



Contact Center POP™

Report Introduction

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Contact Center POP™ Reports.

Of extreme importance to our clients is that this **one** assessment delivers so much more than just one simple report. In this case, you will have access to **seven** reports on each candidate. The following outlines how you can apply to your best advantage.

Our reports are unique in that they are a “live rendition”. This means you can customise certain areas of the report, as well as make notes that others in the selection process can access.

In this instance, following this introduction, we are showing you the PDF versions of the reports mentioned below.

For your Recruiters.

Recruiters have access to four reports to support them in their efforts:

1. Recruiter’s **high-level snapshot** of the candidate against three roles:
 - a. Customer Service
 - b. Sales
 - c. Team Leader

The Traffic Lights makes it simple, straightforward, and saves time and money.

2. Recruiter’s detailed report of the candidate for a **Customer Service** role.
3. Recruiter’s detailed report of the candidate for a **Sales** role.
4. Recruiter’s detailed report of the candidate for a **Team Leader** role.

Each of role-specific reports drills into a little more detail than the overview, **plus** recruiters are supplied with some questions that they can use as part of their process. The questions have been generated by the platform in response to the answers selected by the candidate. Traffic lights help recruiters make the right selection, quickly and easily.

Your recruitment team can now compare each candidate against **three** roles – Sales, Customer Service, and Team Leader. This will prove useful in situations where you are looking to identify candidates who can be flexible across roles, plus identify those who can be developed into Team Leaders as part of their career progression.



For your Managers.

Separately to the recruiter reports, managers are given access to **three** manager reports on each candidate, one report for each potential role – Sales, Customer Service & Team Leader. This ensures that managers have all the relevant data they need for their own part in the selection and decision-making process. Plus, they have all relevant information on how best to manage, lead and develop each individual.

Managers are also provided with different interview questions specific to each candidate, plus they have clear development suggestions and how best to engage with this candidate to achieve best results.

In Conclusion.

You get all this very important and highly valuable information from just one assessment, and all at one affordable price. In this highly cost-sensitive market, it is clear why most organisations are now moving to our assessments.

You may also elect to review our **Screen™** assessments when dealing with high volumes of candidates. Please ask us for more information on those at your convenience.

For support, contact us at assessments@validity.group.

***** Sample Reports Follow *****





[Click Here to View Manager's Report](#)

Contact Center POP™

Contact Center Snapshot

for Test Test August 7, 2021

Recommendations

Customer Service



Proceed
4.0

Sales



Proceed
5.0

Team Leader



Proceed
4.0

Results Reliable?

Yes

Caution

No

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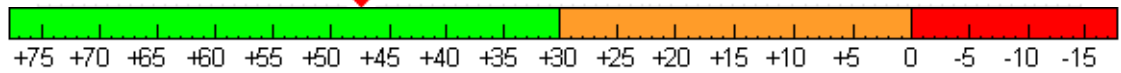
ID# NLRC1ANNPPPS for Test Test on August 7, 2021

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This is the Recruiter's report cover
page for the Overview Snapshot

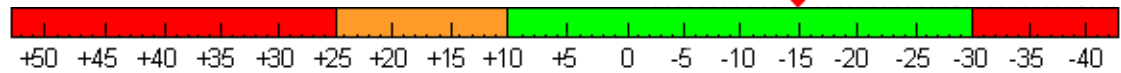
Contact Center POP™ (CCP™) Scoring

CCP™ Score	Customer Service		Sales		Team Leader	
	Formula	Score	Formula	Score	Formula	Score
EP=47	If EP > 20 5 If EP 0 to 20 4 If EP < 0 3	<u>5</u>	If EP > 30 5 If EP 10 to 30 4 If EP < 10 3	<u>5</u>	If EP > 40 5 If EP 20 to 40 4 If EP < 20 3	<u>5</u>
MP=-15 IP=-8	Subtract 1 if: MP > 10 or < -30 or IP > 0 or < -35	-	Subtract 1 if: MP < -20 or CWC < 0	-	Subtract 1 if: MP < -10 or IP < -25	<u>-1</u>
PO=23 AO=11 EQ=87	Subtract 1 if: PO < 20 or AO > 10	<u>-1</u>	Subtract 1 if: PO < 20 or AO < -10	-	Subtract 1 if: PO < 10 or AO < -10 or EQ < 60	-
SC=55 LS=32 LM=79 NSP=57	Subtract 1 if: SC < 25 or LS < 25	-	Subtract 1 if: SC < 35 or LM < 35 or NSP < 35	-	Subtract 1 if: SC < 25 or LM < 25 or LS < 25	-
Science Score	Customer Service	4.0	Sales	5.0	Team Leader	4.0

SUMMARY OF SCORES**EP**
47**SELF-MANAGEMENT**

VERY PROACTIVE

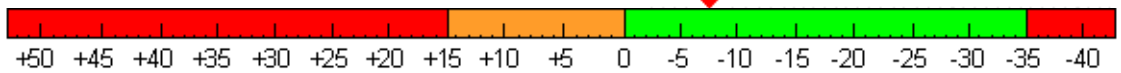
RESPONSIVE

MP
-15**MOTIVATIONAL PROFILE**

CHALLENGE ORIENTED

CHALLENGE/SERVICE

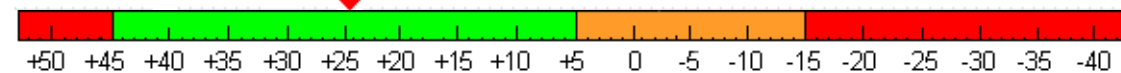
RELAXED/DEPENDABLE

IP
-8**TEAM ORIENTATION**

VERY INDEPENDENT

INDEPENDENCE ORIENTED

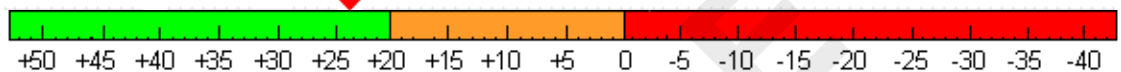
TEAM ORIENTED VERY TEAM ORIENTED

CWC
24**COMFORT WITH CONFLICT**

COMFORTABLE WITH CONFLICT

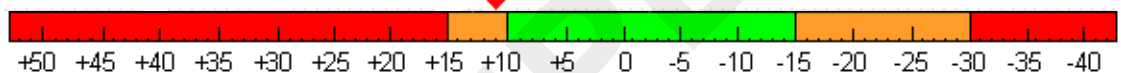
AVERAGE

AVOIDS CONFLICT

PO
23**PEOPLE ORIENTATION**

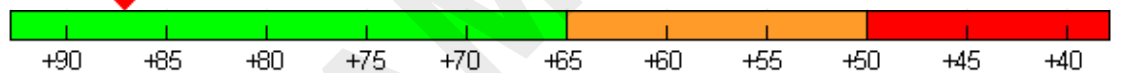
VERY SOCIABLE

BUILDS RELATIONSHIPS SLOWLY

AO
11**ANALYTICAL ORIENTATION**

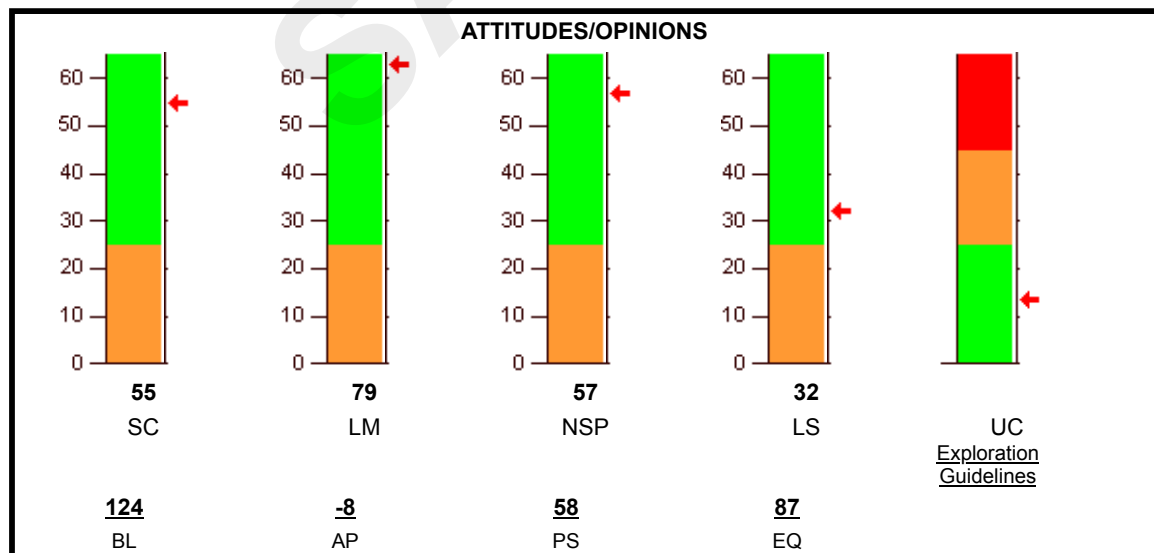
ANALYTICAL/SYSTEMATIC

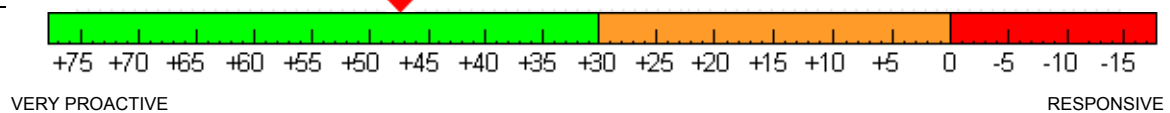
LEARNS THE ESSENTIALS

EQ
87**EMOTIONAL QUOTIENT**

HIGH EMOTIONAL AWARENESS

RELIANCE ON NON-EMOTIONAL INFORMATION



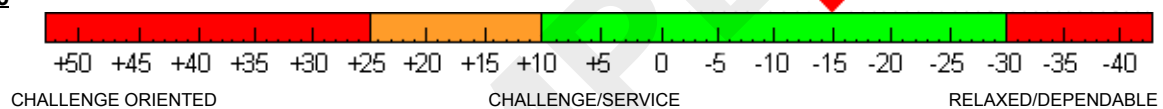
Summary of Scales and Interview Suggestions**EP**
47**SELF-MANAGEMENT**

Test would be described generally as a competitive, enterprising, assertive and goal oriented person. He/She is relatively self directed and comfortable initiating activity on his/her own. He/She has the potential to become a good self-manager with some coaching on such issues as self-evaluation, developing the ability to self motivate and directing him/herself more effectively. He/She will likely work well with a manager who provides clear guidance and coaches without being overly directive. Encourage him/her to use his/her initiative when he/she has caught up on all his/her tasks.

Test would be relatively comfortable in an adaptive role where he/she follows a process but can adjust as necessary. Many successful sales people are strong self-managers.

Interview Suggestions

- Describe your goal setting process and how you review your accomplishments.
- Outline a recent example of this.
- Describe the work environment that you found to be best for you.
- In your current (previous) position, how much of your time has been devoted to working on tasks that you have initiated? Give an example.

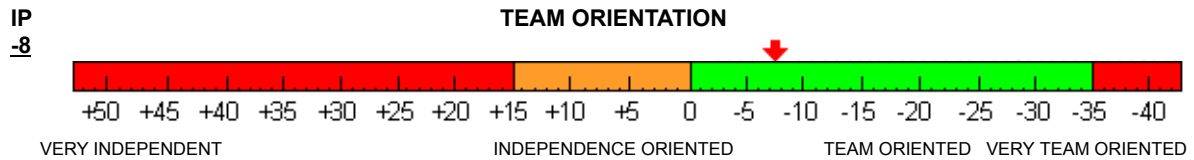
MP
-15**MOTIVATIONAL PROFILE**

Test has a motivational structure that is similar to many other people who balance concern for the needs of other people with meeting their own personal long-term goals. He/She would be comfortable working in a customer focused environment that allows time to focus on quality and deal with each customer need thoroughly. Test would be most effective in a customer care role where he/she is providing service to familiar customers over the longer term.

Test would be expected to be less comfortable when called upon to close during a sales process. People with his/her profile tend to not feel comfortable asking for an order unless it is within a very well-designed customer contact system.

Interview Suggestions

- Describe your achievements over the last year.
- How did you determine your short-term goals? How did they lead to your long-term goals?
- Outline how your goals were established in your most recent position. Did the process help you perform effectively? How would you have changed it?
- Describe a situation where you helped a customer make a decision on purchasing a product or service. Did you perform well?

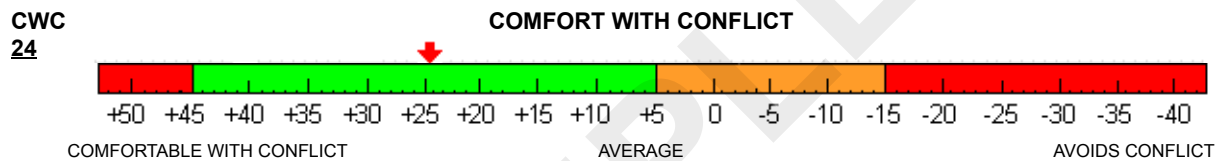
Summary of Scales and Interview Suggestions (cont'd)

Test would be described as cooperative, obliging and conscientious. He/She would function effectively in a system which is well-organized but allows for individual initiative. He/She will accept a script during initial training but may expect some room for adaptation after gaining the relevant experience. He/She would be expected to integrate with existing systems and work well with a group of peers who are similar in nature.

Test will function effectively in a structured, well-scripted process which is designed to deal with customer care issues. He/She would be helped by an effective process that integrates service and sales issues during customer contact.

Interview Suggestions

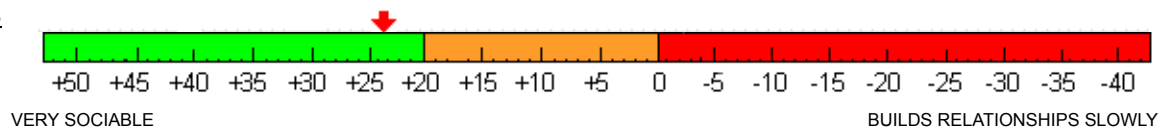
- Describe the work environment that you found most suitable. Why does it work for you?
- How much structure are you willing to accept in a customer care role?
- Outline a situation where you worked in a very unstructured environment. What did you do to improve the situation?
- Describe a situation where you were forced to develop new procedures. Were they implemented as new procedures?



Test is relatively comfortable in situations where there is some conflict but would prefer a position where conflict was neither too intense nor a regular part of the environment. He/She will be suited to roles dealing with some conflict, particularly if the organization has training and strategies that will help resolve conflict.

Interview Suggestions

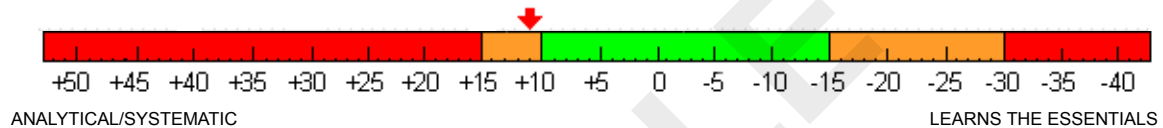
- Describe a working environment of yours that included a lot of conflict. What was your approach to dealing with conflict?
- How did you feel about that environment? How would you have changed it?
- How can you use your comfort with conflict to your advantage in a customer care role?

