the confrontation. Listen for signs of worrying or an inability to put things aside and be positive for other people.

**LOW CRITICISM TOLERANCE**

This person scored low on a measure of criticism tolerance. This low score suggests that he/she may be overly sensitive to criticism from others, and may not always perceive situations objectively.

**Interview Probes:**

- During the interview, attempt to assess this person's ability to separate himself/herself from situations and accurately assess facts. Ask him/her to describe confrontations or differences of opinion with others. Listen for indications of allowing his/her emotions or personal opinions to influence his/her judgment.
- Ask him/her to discuss performance reviews with previous bosses. What type of feedback did he/she receive? How did he/she respond?
- Ask the candidate to describe a situation in which he/she was given negative feedback by a co-worker. How did

he/she react? Was he/she defensive? Did he/she use the information constructively?

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