Summary of Scales and Interview Suggestions (cont'd)**PO
23****PEOPLE ORIENTATION**

Test is sociable, friendly and outgoing in a variety of roles and situations. He/She is at ease building relationships and is quite comfortable meeting new people. He/She would be considered effective at an interpersonal level and would work well in an environment where there is regular contact with a variety of people.

Interview Suggestions

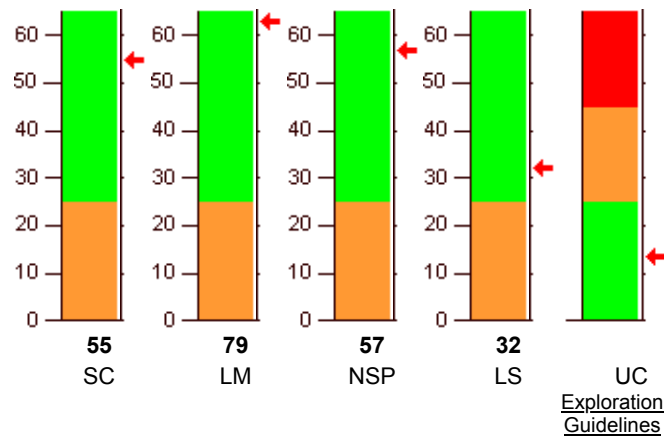
- Describe your approach to building an effective relationship with someone you have just met.
- What do you do differently if you are not able to see the other person?
- What are your strengths as a communicator? How can you use them in customer care?
- What are your goals with regard to growth in interpersonal areas? What are you doing to improve in these areas?

**AO
11****ANALYTICAL ORIENTATION**

Test would be described as analytical and attentive to detail. He/She would be comfortable with both the technical and non-technical issues related to customer care. He/She would enjoy the problem solving that is part of customer care and his/her analytical nature would make him/her suitable for data mining and other technical roles if combined with the appropriate inherent abilities and skill set.

Interview Suggestions

- Describe a situation where you were able to solve a problem that others had not been able to handle.
- What makes you an effective problem solver?
- What are some of the challenges that may effect how we provide customer care?

Attitudes and Opinions**Self Confidence (SC)**

Test demonstrates high levels of confidence at this time.

Lifestyle Management (LM)

Test demonstrates very effective habits and approaches to managing his/her lifestyle.

Networking & Self Promotion (NSP)

Test has a very positive attitude about sales, networking and managing rejection.

Listening Style (LS)

Test is likely to listen to others attentively which will enable him/her to better understand and relate to their needs . Test's strong approach to listening should help him/her in developing good interpersonal relationships with clients.

Uncertainty Coefficient (UC)

Test has an acceptable score on the UC scale indicating that he/she is not answering in a socially desirable manner. His/Her answers on the attitude scales tend to be reliable.



[Click Here to View Manager's Report](#)

Contact Center POP™

Contact Center Snapshot

for Test Test August 7, 2021

Customer Service ▼

Go

Recommendations

Customer Service



Proceed
4.0

Results Reliable?

Yes

Caution

No

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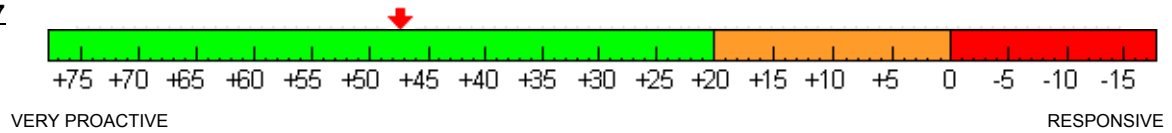
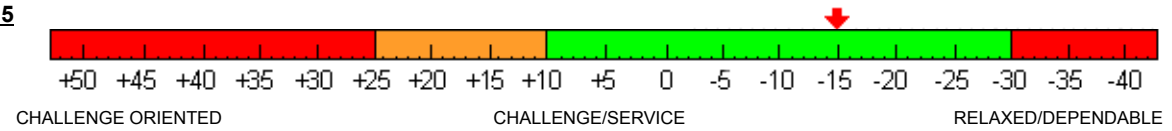
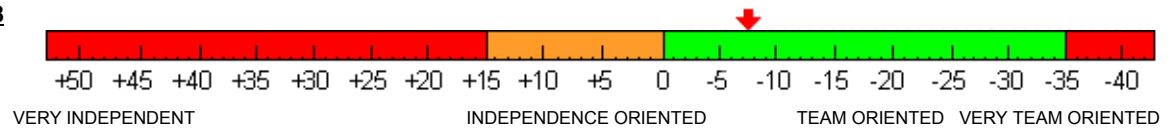
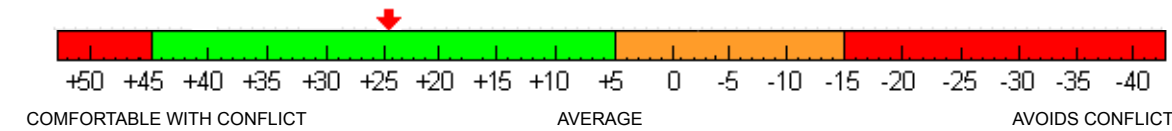
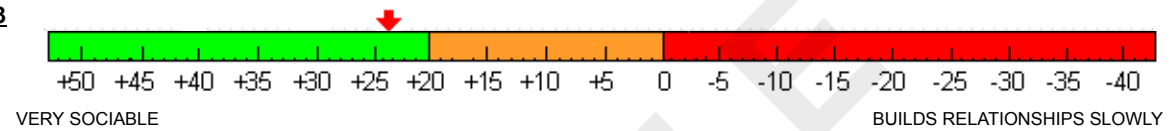
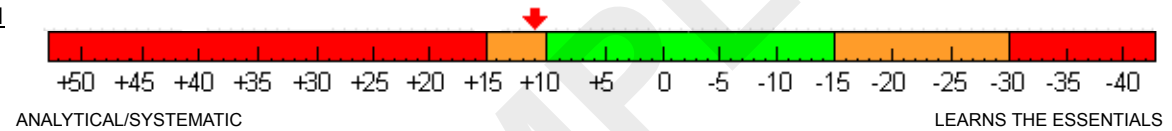
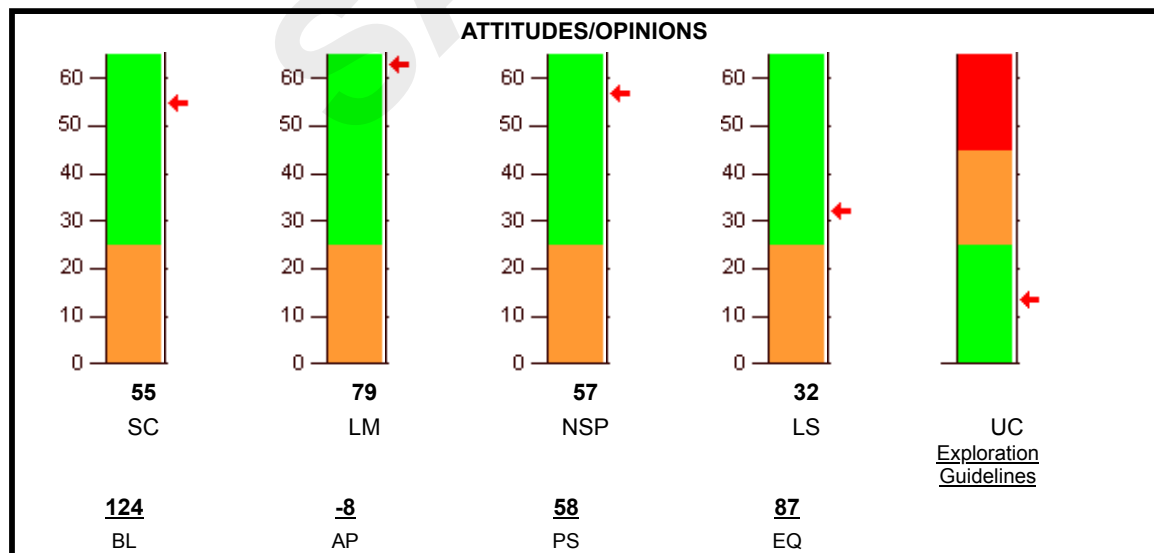
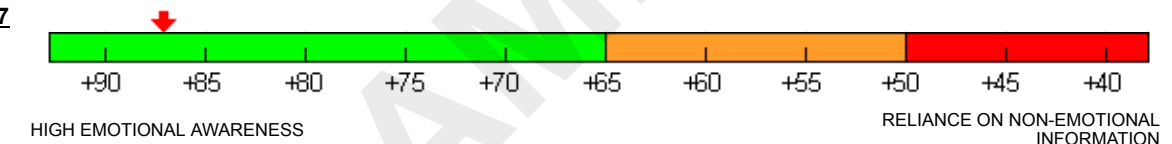
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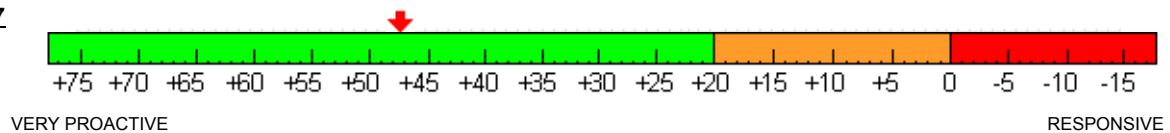
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This is the Recruiter's report cover page for the Customer Service role

Contact Center POP™ (CCP™) Scoring

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PO=23 AO=11	Subtract 1 if: PO < 20 or AO > 10	<u>-1</u>
SC=55 LS=32	Subtract 1 if: SC < 25 or LS < 25	-
Science Score	Customer Service	4.0

SUMMARY OF SCORES**EP**
47**SELF-MANAGEMENT****MP**
-15**MOTIVATIONAL PROFILE****IP**
-8**TEAM ORIENTATION****CWC**
24**COMFORT WITH CONFLICT****PO**
23**PEOPLE ORIENTATION****AO**
11**ANALYTICAL ORIENTATION****EQ**
87**EMOTIONAL QUOTIENT**

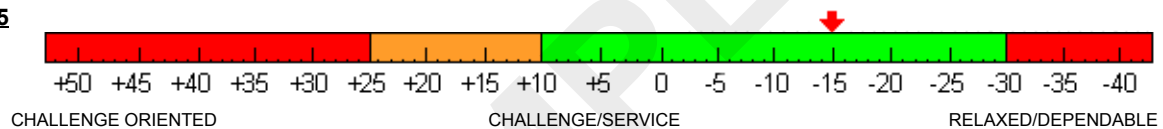
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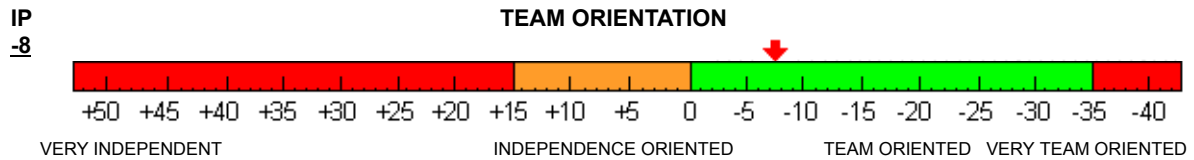
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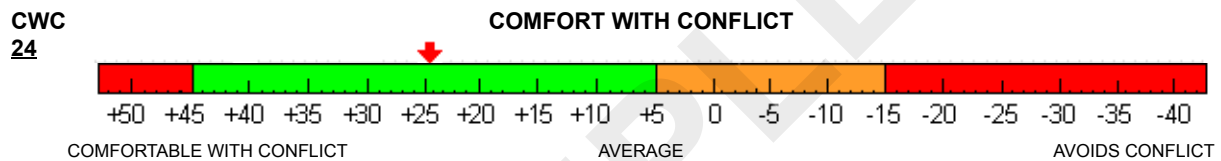
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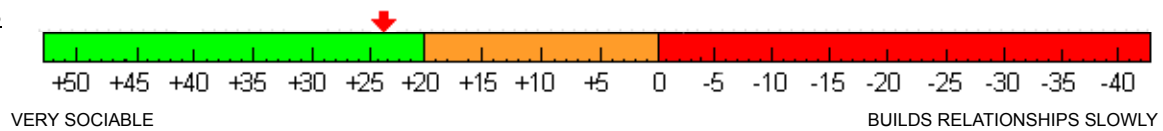
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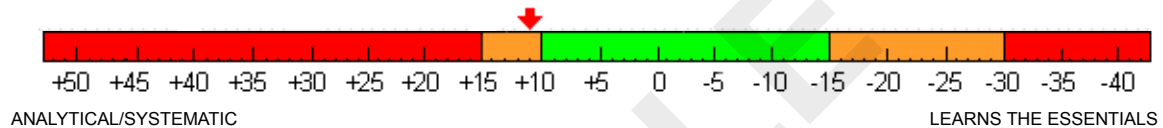
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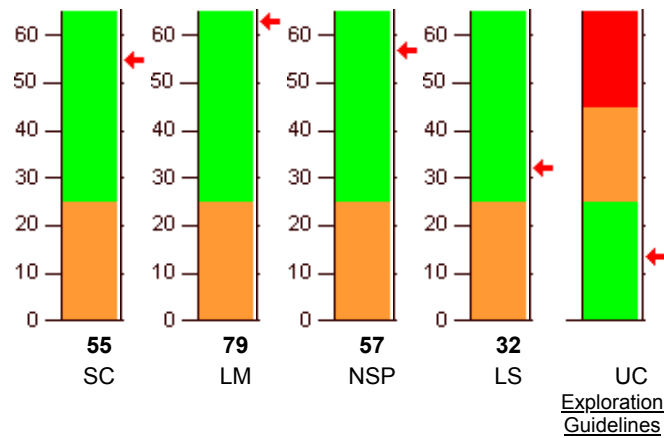
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**AO
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Uncertainty Coefficient (UC)

Test has an acceptable score on the UC scale indicating that he/she is not answering in a socially desirable manner. His/Her answers on the attitude scales tend to be reliable.



▶ [Click Here to View Manager's Report](#)

Contact Center POP™

Contact Center Snapshot

for Test Test August 7, 2021

Sales

▼

Go

Recommendations

Sales



Proceed
5.0

Results Reliable?

Yes

Caution

No

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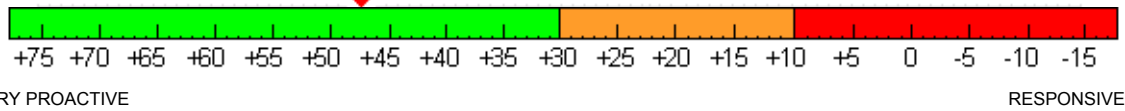
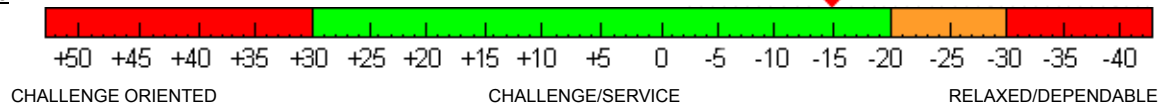
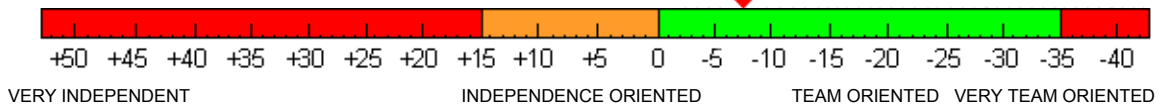
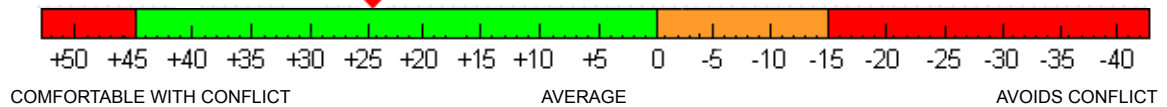
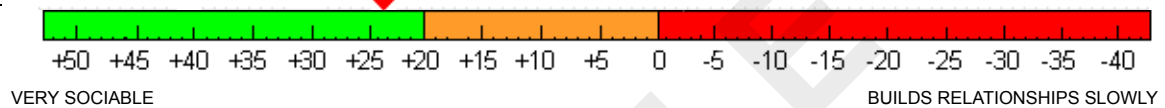
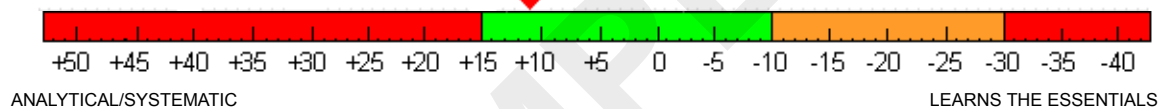
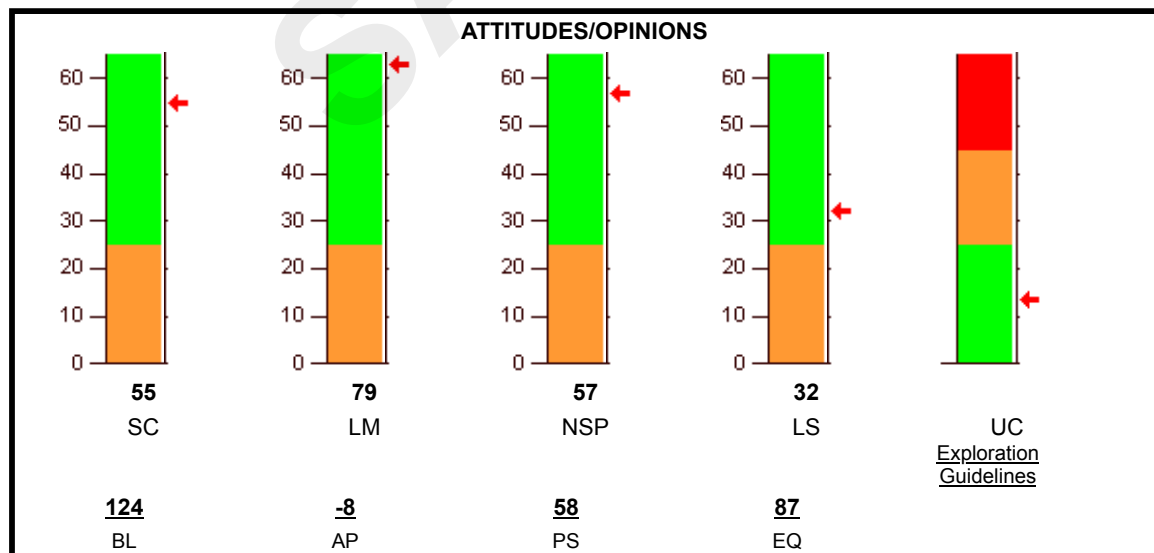
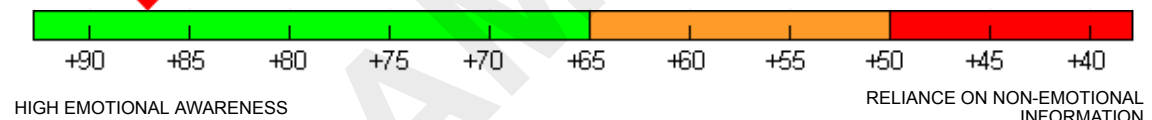
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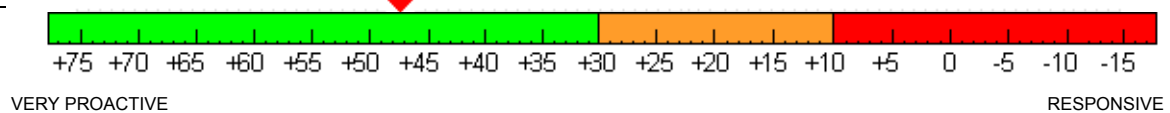
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This is the **Recruiter's** report cover
page for the **Sales** role

Contact Center POP™ (CCP™) Scoring

CCP™ Score	Sales	
	Formula	Score
EP=47	If EP > 30 5 If EP 10 to 30 4 If EP < 10 3	<u>5</u>
MP=-15 CWC=24	Subtract 1 if: MP < -20 or CWC < 0	-
PO=23 AO=11	Subtract 1 if: PO < 20 or AO < -10	-
SC=55 LM=79 NSP=57	Subtract 1 if: SC < 35 or LM < 35 or NSP < 35	-
Science Score	Sales	5.0

SUMMARY OF SCORES**EP**
47**SELF-MANAGEMENT****MP**
-15**MOTIVATIONAL PROFILE****IP**
-8**TEAM ORIENTATION****CWC**
24**COMFORT WITH CONFLICT****PO**
23**PEOPLE ORIENTATION****AO**
11**ANALYTICAL ORIENTATION****EQ**
87**EMOTIONAL QUOTIENT**

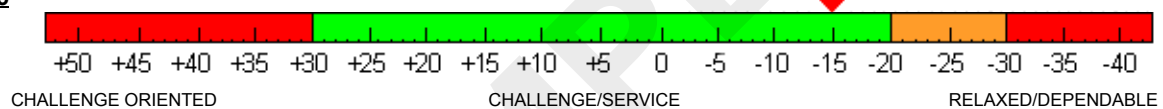
Summary of Scales and Interview Suggestions**EP**
47**SELF-MANAGEMENT**

Test would be described generally as a competitive, enterprising, assertive and goal oriented person. He/She is relatively self directed and comfortable initiating activity on his/her own. He/She has the potential to become a good self-manager with some coaching on such issues as self-evaluation, developing the ability to self motivate and directing him/herself more effectively. He/She will likely work well with a manager who provides clear guidance and coaches without being overly directive. Encourage him/her to use his/her initiative when he/she has caught up on all his/her tasks.

Test would be relatively comfortable in an adaptive role where he/she follows a process but can adjust as necessary. Many successful sales people are strong self-managers.

Interview Suggestions

- Describe your goal setting process and how you review your accomplishments.
- Outline a recent example of this.
- Describe the work environment that you found to be best for you.
- In your current (previous) position, how much of your time has been devoted to working on tasks that you have initiated? Give an example.

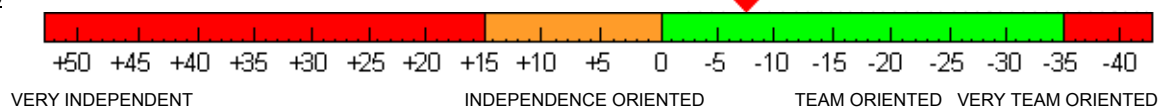
MP
-15**MOTIVATIONAL PROFILE**

Test has a motivational structure that is similar to many other people who balance concern for the needs of other people with meeting their own personal long-term goals. He/She would be comfortable working in a customer focused environment that allows time to focus on quality and deal with each customer need thoroughly. Test would be most effective in a customer care role where he/she is providing service to familiar customers over the longer term.

Test would be expected to be less comfortable when called upon to close during a sales process. People with his/her profile tend to not feel comfortable asking for an order unless it is within a very well-designed customer contact system.

Interview Suggestions

- Describe your achievements over the last year.
- How did you determine your short-term goals? How did they lead to your long-term goals?
- Outline how your goals were established in your most recent position. Did the process help you perform effectively? How would you have changed it?
- Describe a situation where you helped a customer make a decision on purchasing a product or service. Did you perform well?

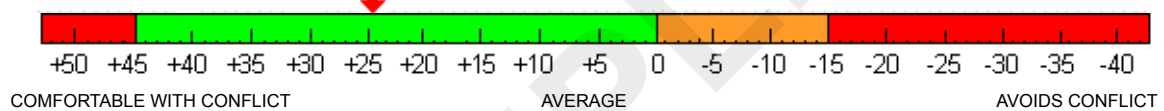
Summary of Scales and Interview Suggestions (cont'd)**IP**
-8**TEAM ORIENTATION**

Test would be described as cooperative, obliging and conscientious. He/She would function effectively in a system which is well-organized but allows for individual initiative. He/She will accept a script during initial training but may expect some room for adaptation after gaining the relevant experience. He/She would be expected to integrate with existing systems and work well with a group of peers who are similar in nature.

Test will function effectively in a structured, well-scripted process which is designed to deal with customer care issues. He/She would be helped by an effective process that integrates service and sales issues during customer contact.

Interview Suggestions

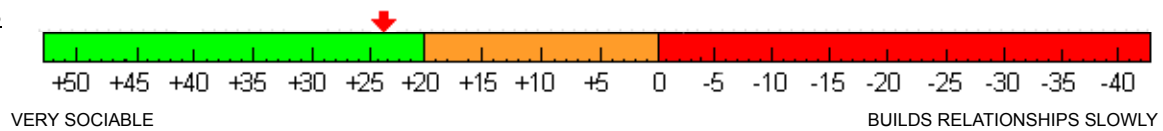
- Describe the work environment that you found most suitable. Why does it work for you?
- How much structure are you willing to accept in a customer care role?
- Outline a situation where you worked in a very unstructured environment. What did you do to improve the situation?
- Describe a situation where you were forced to develop new procedures. Were they implemented as new procedures?

CWC
24**COMFORT WITH CONFLICT**

Test is relatively comfortable in situations where there is some conflict but would prefer a position where conflict was neither too intense nor a regular part of the environment. He/She will be suited to roles dealing with some conflict, particularly if the organization has training and strategies that will help resolve conflict.

Interview Suggestions

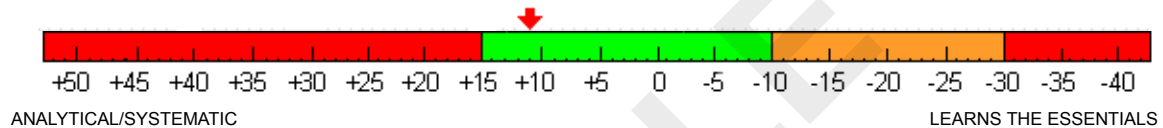
- Describe a working environment of yours that included a lot of conflict. What was your approach to dealing with conflict?
- How did you feel about that environment? How would you have changed it?
- How can you use your comfort with conflict to your advantage in a customer care role?

Summary of Scales and Interview Suggestions (cont'd)**PO
23****PEOPLE ORIENTATION**

Test is sociable, friendly and outgoing in a variety of roles and situations. He/She is at ease building relationships and is quite comfortable meeting new people. He/She would be considered effective at an interpersonal level and would work well in an environment where there is regular contact with a variety of people.

Interview Suggestions

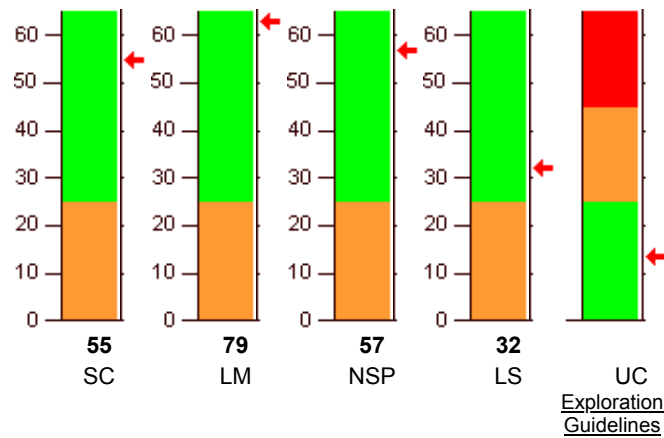
- Describe your approach to building an effective relationship with someone you have just met.
- What do you do differently if you are not able to see the other person?
- What are your strengths as a communicator? How can you use them in customer care?
- What are your goals with regard to growth in interpersonal areas? What are you doing to improve in these areas?

**AO
11****ANALYTICAL ORIENTATION**

Test would be described as analytical and attentive to detail. He/She would be comfortable with both the technical and non-technical issues related to customer care. He/She would enjoy the problem solving that is part of customer care and his/her analytical nature would make him/her suitable for data mining and other technical roles if combined with the appropriate inherent abilities and skill set.

Interview Suggestions

- Describe a situation where you were able to solve a problem that others had not been able to handle.
- What makes you an effective problem solver?
- What are some of the challenges that may effect how we provide customer care?

Attitudes and Opinions**Self Confidence (SC)**

Test demonstrates high levels of confidence at this time.

Lifestyle Management (LM)

Test demonstrates very effective habits and approaches to managing his/her lifestyle.

Networking & Self Promotion (NSP)

Test has a very positive attitude about sales, networking and managing rejection.

Listening Style (LS)

Test is likely to listen to others attentively which will enable him/her to better understand and relate to their needs . Test's strong approach to listening should help him/her in developing good interpersonal relationships with clients.

Uncertainty Coefficient (UC)

Test has an acceptable score on the UC scale indicating that he/she is not answering in a socially desirable manner. His/Her answers on the attitude scales tend to be reliable.



▶ [Click Here to View Manager's Report](#)

Contact Center POP™

Contact Center Snapshot

for Test Test August 7, 2021

Team Leader ▼ Go

Recommendations

Team Leader



Proceed
4.0

Results Reliable?

Yes

Caution

No

* If results are not reliable it may suggest that the candidate is responding to the questionnaire in a socially desirable manner. Please proceed with caution with the results and explore thoroughly with candidates before proceeding to selection.

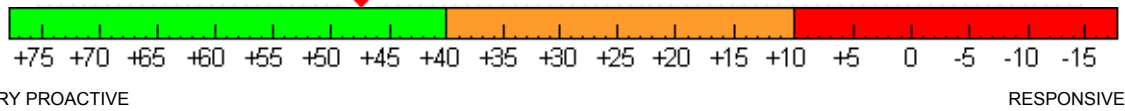
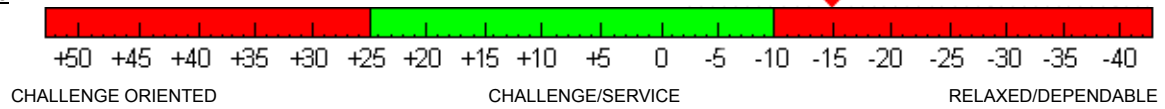
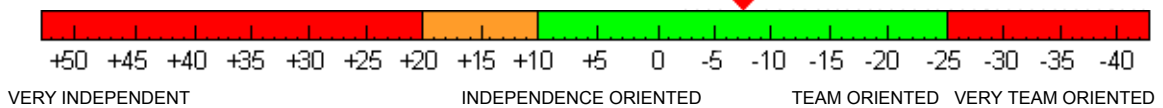
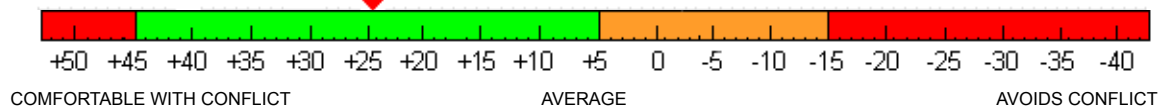
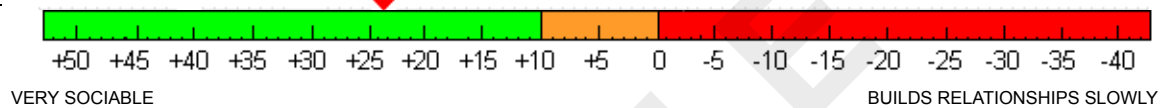
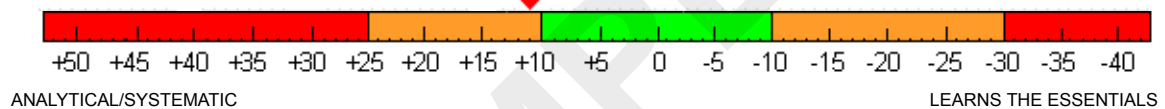
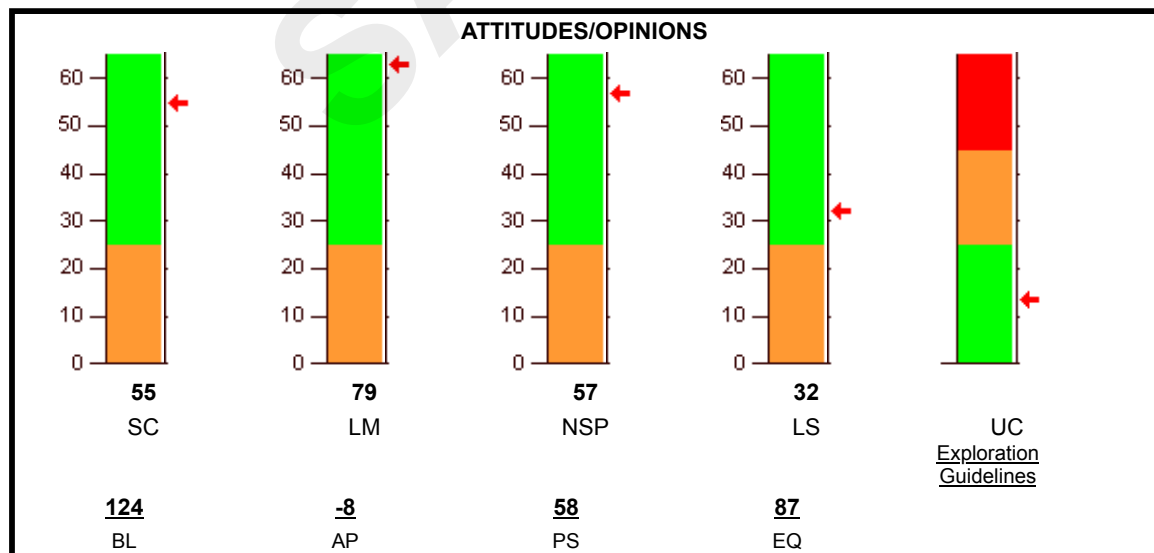
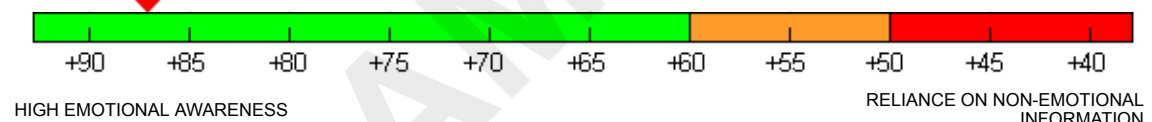
ID# NLRC1ANNPPPS for Test Test on August 7, 2021

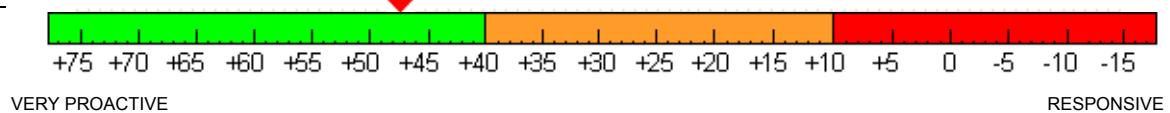
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This is the **Recruiter's** report cover
page for the **Team Leader** role

Contact Center POP™ (CCP™) Scoring

CCP™ Score	Team Leader	
	Formula	Score
EP=47	If EP > 40 5 If EP 20 to 40 4 If EP < 20 3	<u>5</u>
MP=-15 IP=-8	Subtract 1 if: MP < -10 or IP < -25	<u>-1</u>
PO=23 AO=11 EQ=87	Subtract 1 if: PO < 10 or AO < -10 or EQ < 60	-
SC=55 LM=79 LS=32	Subtract 1 if: SC < 25 or LM < 25 or LS < 25	-
Science Score	Team Leader	4.0

SUMMARY OF SCORES**EP**
47**SELF-MANAGEMENT****MP**
-15**MOTIVATIONAL PROFILE****IP**
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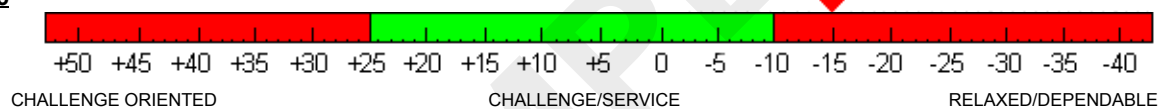
Summary of Scales and Interview Suggestions**EP**
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Test would be relatively comfortable in an adaptive role where he/she follows a process but can adjust as necessary. Many successful sales people are strong self-managers.

Interview Suggestions

- Describe your goal setting process and how you review your accomplishments.
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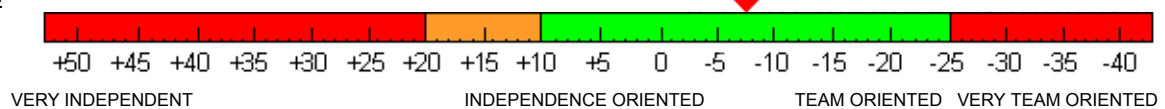
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Test would be expected to be less comfortable when called upon to close during a sales process. People with his/her profile tend to not feel comfortable asking for an order unless it is within a very well-designed customer contact system.

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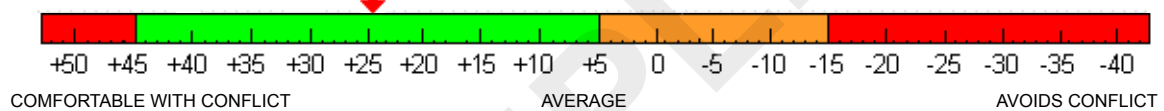
Summary of Scales and Interview Suggestions (cont'd)**IP**
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Interview Suggestions

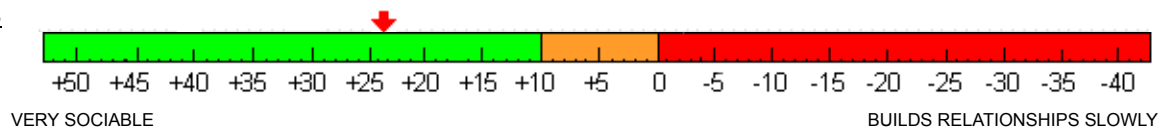
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Interview Suggestions

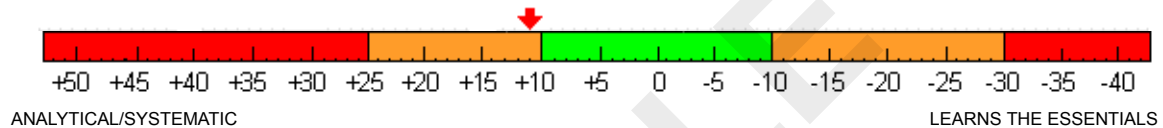
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Summary of Scales and Interview Suggestions (cont'd)**PO
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Interview Suggestions

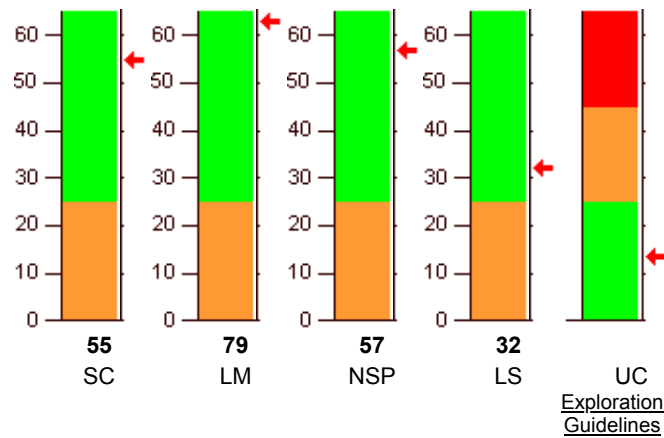
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**AO
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Interview Suggestions

- Describe a situation where you were able to solve a problem that others had not been able to handle.
- What makes you an effective problem solver?
- What are some of the challenges that may effect how we provide customer care?

Attitudes and Opinions**Self Confidence (SC)**

Test demonstrates high levels of confidence at this time.

Lifestyle Management (LM)

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Networking & Self Promotion (NSP)

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Listening Style (LS)

Test is likely to listen to others attentively which will enable him/her to better understand and relate to their needs . Test's strong approach to listening should help him/her in developing good interpersonal relationships with clients.

Uncertainty Coefficient (UC)

Test has an acceptable score on the UC scale indicating that he/she is not answering in a socially desirable manner. His/Her answers on the attitude scales tend to be reliable.



[Click Here to View Recruiter's Snapshot](#)

Contact Center POP™

for Test Test August 7, 2021

Customer Service ▼

Go

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Prediction of Sales and Service Potential	1
Sales and Service Competencies	2
Coach to Success	3
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Attitudes	9
Emotional Intelligence	12
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Responses from Attitude/Opinions Section	14

The Contact Center POP™ is designed to provide insights into the strengths of individuals who will be managing customer relationships within a customer contact center culture. By identifying and understanding personal strengths as well as identifying growth opportunities, managers and supervisors will have more information relevant to fitting people to customer care roles. This profile will also provide managers with suggestions on how to coach service people more effectively.

John C. Marshall, Ph.D.

ID# NLRC1ANNPPPS for Test Test on August 7, 2021

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This is the **Manager's** report cover page for the **Customer Service** role

Prediction of Sales and Service Potential**Prediction of Sales Potential**

An indication of the individual's natural approach to selling and best fit within the customer care culture.

Outbound Selling			Cross Selling			Service/Inbound service			

Business Development

Reflects the person's approach to creating new business development opportunities

Coach to Excellence			With Training			Not Likely			

Approach to Client

An indicator of how aggressively the individual will pursue the business opportunity once it has been identified

Hard/Persistent			Soft/Persistent			Potential Weak Closer			

Need for Script and/or Structure

The degree to which the person will accept the structure and script used in customer care selling

Does not want			Works within guidelines			Depends on it			

Managing Rejection

An indicator of the individual's ability to manage rejection during a customer contact

Handles Well			Handles OK			Very Uncomfortable			

A People Person?

Reflects individual's approach to building relationships with new contacts.

Definitely			People are OK			Not interested			

Detail Orientation

Reflects the individual's approach to technical detail.

Analytical			As required			Not Detail Oriented			

Sales and Service Competencies**Goal Orientation**

An indication of the individual's natural approach to goal setting.

Short Term/Intense				Long Term/Relaxed		

A Self-Manager?

Evaluates the extent to which the individual manages self effectively without coaching or a process.

A Natural		With Coaching		Needs Process		

Communication Style

Reflects the person's natural style of communicating with others on an interpersonal basis

Ask/Listen		Balanced		Tell the Person		

Comfort with Conflict

Refers to the individual's natural reaction to a situation where there is conflict or the potential for it

Comfortable		Handles OK		Uncomfortable		

Loyalty

An indicator of the individual's probable primary loyalty

Company Focus		Client/Company		Self Interest		

Decision Making

Reflects the individual's probable approach to making decisions

Decisive				Indecisive		

Overall Attitude

Reflects the individual's attitudes and how they will effect customers and prospects

Very Positive				Some Concerns		

Confidence

An evaluation of the individual's feelings of being in control and taking ownership of various issues

Feels in Control		Average Confidence		Low Confidence		

Managing Lifestyle

Evaluates individual's approach to integrating demanding career with busy lifestyle

Manages very well		Manages		Needs Coping Strategy		

Coach to Success

Self-Management/Business Development

Initiates/Proactive						Responsive

Test would be described generally as a competitive, enterprising, assertive and goal oriented person. He/She is relatively self directed and comfortable initiating activity on his/her own. He/She has the potential to become a good self-manager with some coaching on such issues as self-evaluation, developing the ability to self motivate and directing him/herself more effectively. He/She will likely work well with a manager who provides clear guidance and coaches without being overly directive. Encourage him/her to use his/her initiative when he/she has caught up on all his/her tasks.

Test would be relatively comfortable in an adaptive role where he/she follows a process but can adjust as necessary. Many successful sales people are strong self-managers.

Interview Suggestions

- Describe your goal setting process and how you review your accomplishments.
- Outline a recent example of this.
- Describe the work environment that you found to be best for you.
- In your current (previous) position, how much of your time has been devoted to working on tasks that you have initiated? Give an example.

Coaching Suggestions

- Test will respond well to a balance of coaching and being left alone to work towards organizational goals.
- Coach him/her to be effective when working on his/her own by asking him/her to commit to weekly goals and reviewing his/her commitments with him/her on a weekly basis.
- When he/she is not performing as well as you think he/she should, praise his/her effort (if it is consistent) and do not coax.
- Coach him/her to understand that discovering the additional services that your customers need is an important service in itself.
- Test can be effective in a sales role if he/she is coached to take full advantage of the sales process by adapting it to meet customer needs.

Coach to Success (continued)**Approach to Client (Sales and Service)**

Results Focus						Balanced

Test has a motivational structure that is similar to many other people who balance concern for the needs of other people with meeting their own personal long-term goals. He/She would be comfortable working in a customer focused environment that allows time to focus on quality and deal with each customer need thoroughly. Test would be most effective in a customer care role where he/she is providing service to familiar customers over the longer term.

Test would be expected to be less comfortable when called upon to close during a sales process. People with his/her profile tend to not feel comfortable asking for an order unless it is within a very well-designed customer contact system.

Interview Suggestions

- Describe your achievements over the last year.
- How did you determine your short-term goals? How did they lead to your long-term goals?
- Outline how your goals were established in your most recent position. Did the process help you perform effectively? How would you have changed it?
- Describe a situation where you helped a customer make a decision on purchasing a product or service. Did you perform well?

Coaching Suggestions

- Help him/her learn to set regular goals for him/herself and help him/her achieve them. By setting and achieving goals on a regular basis, Test can build commitment to the process and develop a better performance.
- Assign Test to a relaxed, customer focused role where he/she will be able to learn CRM skills that will help him/her develop. Monitor his/her progress regularly to assure that customer needs are being met.
- He/She will need an effective process and/or coaching in order to be a closer if required to sell. He/She would tend to be persuasive rather than persistent in pushing for additional business.
- He/She will benefit from relationship sales training which focuses on the service aspects of selling.

Coach to Success (continued)**Need for Script and/or Structure (Environmental Fit)**

Prefers to Create						Follows Guidelines

Test would be described as cooperative, obliging and conscientious. He/She would function effectively in a system which is well-organized but allows for individual initiative. He/She will accept a script during initial training but may expect some room for adaptation after gaining the relevant experience. He/She would be expected to integrate with existing systems and work well with a group of peers who are similar in nature.

Test will function effectively in a structured, well-scripted process which is designed to deal with customer care issues. He/She would be helped by an effective process that integrates service and sales issues during customer contact.

Interview Suggestions

- Describe the work environment that you found most suitable. Why does it work for you?
- How much structure are you willing to accept in a customer care role?
- Outline a situation where you worked in a very unstructured environment. What did you do to improve the situation?
- Describe a situation where you were forced to develop new procedures. Were they implemented as new procedures?

Coaching Suggestions

- Coach Test to follow the existing system until he/she is aware of how well it meets the customers' needs.
- Encourage him/her to use his/her team orientation to his/her advantage by listening to how his/her peers and others deal with the various issues.
- Coach him/her to explore different approaches to problems in order to produce better results.

Comfort with Conflict

A horizontal bar chart with two categories: 'Comfortable' and 'Avoids Conflict'. The 'Comfortable' bar is divided into 6 segments, with the 3rd segment from the left being green. The 'Avoids Conflict' bar is divided into 6 segments, with the 5th segment from the left being green.

Interview Suggestions

- Coach him/her to be effective in tense situations by demonstrating that he/she is listening to the concerns of customers and others who may be upset.
- Provide conflict resolution strategies which could enhance his/her ability to deal with conflict.
- Help him/her understand that most conflict situations are not his/her fault.
- Explain that his/her comfort with conflict is an asset which will help him/her to be a good customer care specialist.

Communication Style**Social Orientation**

Warm/Friendly/Sociable			Builds Relationships over Longer Term			

Test is sociable, friendly and outgoing in a variety of roles and situations. He/She is at ease building relationships and is quite comfortable meeting new people. He/She would be considered effective at an interpersonal level and would work well in an environment where there is regular contact with a variety of people.

Interview Suggestions

- Describe your approach to building an effective relationship with someone you have just met.
- What do you do differently if you are not able to see the other person?
- What are your strengths as a communicator? How can you use them in customer care?
- What are your goals with regard to growth in interpersonal areas? What are you doing to improve in these areas?

Coaching Suggestions

- Build conscious competence by helping him/her understand that the ability to work well with others is a strength in customer care.
- Coach him/her to develop his/her knowledge of key services and products being offered so that he/she can share that information effectively.
- Suggest that he/she give presentations at meetings with customers and peers.
- If Test's comfort dealing with others can be combined with product and service knowledge, he/she may become an effective coach or mentor in areas where he/she has demonstrable expertise.

Analytical Orientation

Systematic/Analytical				Learns the Necessities		

Test would be described as analytical and attentive to detail. He/She would be comfortable with both the technical and non-technical issues related to customer care. He/She would enjoy the problem solving that is part of customer care and his/her analytical nature would make him/her suitable for data mining and other technical roles if combined with the appropriate inherent abilities and skill set.

Interview Suggestions

- Describe a situation where you were able to solve a problem that others had not been able to handle.
- What makes you an effective problem solver?
- What are some of the challenges that may effect how we provide customer care?

Coaching Suggestions

- Test is suitable for projects which emphasize developing new concepts and problem solving. He/She will respond well to being reinforced for his/her expertise.
- Encourage him/her to express him/herself as concisely and clearly as possible when dealing with others.
- Provide him/her with fresh problems and challenges in order to maintain his/her interest.
- Assign him/her to customer care roles which require thorough investigation of customer issues.

Attitudes**Self-Confidence**

Feels in Control/Internally Directed				Feels Controlled by External Factors		

Test has a healthy self-confidence, making him/her feel that he/she is able to handle most situations on his/her own. This profile indicates an individual who accepts the responsibility for his/her own performance and who expects to succeed in virtually all he/she attempts.

Interview Suggestions**Coaching Suggestions**

- Maintain Test's self-confidence by reinforcing his/her good feelings about him/herself.
- If Test ever appears arrogant, remind him/her that it is important to feel good about oneself but also important to avoid the appearance of arrogance.
- Help him/her to commit to achieving and exceeding agreed upon performance levels.

Attitudes (continued)**Lifestyle Management**

Handling Stress Well					Stress Management Training Would Help	

Test appears to manage his/her energy and deal with stress very well. He/She will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and his/her ability to cope with stress effectively should even enhance his/her performance in challenging situations.

* The ability to adapt and cope effectively with stress can be a large asset in any business environment, particularly one filled with demanding users and clients. Test may become helpful as a resource to help others learn stress coping strategies.

Coaching Suggestions

- Test may need continual challenge from his/her work environment to avoid boredom.
- He/She may be an effective mentor for those who could benefit from learning how to cope with stress.
- He/She should be able to assume additional responsibilities when there are additional challenges.

Attitudes (continued)**Approach to Networking/Self-Promotion**

Comfortable						Uncomfortable

Test would enjoy and be quite comfortable in promoting the company and him/herself providing he/she has a belief in the product. Networking in new markets would provide a positive challenge which he/she can address with appropriate training and joint work with a mentor or manager. He/She has the right attitude to be successful in dealing with rejection while prospecting and looking for business opportunities.

Coaching Suggestions

- Assign him/her to roles that include looking for sales or marketing opportunities. Because his/her overall approach to networking and self-promotion is consistent with the attitudes of successful sales people and those who are comfortable networking and promoting products and themselves, he/she should be comfortable in that role in a customer contact center.
- Help him/her understand that his/her comfort with networking and self-promotion is a strength that, combined with strong self-management skills, motivation to succeed financially and good communication skills, can help him/her in sales.

Listening Style

Very Good Listener			Needs Coaching

Test's responses indicate that he/she has an approach to listening that is typical of the majority of people. Test is likely to listen to others attentively most of the time but he/she may have some development opportunities in his/her listening style. With training, Test's approach to listening should help in developing good interpersonal relationships with a variety of individuals that he/she will encounter in his/her position. Test's approach to listening is likely to be neither an advantage nor a disadvantage when dealing with customers and their concerns.

Coaching Suggestions

- Test could benefit from some coaching to enhance his/her approach to listening and enable him/her to be a more attentive and effective listener.
- Formal training in listening skills, particularly in handling customer relations would be useful. Role-playing potential interactions that Test will encounter with customers, peers or others could also be beneficial.

Emotional Intelligence

EQ Definition: The ability to understand and apply emotional information about ourselves and others effectively.

SELF AWARENESS I: MOOD LABELING				
Labels feelings and emotions as they are happening		Does not label feelings and emotions as they are happening		

A measure of a person's ability to accurately label personal feelings and emotions.

SELF AWARENESS II: MOOD MONITORING				
High monitoring		Optimal monitoring		Low monitoring

A measure of the amount of energy a person puts forth in monitoring his/her own feelings and emotions.

SELF CONTROL				
Demonstrates good self control		Low control over impulses and negative emotions		

A measure of a person's restraint as it relates to one's control over his/her impulses, emotions, and/or desires.

MANAGING EMOTIONAL INFLUENCES				
Perseveres		Focus can change		

A measure of a person's ability to manage emotional influences that would prevent him/her from taking those actions that he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals.

EMPATHY				
Recognizes emotions in others		Low awareness of emotions of others		

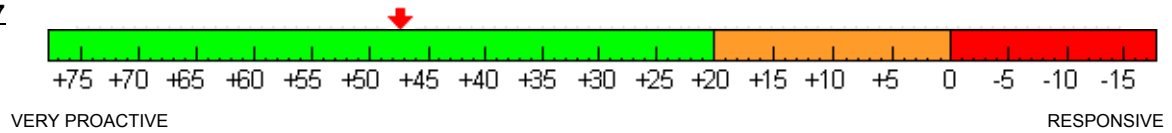
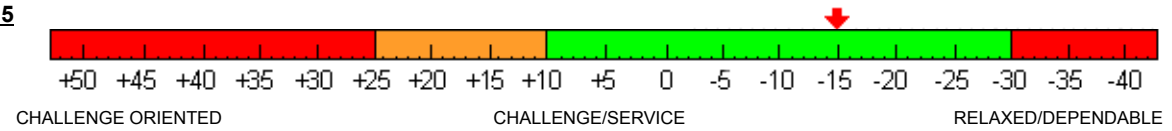
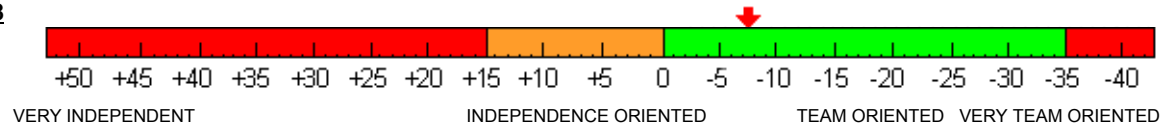
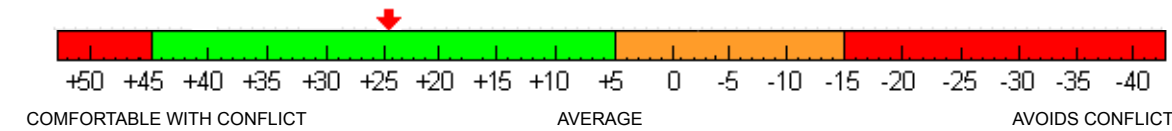
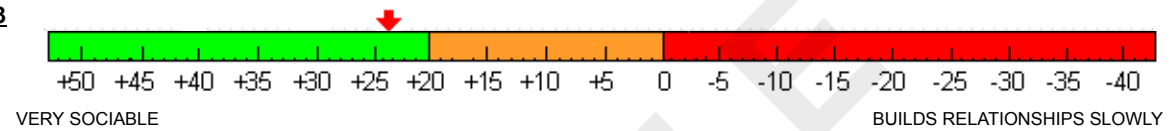
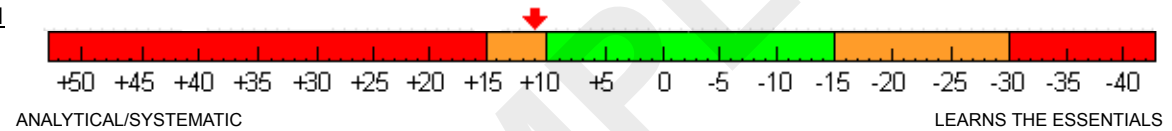
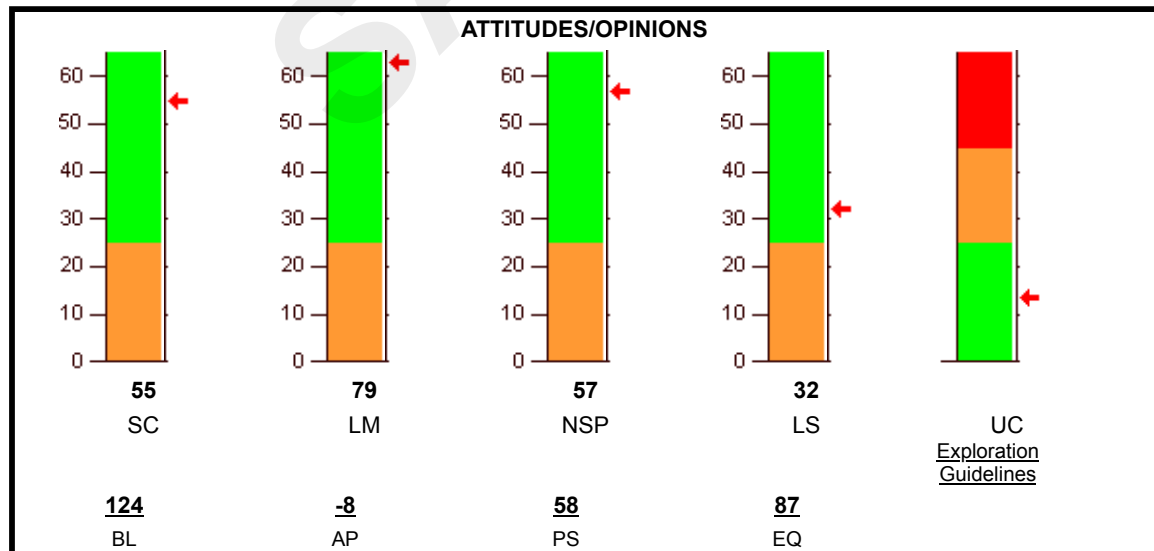
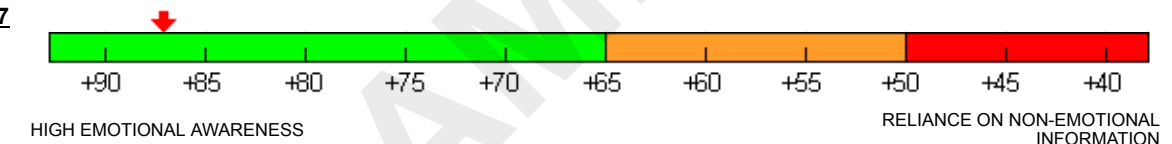
A measure of a person's ability to understand the feelings and emotions of others.

SOCIAL JUDGEMENT				
Uses knowledge of the emotions of others in decision-making		Does not factor in the emotions of others in decision-making		

A measure of a person's ability to make appropriate decisions in social situations based on the emotional states of others.

OVERALL				
Understands & uses emotional information		Relies on non-emotional information		

An overall measure of how well a person understands emotional information and uses it effectively.

SUMMARY OF SCORES**EP**
47**SELF-MANAGEMENT****MP**
-15**MOTIVATIONAL PROFILE****IP**
-8**TEAM ORIENTATION****CWC**
24**COMFORT WITH CONFLICT****PO**
23**PEOPLE ORIENTATION****AO**
11**ANALYTICAL ORIENTATION****EQ**
87**EMOTIONAL QUOTIENT**

Responses from Attitude/Opinions Section

1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree
1. Effort gets results (5)				49. A good plan can avoid mistakes (5)
2. I thrive under pressure (5)				50. Stress improves my performance (5)
3. I rarely interrupt others while they are speaking (5)				51. After listening to someone talk, I repeat the important points back to them to ensure my understanding (5)
4. I often discuss my career with friends (5)				52. I often refer people to my family and friends (5)
5. I am often influenced by others (2)				53. Hard work does not always get results (2)
6. I would have difficulty integrating a demanding career into my lifestyle (1)				54. To be effective on the job, I need more energy (1)
7. I have never told a lie (1)				55. I make sure others have finished speaking before I respond (5)
8. I would not like to be a sales person (1)				56. Informal social events are a good source of business contacts (5)
9. Most mistakes can be avoided (5)				57. I find it easy to talk about myself (5)
10. I am comfortable with changes in technology (5)				58. Regular habits are an important part of my success (5)
11. I like to hear people fully explain their point of view (5)				59. I have never said anything unkind about anyone else (1)
12. I avoid actions that might make people dislike me (1)				60. I have met very few people whom I did not like (5)
13. People's good qualities are seldom recognized (5)				61. I am distracted easily (1)
14. I sometimes lack the energy to perform important tasks (1)				62. Professional demands often interfere with my lifestyle (1)
15. Most conversations take too long (4)				63. People take too long to get to the point (4)
16. It is important that people approve of me (2)				64. I get upset when sales people call me at home (5)
17. I am good at most things that I try to do (5)				65. I am a confident person (5)
18. I stay focused on my priorities (5)				66. I can concentrate on my work for long periods of time (5)
19. After listening to an interesting anecdote, I like to describe a similar situation involving me (5)				67. I will interrupt other people to provide an answer to their question (5)
20. Sales people have a positive public image (5)				68. To be successful in my career, I must change my image (1)
21. Success is mostly luck (3)				69. My performance depends on the situation (4)
22. I often allow my attitude to affect my performance negatively (1)				70. To be effective, I need to make several lifestyle changes (1)
23. All my habits are good and desirable ones (5)				71. No one is ever rude to me (2)
24. I am comfortable when people do not agree with me (5)				72. I would rather talk to a client on the telephone than in person (5)
25. People get the respect that they deserve (5)				73. I am successful in most aspects of my life (5)
26. I generally have a positive attitude towards work (5)				74. Work does not get me down (5)
27. I have never broken a rule (1)				75. I enjoy listening to other people (5)
28. I am persistent in getting others to agree with my point of view (5)				76. Most people would prefer not to deal with salespeople any more than necessary (5)
29. It is impossible to change company procedures (2)				77. I am reluctant to make decisions (1)
30. I find it difficult to manage my professional demands (1)				78. Lifestyle demands have interfered with my career success (1)
31. I prefer to listen in conversations (4)				79. I have never made a mistake (1)
32. I find it easy to make new acquaintances (5)				80. To perform up to my potential, I must have total belief in my job (5)
33. Hard work brings success (5)				81. I take time to reflect on my accomplishments (5)
34. I excel in a dynamic environment (5)				82. I enjoy pressure on the job (5)
35. I consciously pause before responding to others (5)				83. I give others my undivided attention when they are speaking to me (5)
36. I am comfortable promoting my ideas to friends and associates (5)				84. I have bought a product or service mainly because of the salesperson (5)
37. Plans never work out (1)				85. I let the organization define my training needs (4)
38. I often avoid difficult tasks (1)				86. People do not understand the pressures of my job (4)
39. I have never been late for work or for an appointment (1)				87. I prefer to ask very specific questions that require only a 'yes/no' answer (2)
40. In a group, I feel uncomfortable if a person does not like me (2)				88. My business contacts are a good source of future sales (5)
41. I create opportunities (5)				89. Effort is entirely my responsibility (5)
42. I take care of myself with good daily habits (5)				90. I manage stress effectively (5)
43. I try to do most of the talking when presenting materials to others (5)				91. I have a tendency to finish other people's sentences (4)
44. I have been successful in developing a large network of people (5)				92. To be a successful salesperson, it is necessary to get potential buyers to like me (5)
45. Compliments make me uncomfortable (4)				93. Others have interfered with my success (2)
46. I have difficulty coping with daily job challenges (1)				94. It is difficult to establish job priorities (1)
47. I have never boasted or bragged (1)				95. I am not a good listener (1)
48. I adapt to what others expect of me (5)				96. I feel comfortable promoting myself and my company at social gatherings (5)



Contact Center POP™

Personal Feedback

for Test Test August 7, 2021

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The Contact Center POP™ is designed to provide you with real information about yourself that you can use. By identifying and understanding your personal strengths, you will be able to take advantage of them in both your personal and professional activities. This profile will provide you with suggestions on how to do that and help you identify growth areas as well. We trust you will find this information useful and wish you every success.
John C. Marshall, Ph.D.

This is the **candidate's** personal feedback
cover page for the **Customer Service** role

GENERAL RECOMMENDATIONS

An Overview of Your Customer Care Profile

Your overall profile shows that you would be well suited to a career that balances planned work objectives with your own goals. You would prefer a well-defined career path that provides you with the opportunity to manage and monitor your own progress within it. Your best fit would be in a modestly structured organization that provides suitable feedback and a clear path to more senior roles. Working towards well-defined project goals as an individual within a team or working within a support organization could be good fits for you. Explore the possibilities within any new career direction with someone already in that career.

Your Most Effective Self-management Style

You are very assertive, competitive and determined. You tend to initiate activity on your own authority without the need for outside stimulus. When working towards your goals you are able to motivate yourself. You are able to be self-managed, self-evaluating and need minimal feedback to be effective. You are not very accepting of mediocre performance. This is a strength that can help you succeed in most careers. Be a strong 'self-manager' by planning your own activities, managing your time effectively, focusing your effort and evaluating your progress.

Your Motivational Structure

You are motivated by a balance of meeting the needs of others, building a solid career and achieving a mixture of long and short-term goals. You would enjoy working in an environment where you would have the opportunity to work on short term projects which would help lead to your longer term objectives. You are concerned about providing quality service and products.

Your Preferred Approach to Being a Team Member or Team Leader

You integrate well with relatively structured organizations and teams that are systematic and procedural but allow for individual initiative. You will be most effective in a career path that includes well-defined projects where you can operate as a team member who occasionally takes on a leadership role.

Your Preferred Social Interaction Style

You are generally quite sociable, friendly and outgoing. You build relationships quickly and are generally comfortable with other people. You should be able to work well in an environment where there is regular contact with new customers or clients.

Your Technical/Practical Orientation

You would be described as quite analytical, logical and practical. You are interested in learning for its own sake and would prefer a career that dealt with new challenges. You could be comfortable in an IT or technically demanding culture that has a significant problem-solving component. If you are interested in a subject, you tend to explore it very thoroughly.

Your Feelings about Self-Confidence and Managing Stress

You have healthy self-confidence, which allows you to feel that you are able to handle most situations through your own efforts. You accept responsibility for your own performance and expect to succeed in most things that you attempt.

You appear to manage your energy and deal with stress quite well. You will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and the ability to cope with stress effectively should even enhance your performance in challenging situations.

WHAT TO SEEK & AVOID IN YOUR CAREER PATH**Career Path Characteristics to Seek**

- Look for projects and career paths that provide you with growth opportunities and require you to use your own initiative. Situations that allow you to plan and execute your own activity are best for you. A management system that facilitates and provides coaching would suit you.
- Career situations that have a significant problem solving component will allow you to take advantage of your analytical style. Look for opportunities that will help you learn the things that interest you and will help you develop your career.
- Look for a career path that provides structure in which you will feel able to grow. You would be most comfortable in an environment that permits change. Seek an organization that provides an opportunity to work independently within a team environment.
- You should look for an environment where there is regular contact with clients, users and your peer group as well as the opportunity to work independently.
- Look for career opportunities that provide plenty of challenge and well-defined short-term goals, which if met, will provide you with suitable financial reward. Some career paths that provide you with a great deal of challenge may be rewarding enough on their own but situations with unlimited challenge where your compensation is tied to your performance would be ideal for you.

Career Path Characteristics to Avoid

- Avoid overly structured situations where you must follow strict guidelines and deal with very 'hands-on' management. Avoid situations where you cannot plan your own activities.
- Avoid careers where there is insufficient opportunity for technical growth. Avoid roles that do not provide the opportunity for creativity or sufficient variety.
- Avoid both overly structured and unstructured environments. You enjoy some structure and guidelines but would be uncomfortable with too much or too little.
- Avoid situations that do not provide opportunities to interact with others on a regular basis. Avoid career paths that are strictly public relations or image building.
- Avoid careers that you feel do not have much social value or impact on the quality of life. Avoid those that are too driven by the 'bottom line'.

SUMMARY OF STRENGTHS

Self-Management

People would describe you as assertive, competitive, enterprising and determined. From time to time you may display new and creative ways to achieve your objectives whether these relate to work or your personal needs. You tend to be self-evaluative and thus critical of any mediocre performance. Becoming a 'self-manager', i.e. learning to plan your activities, to manage your time and to focus your effort on a daily basis to get today's objectives met, would come easily and naturally to you. You have the potential to become a strong self-manager who is able to work with limited guidance and direction. You are able to motivate yourself without frequent input from the management and should work well with a manager who coaches and consults rather than directs. Once you are familiar with your role, you should be able to handle most situations on your own and be self-monitoring.

* Strong self-managers can be too strong for some cultures and management styles. You will respond best to general guidelines and a fairly broad scope. A supervisor who coaches, consults and facilitates will be best for you.

Coaching Suggestions

- You will respond best to a general outline of organizational goals and a coach or manager who will give you the opportunity to use your own initiative. To earn that type of freedom demonstrate your ability to commit to and meet your daily goals on a consistent basis.
- Develop your own plans and share your progress with management on a regular basis.
- A project leader or manager who coaches, consults and facilitates will be best for you.
- Seek situations where you will be able to use your own individual initiative rather than having to respond to the needs of others all the time.
- Look for projects and environments which reward initiative as much or more than responsiveness.

Motivational Profile

People would see you as motivated by a mixture of concern for the needs of others and meeting your own long and short-term goals. You would be most comfortable in a career that offers both. You would enjoy working in an environment where you would have the opportunity to provide a meaningful service to others while you meet your short-term targets which lead to your longer term objectives.

Coaching Suggestions

- Challenge yourself to meet similar goals each day.
- Once meeting daily targets on a consistent basis, increase them slightly. A feeling of regular achievement is very satisfying.
- Focus on what you are able to accomplish on a daily basis and make certain that you do those things consistently.
- Make a commitment to your daily goals and if you find that you are not meeting them on a regular basis, evaluate whether your goals should be revised or whether you have been doing all that you can to achieve them.
- If you are meeting your daily goals consistently, you will achieve greater satisfaction by increasing your goals slightly and meeting them as well.

SUMMARY OF STRENGTHS (continued)**Environmental Fit (Team Orientation)**

You would be described as cooperative, obliging, efficient and conscientious. You can function effectively in a group that is well-organized but allows room for your individual initiative. You will accept early supervision along with training but will expect less supervision after gaining the relevant experience. You will integrate well with organizations and systems that are relatively structured. You will evaluate the processes and may offer your suggestions for improvement when you think it is appropriate.

Coaching Suggestions

- Look for well-defined opportunities that will provide you with clear guidelines and growth.
- Take advantage of your co-operative nature by making a regular contribution to meeting team goals.
- Build versatility by adding to your skill set and learning other roles in your organization.
- Look for areas where you can demonstrate team leadership.

Comfort with Conflict

You are relatively comfortable in situations where there is conflict or the potential for it. You are able to deal with it but do not necessarily seek it out.

Coaching Suggestions

- Being comfortable with conflict will help you mediate in situations where there is conflict.
- Develop your conflict resolution strategies to become a better mediator.

COMMUNICATION STYLE**Social Orientation**

You are generally quite sociable, friendly and outgoing. You have little difficulty in building relationships and are generally comfortable with other people. You should be able to work well in an environment where there is regular contact with new customers or with a well-established client base.

Coaching Suggestions

- Review your performance as both a listener and a contributor at meetings with clients and peers. Do you respond to others or follow your own agenda?
- Develop your strength as a public speaker by taking part in community service groups, coaching and other similar opportunities.
- When making presentations, work on such skills as timing, breaking the ice with humorous remarks, proper articulation and speaking directly to members of the audience.
- Always look for feedback when addressing others.
- Be a good listener as well as a good talker.

Analytical Orientation

You would be described as logical and practical. You are comfortable with both technical and non-technical issues and would enjoy a certain amount of problem solving as part of your work. You are generally comfortable with detail. Careers that offered the opportunity to learn and use new concepts and innovations would be of interest to you.

Coaching Suggestions

- Look for careers which will allow you to make effective use of your analytical skills and attention to detail.
- Take advantage of your technical orientation when solving problems by asking open ended questions that will allow the client to share in the solution.
- When consulting with others, give technical detail only when asked for specifics.
- Look for feedback when presenting your suggestions on project planning and other issues such as your personal development.
- Make certain that your personal development strategy matches organizational needs.

SELF-CONFIDENCE & LIFESTYLE MANAGEMENT**Self-Confidence**

You have healthy self-confidence, which allows you to feel that you are able to handle most situations through your own efforts. You accept responsibility for your own performance and expect to succeed in most things that you attempt.

Coaching Suggestions

- Build on your self-confidence and continue to feel good about yourself.
- Continue to feel responsible for your performance because you can make an impact.
- Commit to achieving agreed-upon job performance goals.
- Confidence is good but be careful to avoid the appearance of arrogance.

Lifestyle Management

You appear to manage your energy and deal with stress very well. You will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and the ability to cope with stress effectively should even enhance your performance in challenging situations.

* The ability to adapt and cope effectively with stress can be a large asset in any business environment, particularly one filled with demanding users and clients. You may become helpful as a resource to help others learn stress coping strategies.

Coaching Suggestions

- Identify and understand your own stress coping techniques so you can use them in other situations.
- Continue to manage stressful situations as challenges that you can meet.
- Share your stress coping strategies with others if they ask.
- Good diet and exercise strategies will help you continue to manage your energy effectively.

CAREER BUILDING ATTITUDES

Approach to Networking/Self-Promotion

You would enjoy and be quite comfortable in promoting your company and yourself providing you have a strong belief in your product and yourself. Networking in new markets would provide a positive challenge, which you can address with appropriate training and joint field work with a mentor or manager.

Coaching Suggestions

- You may be interested in considering a sales or marketing career. Your overall approach to networking and self-promotion is consistent with the attitudes of successful sales people and those who are comfortable networking and promoting products and themselves.
- When combined with strong self-management skills, motivation to succeed financially and good communication skills, your approach to networking can create many new opportunities.

Listening Skills

Your responses indicate that you have an approach to listening that is typical of the majority of people. You are likely to listen to others attentively most of the time but you may have some development opportunities in your listening style. With training, your approach to listening should help in developing good interpersonal relationships with a variety of individuals that you will encounter when consulting or in many other roles. Your approach to listening is likely to be neither an advantage nor a disadvantage when consulting with or advising clients, peers or others.

Coaching Suggestions

- You could benefit from some coaching to enhance your approach to listening and enable you to be a more attentive and effective listener.
- Formal training in listening skills, particularly in handling client relations would be useful. Role-playing potential interactions that you will encounter with clients, peers or others could also be beneficial.



[Click Here to View Recruiter's Snapshot](#)

Contact Center POP™

for Test Test August 7, 2021

Sales

▼

Go

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The Contact Center POP™ is designed to provide insights into the strengths of individuals who will be managing customer relationships within a customer contact center culture. By identifying and understanding personal strengths as well as identifying growth opportunities, managers and supervisors will have more information relevant to fitting people to customer care roles. This profile will also provide managers with suggestions on how to coach service people more effectively.

John C. Marshall, Ph.D.

ID# NLRC1ANNPPPS for Test Test on August 7, 2021

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This is the **Manager's** report cover
page for the **Sales** role

Prediction of Sales and Service Potential**Prediction of Sales Potential**

An indication of the individual's natural approach to selling and best fit within the customer care culture.

Outbound Selling		Cross Selling		Service/Inbound service	

Business Development

Reflects the person's approach to creating new business development opportunities

Coach to Excellence		With Training		Not Likely	

Approach to Client

An indicator of how aggressively the individual will pursue the business opportunity once it has been identified

Hard/Persistent		Soft/Persistent		Potential Weak Closer	

Need for Script and/or Structure

The degree to which the person will accept the structure and script used in customer care selling

Does not want		Works within guidelines		Depends on it	

Managing Rejection

An indicator of the individual's ability to manage rejection during a customer contact

Handles Well		Handles OK		Very Uncomfortable	

A People Person?

Reflects individual's approach to building relationships with new contacts.

Definitely		People are OK		Not interested	

Detail Orientation

Reflects the individual's approach to technical detail.

Analytical		As required		Not Detail Oriented	

Sales and Service Competencies**Goal Orientation**

An indication of the individual's natural approach to goal setting.

Short Term/Intense				Long Term/Relaxed		

A Self-Manager?

Evaluates the extent to which the individual manages self effectively without coaching or a process.

A Natural		With Coaching		Needs Process		

Communication Style

Reflects the person's natural style of communicating with others on an interpersonal basis

Ask/Listen		Balanced		Tell the Person		

Comfort with Conflict

Refers to the individual's natural reaction to a situation where there is conflict or the potential for it

Comfortable		Handles OK		Uncomfortable		

Loyalty

An indicator of the individual's probable primary loyalty

Company Focus		Client/Company		Self Interest		

Decision Making

Reflects the individual's probable approach to making decisions

Decisive				Indecisive		

Overall Attitude

Reflects the individual's attitudes and how they will effect customers and prospects

Very Positive				Some Concerns		

Confidence

An evaluation of the individual's feelings of being in control and taking ownership of various issues

Feels in Control		Average Confidence		Low Confidence		

Managing Lifestyle

Evaluates individual's approach to integrating demanding career with busy lifestyle

Manages very well		Manages		Needs Coping Strategy		

Coach to Success

Self-Management/Business Development

Initiates/Proactive						Responsive

Test would be described generally as a competitive, enterprising, assertive and goal oriented person. He/She is relatively self directed and comfortable initiating activity on his/her own. He/She has the potential to become a good self-manager with some coaching on such issues as self-evaluation, developing the ability to self motivate and directing him/herself more effectively. He/She will likely work well with a manager who provides clear guidance and coaches without being overly directive. Encourage him/her to use his/her initiative when he/she has caught up on all his/her tasks.

Test would be relatively comfortable in an adaptive role where he/she follows a process but can adjust as necessary. Many successful sales people are strong self-managers.

Interview Suggestions

- Describe your goal setting process and how you review your accomplishments.
- Outline a recent example of this.
- Describe the work environment that you found to be best for you.
- In your current (previous) position, how much of your time has been devoted to working on tasks that you have initiated? Give an example.

Coaching Suggestions

- Test will respond well to a balance of coaching and being left alone to work towards organizational goals.
- Coach him/her to be effective when working on his/her own by asking him/her to commit to weekly goals and reviewing his/her commitments with him/her on a weekly basis.
- When he/she is not performing as well as you think he/she should, praise his/her effort (if it is consistent) and do not coax.
- Coach him/her to understand that discovering the additional services that your customers need is an important service in itself.
- Test can be effective in a sales role if he/she is coached to take full advantage of the sales process by adapting it to meet customer needs.

Coach to Success (continued)**Approach to Client (Sales and Service)**

Results Focus						Balanced

Test has a motivational structure that is similar to many other people who balance concern for the needs of other people with meeting their own personal long-term goals. He/She would be comfortable working in a customer focused environment that allows time to focus on quality and deal with each customer need thoroughly. Test would be most effective in a customer care role where he/she is providing service to familiar customers over the longer term.

Test would be expected to be less comfortable when called upon to close during a sales process. People with his/her profile tend to not feel comfortable asking for an order unless it is within a very well-designed customer contact system.

Interview Suggestions

- Describe your achievements over the last year.
- How did you determine your short-term goals? How did they lead to your long-term goals?
- Outline how your goals were established in your most recent position. Did the process help you perform effectively? How would you have changed it?
- Describe a situation where you helped a customer make a decision on purchasing a product or service. Did you perform well?

Coaching Suggestions

- Help him/her learn to set regular goals for him/herself and help him/her achieve them. By setting and achieving goals on a regular basis, Test can build commitment to the process and develop a better performance.
- Assign Test to a relaxed, customer focused role where he/she will be able to learn CRM skills that will help him/her develop. Monitor his/her progress regularly to assure that customer needs are being met.
- He/She will need an effective process and/or coaching in order to be a closer if required to sell. He/She would tend to be persuasive rather than persistent in pushing for additional business.
- He/She will benefit from relationship sales training which focuses on the service aspects of selling.

Coach to Success (continued)**Need for Script and/or Structure (Environmental Fit)**

Prefers to Create						Follows Guidelines

Test would be described as cooperative, obliging and conscientious. He/She would function effectively in a system which is well-organized but allows for individual initiative. He/She will accept a script during initial training but may expect some room for adaptation after gaining the relevant experience. He/She would be expected to integrate with existing systems and work well with a group of peers who are similar in nature.

Test will function effectively in a structured, well-scripted process which is designed to deal with customer care issues. He/She would be helped by an effective process that integrates service and sales issues during customer contact.

Interview Suggestions

- Describe the work environment that you found most suitable. Why does it work for you?
- How much structure are you willing to accept in a customer care role?
- Outline a situation where you worked in a very unstructured environment. What did you do to improve the situation?
- Describe a situation where you were forced to develop new procedures. Were they implemented as new procedures?

Coaching Suggestions

- Coach Test to follow the existing system until he/she is aware of how well it meets the customers' needs.
- Encourage him/her to use his/her team orientation to his/her advantage by listening to how his/her peers and others deal with the various issues.
- Coach him/her to explore different approaches to problems in order to produce better results.

Comfort with Conflict

Category	Comfortable (Green)	Avoids Conflict (Blue)
1	0	0
2	0	0
3	1	0
4	1	0
5	1	0
6	1	0
7	0	0

Interview Suggestions

- Coach him/her to be effective in tense situations by demonstrating that he/she is listening to the concerns of customers and others who may be upset.
- Provide conflict resolution strategies which could enhance his/her ability to deal with conflict.
- Help him/her understand that most conflict situations are not his/her fault.
- Explain that his/her comfort with conflict is an asset which will help him/her to be a good customer care specialist.

Social Orientation

Test is sociable, friendly and outgoing in a variety of roles and situations. He/She is at ease building relationships and is quite comfortable meeting new people. He/She would be considered effective at an interpersonal level and would work well in an environment where there is regular contact with a variety of people.

- Describe your approach to building an effective relationship with someone you have just met.
- What do you do differently if you are not able to see the other person?
- What are your strengths as a communicator? How can you use them in customer care?
- What are your goals with regard to growth in interpersonal areas? What are you doing to improve in these areas?

- Build conscious competence by helping him/her understand that the ability to work well with others is a strength in customer care.
- Coach him/her to develop his/her knowledge of key services and products being offered so that he/she can share that information effectively.
- Suggest that he/she give presentations at meetings with customers and peers.
- If Test's comfort dealing with others can be combined with product and service knowledge, he/she may become an effective coach or mentor in areas where he/she has demonstrable expertise.

Analytical Orientation

Test would be described as analytical and attentive to detail. He/She would be comfortable with both the technical and non-technical issues related to customer care. He/She would enjoy the problem solving that is part of customer care and his/her analytical nature would make him/her suitable for data mining and other technical roles if combined with the appropriate inherent abilities and skill set.

- Describe a situation where you were able to solve a problem that others had not been able to handle.
- What makes you an effective problem solver?
- What are some of the challenges that may effect how we provide customer care?

- Test is suitable for projects which emphasize developing new concepts and problem solving. He/She will respond well to being reinforced for his/her expertise.
- Encourage him/her to express him/herself as concisely and clearly as possible when dealing with others.
- Provide him/her with fresh problems and challenges in order to maintain his/her interest.
- Assign him/her to customer care roles which require thorough investigation of customer issues.

Attitudes (continued)**Lifestyle Management**

Handling Stress Well					Stress Management Training	Would Help

Test appears to manage his/her energy and deal with stress very well. He/She will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and his/her ability to cope with stress effectively should even enhance his/her performance in challenging situations.

* The ability to adapt and cope effectively with stress can be a large asset in any business environment, particularly one filled with demanding users and clients. Test may become helpful as a resource to help others learn stress coping strategies.

Coaching Suggestions

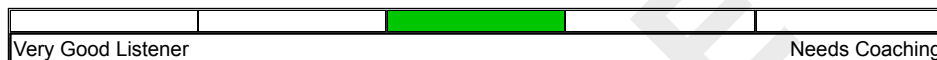
- Test may need continual challenge from his/her work environment to avoid boredom.
- He/She may be an effective mentor for those who could benefit from learning how to cope with stress.
- He/She should be able to assume additional responsibilities when there are additional challenges.

Attitudes (continued)**Approach to Networking/Self-Promotion**

Test would enjoy and be quite comfortable in promoting the company and him/herself providing he/she has a belief in the product. Networking in new markets would provide a positive challenge which he/she can address with appropriate training and joint work with a mentor or manager. He/She has the right attitude to be successful in dealing with rejection while prospecting and looking for business opportunities.

Coaching Suggestions

- Assign him/her to roles that include looking for sales or marketing opportunities. Because his/her overall approach to networking and self-promotion is consistent with the attitudes of successful sales people and those who are comfortable networking and promoting products and themselves, he/she should be comfortable in that role in a customer contact center.
- Help him/her understand that his/her comfort with networking and self-promotion is a strength that, combined with strong self-management skills, motivation to succeed financially and good communication skills, can help him/her in sales.

Listening Style

Test's responses indicate that he/she has an approach to listening that is typical of the majority of people. Test is likely to listen to others attentively most of the time but he/she may have some development opportunities in his/her listening style. With training, Test's approach to listening should help in developing good interpersonal relationships with a variety of individuals that he/she will encounter in his/her position. Test's approach to listening is likely to be neither an advantage nor a disadvantage when dealing with customers and their concerns.

Coaching Suggestions

- Test could benefit from some coaching to enhance his/her approach to listening and enable him/her to be a more attentive and effective listener.
- Formal training in listening skills, particularly in handling customer relations would be useful. Role-playing potential interactions that Test will encounter with customers, peers or others could also be beneficial.

Emotional Intelligence

EQ Definition: The ability to understand and apply emotional information about ourselves and others effectively.

SELF AWARENESS I: MOOD LABELING				
Labels feelings and emotions as they are happening		Does not label feelings and emotions as they are happening		

A measure of a person's ability to accurately label personal feelings and emotions.

SELF AWARENESS II: MOOD MONITORING				
High monitoring		Optimal monitoring		Low monitoring

A measure of the amount of energy a person puts forth in monitoring his/her own feelings and emotions.

SELF CONTROL				
Demonstrates good self control		Low control over impulses and negative emotions		

A measure of a person's restraint as it relates to one's control over his/her impulses, emotions, and/or desires.

MANAGING EMOTIONAL INFLUENCES				
Perseveres		Focus can change		

A measure of a person's ability to manage emotional influences that would prevent him/her from taking those actions that he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals.

EMPATHY				
Recognizes emotions in others		Low awareness of emotions of others		

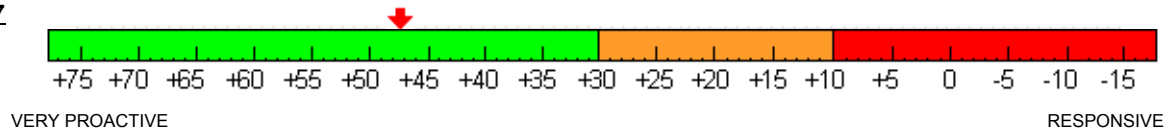
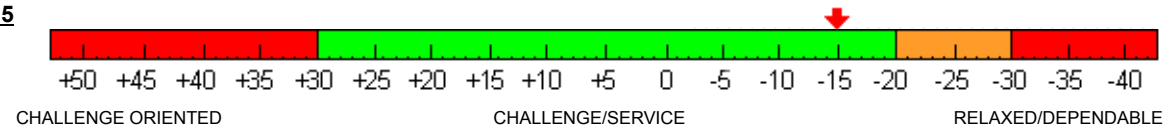
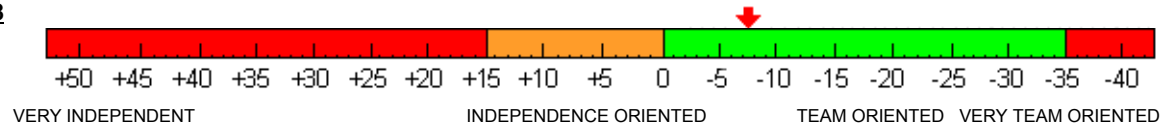
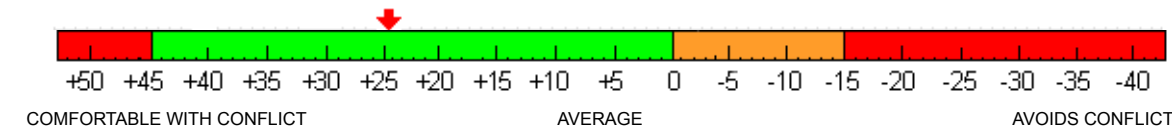
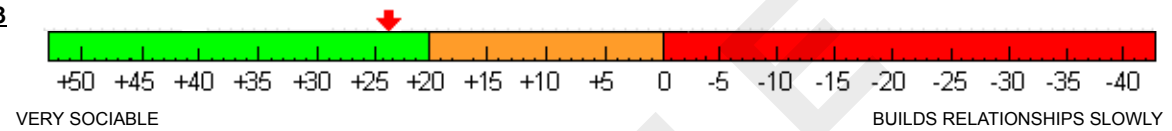
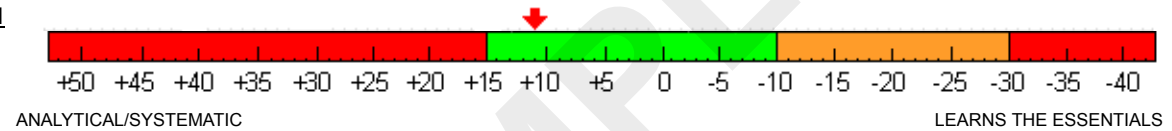
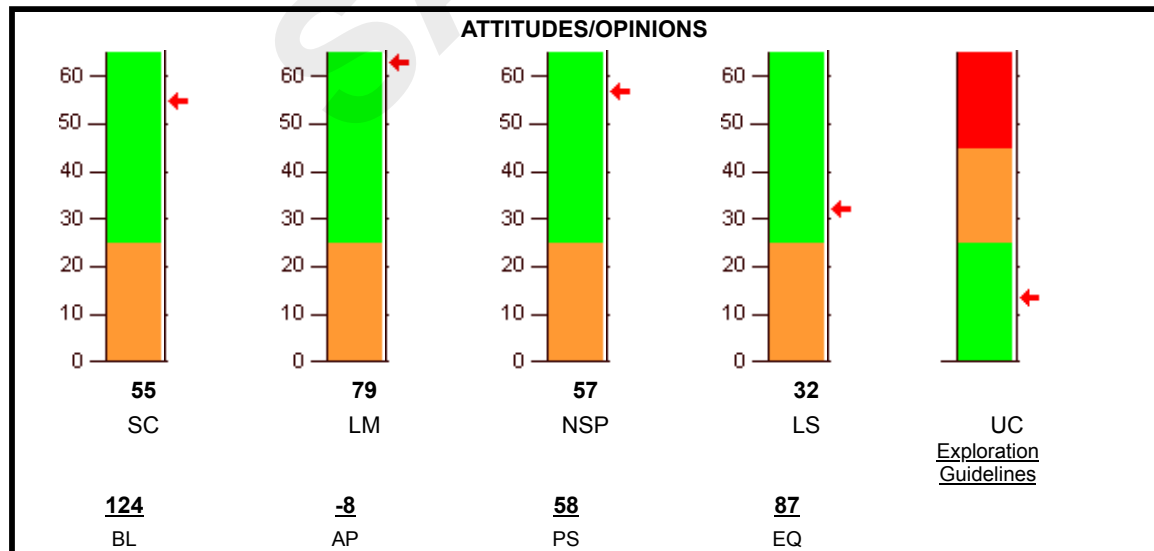
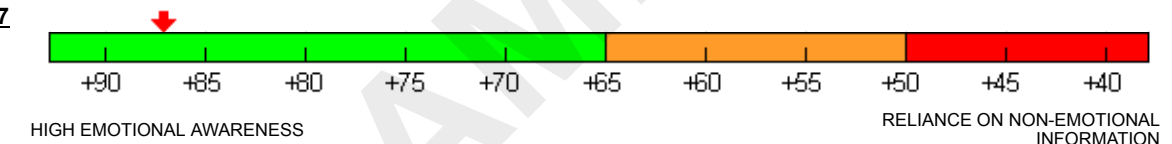
A measure of a person's ability to understand the feelings and emotions of others.

SOCIAL JUDGEMENT				
Uses knowledge of the emotions of others in decision-making		Does not factor in the emotions of others in decision-making		

A measure of a person's ability to make appropriate decisions in social situations based on the emotional states of others.

OVERALL				
Understands & uses emotional information		Relies on non-emotional information		

An overall measure of how well a person understands emotional information and uses it effectively.

SUMMARY OF SCORES**EP**
47**SELF-MANAGEMENT****MP**
-15**MOTIVATIONAL PROFILE****IP**
-8**TEAM ORIENTATION****CWC**
24**COMFORT WITH CONFLICT****PO**
23**PEOPLE ORIENTATION****AO**
11**ANALYTICAL ORIENTATION****EQ**
87**EMOTIONAL QUOTIENT**

Responses from Attitude/Opinions Section

1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree
1. Effort gets results (5)				49. A good plan can avoid mistakes (5)
2. I thrive under pressure (5)				50. Stress improves my performance (5)
3. I rarely interrupt others while they are speaking (5)				51. After listening to someone talk, I repeat the important points back to them to ensure my understanding (5)
4. I often discuss my career with friends (5)				52. I often refer people to my family and friends (5)
5. I am often influenced by others (2)				53. Hard work does not always get results (2)
6. I would have difficulty integrating a demanding career into my lifestyle (1)				54. To be effective on the job, I need more energy (1)
7. I have never told a lie (1)				55. I make sure others have finished speaking before I respond (5)
8. I would not like to be a sales person (1)				56. Informal social events are a good source of business contacts (5)
9. Most mistakes can be avoided (5)				57. I find it easy to talk about myself (5)
10. I am comfortable with changes in technology (5)				58. Regular habits are an important part of my success (5)
11. I like to hear people fully explain their point of view (5)				59. I have never said anything unkind about anyone else (1)
12. I avoid actions that might make people dislike me (1)				60. I have met very few people whom I did not like (5)
13. People's good qualities are seldom recognized (5)				61. I am distracted easily (1)
14. I sometimes lack the energy to perform important tasks (1)				62. Professional demands often interfere with my lifestyle (1)
15. Most conversations take too long (4)				63. People take too long to get to the point (4)
16. It is important that people approve of me (2)				64. I get upset when sales people call me at home (5)
17. I am good at most things that I try to do (5)				65. I am a confident person (5)
18. I stay focused on my priorities (5)				66. I can concentrate on my work for long periods of time (5)
19. After listening to an interesting anecdote, I like to describe a similar situation involving me (5)				67. I will interrupt other people to provide an answer to their question (5)
20. Sales people have a positive public image (5)				68. To be successful in my career, I must change my image (1)
21. Success is mostly luck (3)				69. My performance depends on the situation (4)
22. I often allow my attitude to affect my performance negatively (1)				70. To be effective, I need to make several lifestyle changes (1)
23. All my habits are good and desirable ones (5)				71. No one is ever rude to me (2)
24. I am comfortable when people do not agree with me (5)				72. I would rather talk to a client on the telephone than in person (5)
25. People get the respect that they deserve (5)				73. I am successful in most aspects of my life (5)
26. I generally have a positive attitude towards work (5)				74. Work does not get me down (5)
27. I have never broken a rule (1)				75. I enjoy listening to other people (5)
28. I am persistent in getting others to agree with my point of view (5)				76. Most people would prefer not to deal with salespeople any more than necessary (5)
29. It is impossible to change company procedures (2)				77. I am reluctant to make decisions (1)
30. I find it difficult to manage my professional demands (1)				78. Lifestyle demands have interfered with my career success (1)
31. I prefer to listen in conversations (4)				79. I have never made a mistake (1)
32. I find it easy to make new acquaintances (5)				80. To perform up to my potential, I must have total belief in my job (5)
33. Hard work brings success (5)				81. I take time to reflect on my accomplishments (5)
34. I excel in a dynamic environment (5)				82. I enjoy pressure on the job (5)
35. I consciously pause before responding to others (5)				83. I give others my undivided attention when they are speaking to me (5)
36. I am comfortable promoting my ideas to friends and associates (5)				84. I have bought a product or service mainly because of the salesperson (5)
37. Plans never work out (1)				85. I let the organization define my training needs (4)
38. I often avoid difficult tasks (1)				86. People do not understand the pressures of my job (4)
39. I have never been late for work or for an appointment (1)				87. I prefer to ask very specific questions that require only a 'yes/no' answer (2)
40. In a group, I feel uncomfortable if a person does not like me (2)				88. My business contacts are a good source of future sales (5)
41. I create opportunities (5)				89. Effort is entirely my responsibility (5)
42. I take care of myself with good daily habits (5)				90. I manage stress effectively (5)
43. I try to do most of the talking when presenting materials to others (5)				91. I have a tendency to finish other people's sentences (4)
44. I have been successful in developing a large network of people (5)				92. To be a successful salesperson, it is necessary to get potential buyers to like me (5)
45. Compliments make me uncomfortable (4)				93. Others have interfered with my success (2)
46. I have difficulty coping with daily job challenges (1)				94. It is difficult to establish job priorities (1)
47. I have never boasted or bragged (1)				95. I am not a good listener (1)
48. I adapt to what others expect of me (5)				96. I feel comfortable promoting myself and my company at social gatherings (5)



Contact Center POP™

Personal Feedback

for Test Test August 7, 2021

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The Contact Center POP™ is designed to provide you with real information about yourself that you can use. By identifying and understanding your personal strengths, you will be able to take advantage of them in both your personal and professional activities. This profile will provide you with suggestions on how to do that and help you identify growth areas as well. We trust you will find this information useful and wish you every success.
John C. Marshall, Ph.D.

This is the **candidate's** personal feedback
cover page for the **Sales** role

GENERAL RECOMMENDATIONS

An Overview of Your Customer Care Profile

Your overall profile shows that you would be well suited to a career that balances planned work objectives with your own goals. You would prefer a well-defined career path that provides you with the opportunity to manage and monitor your own progress within it. Your best fit would be in a modestly structured organization that provides suitable feedback and a clear path to more senior roles. Working towards well-defined project goals as an individual within a team or working within a support organization could be good fits for you. Explore the possibilities within any new career direction with someone already in that career.

Your Most Effective Self-management Style

You are very assertive, competitive and determined. You tend to initiate activity on your own authority without the need for outside stimulus. When working towards your goals you are able to motivate yourself. You are able to be self-managed, self-evaluating and need minimal feedback to be effective. You are not very accepting of mediocre performance. This is a strength that can help you succeed in most careers. Be a strong 'self-manager' by planning your own activities, managing your time effectively, focusing your effort and evaluating your progress.

Your Motivational Structure

You are motivated by a balance of meeting the needs of others, building a solid career and achieving a mixture of long and short-term goals. You would enjoy working in an environment where you would have the opportunity to work on short term projects which would help lead to your longer term objectives. You are concerned about providing quality service and products.

Your Preferred Approach to Being a Team Member or Team Leader

You integrate well with relatively structured organizations and teams that are systematic and procedural but allow for individual initiative. You will be most effective in a career path that includes well-defined projects where you can operate as a team member who occasionally takes on a leadership role.

Your Preferred Social Interaction Style

You are generally quite sociable, friendly and outgoing. You build relationships quickly and are generally comfortable with other people. You should be able to work well in an environment where there is regular contact with new customers or clients.

Your Technical/Practical Orientation

You would be described as quite analytical, logical and practical. You are interested in learning for its own sake and would prefer a career that dealt with new challenges. You could be comfortable in an IT or technically demanding culture that has a significant problem-solving component. If you are interested in a subject, you tend to explore it very thoroughly.

Your Feelings about Self-Confidence and Managing Stress

You have healthy self-confidence, which allows you to feel that you are able to handle most situations through your own efforts. You accept responsibility for your own performance and expect to succeed in most things that you attempt.

You appear to manage your energy and deal with stress quite well. You will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and the ability to cope with stress effectively should even enhance your performance in challenging situations.

WHAT TO SEEK & AVOID IN YOUR CAREER PATH**Career Path Characteristics to Seek**

- Look for projects and career paths that provide you with growth opportunities and require you to use your own initiative. Situations that allow you to plan and execute your own activity are best for you. A management system that facilitates and provides coaching would suit you.
- Career situations that have a significant problem solving component will allow you to take advantage of your analytical style. Look for opportunities that will help you learn the things that interest you and will help you develop your career.
- Look for a career path that provides structure in which you will feel able to grow. You would be most comfortable in an environment that permits change. Seek an organization that provides an opportunity to work independently within a team environment.
- You should look for an environment where there is regular contact with clients, users and your peer group as well as the opportunity to work independently.
- Look for career opportunities that provide plenty of challenge and well-defined short-term goals, which if met, will provide you with suitable financial reward. Some career paths that provide you with a great deal of challenge may be rewarding enough on their own but situations with unlimited challenge where your compensation is tied to your performance would be ideal for you.

Career Path Characteristics to Avoid

- Avoid overly structured situations where you must follow strict guidelines and deal with very 'hands-on' management. Avoid situations where you cannot plan your own activities.
- Avoid careers where there is insufficient opportunity for technical growth. Avoid roles that do not provide the opportunity for creativity or sufficient variety.
- Avoid both overly structured and unstructured environments. You enjoy some structure and guidelines but would be uncomfortable with too much or too little.
- Avoid situations that do not provide opportunities to interact with others on a regular basis. Avoid career paths that are strictly public relations or image building.
- Avoid careers that you feel do not have much social value or impact on the quality of life. Avoid those that are too driven by the 'bottom line'.

SUMMARY OF STRENGTHS

Self-Management

People would describe you as assertive, competitive, enterprising and determined. From time to time you may display new and creative ways to achieve your objectives whether these relate to work or your personal needs. You tend to be self-evaluative and thus critical of any mediocre performance. Becoming a 'self-manager', i.e. learning to plan your activities, to manage your time and to focus your effort on a daily basis to get today's objectives met, would come easily and naturally to you. You have the potential to become a strong self-manager who is able to work with limited guidance and direction. You are able to motivate yourself without frequent input from the management and should work well with a manager who coaches and consults rather than directs. Once you are familiar with your role, you should be able to handle most situations on your own and be self-monitoring.

* Strong self-managers can be too strong for some cultures and management styles. You will respond best to general guidelines and a fairly broad scope. A supervisor who coaches, consults and facilitates will be best for you.

Coaching Suggestions

- You will respond best to a general outline of organizational goals and a coach or manager who will give you the opportunity to use your own initiative. To earn that type of freedom demonstrate your ability to commit to and meet your daily goals on a consistent basis.
- Develop your own plans and share your progress with management on a regular basis.
- A project leader or manager who coaches, consults and facilitates will be best for you.
- Seek situations where you will be able to use your own individual initiative rather than having to respond to the needs of others all the time.
- Look for projects and environments which reward initiative as much or more than responsiveness.

Motivational Profile

People would see you as motivated by a mixture of concern for the needs of others and meeting your own long and short-term goals. You would be most comfortable in a career that offers both. You would enjoy working in an environment where you would have the opportunity to provide a meaningful service to others while you meet your short-term targets which lead to your longer term objectives.

Coaching Suggestions

- Challenge yourself to meet similar goals each day.
- Once meeting daily targets on a consistent basis, increase them slightly. A feeling of regular achievement is very satisfying.
- Focus on what you are able to accomplish on a daily basis and make certain that you do those things consistently.
- Make a commitment to your daily goals and if you find that you are not meeting them on a regular basis, evaluate whether your goals should be revised or whether you have been doing all that you can to achieve them.
- If you are meeting your daily goals consistently, you will achieve greater satisfaction by increasing your goals slightly and meeting them as well.

SUMMARY OF STRENGTHS (continued)**Environmental Fit (Team Orientation)**

You would be described as cooperative, obliging, efficient and conscientious. You can function effectively in a group that is well-organized but allows room for your individual initiative. You will accept early supervision along with training but will expect less supervision after gaining the relevant experience. You will integrate well with organizations and systems that are relatively structured. You will evaluate the processes and may offer your suggestions for improvement when you think it is appropriate.

Coaching Suggestions

- Look for well-defined opportunities that will provide you with clear guidelines and growth.
- Take advantage of your co-operative nature by making a regular contribution to meeting team goals.
- Build versatility by adding to your skill set and learning other roles in your organization.
- Look for areas where you can demonstrate team leadership.

Comfort with Conflict

You are relatively comfortable in situations where there is conflict or the potential for it. You are able to deal with it but do not necessarily seek it out.

Coaching Suggestions

- Being comfortable with conflict will help you mediate in situations where there is conflict.
- Develop your conflict resolution strategies to become a better mediator.

COMMUNICATION STYLE**Social Orientation**

You are generally quite sociable, friendly and outgoing. You have little difficulty in building relationships and are generally comfortable with other people. You should be able to work well in an environment where there is regular contact with new customers or with a well-established client base.

Coaching Suggestions

- Review your performance as both a listener and a contributor at meetings with clients and peers. Do you respond to others or follow your own agenda?
- Develop your strength as a public speaker by taking part in community service groups, coaching and other similar opportunities.
- When making presentations, work on such skills as timing, breaking the ice with humorous remarks, proper articulation and speaking directly to members of the audience.
- Always look for feedback when addressing others.
- Be a good listener as well as a good talker.

Analytical Orientation

You would be described as logical and practical. You are comfortable with both technical and non-technical issues and would enjoy a certain amount of problem solving as part of your work. You are generally comfortable with detail. Careers that offered the opportunity to learn and use new concepts and innovations would be of interest to you.

Coaching Suggestions

- Look for careers which will allow you to make effective use of your analytical skills and attention to detail.
- Take advantage of your technical orientation when solving problems by asking open ended questions that will allow the client to share in the solution.
- When consulting with others, give technical detail only when asked for specifics.
- Look for feedback when presenting your suggestions on project planning and other issues such as your personal development.
- Make certain that your personal development strategy matches organizational needs.

SELF-CONFIDENCE & LIFESTYLE MANAGEMENT**Self-Confidence**

You have healthy self-confidence, which allows you to feel that you are able to handle most situations through your own efforts. You accept responsibility for your own performance and expect to succeed in most things that you attempt.

Coaching Suggestions

- Build on your self-confidence and continue to feel good about yourself.
- Continue to feel responsible for your performance because you can make an impact.
- Commit to achieving agreed-upon job performance goals.
- Confidence is good but be careful to avoid the appearance of arrogance.

Lifestyle Management

You appear to manage your energy and deal with stress very well. You will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and the ability to cope with stress effectively should even enhance your performance in challenging situations.

* The ability to adapt and cope effectively with stress can be a large asset in any business environment, particularly one filled with demanding users and clients. You may become helpful as a resource to help others learn stress coping strategies.

Coaching Suggestions

- Identify and understand your own stress coping techniques so you can use them in other situations.
- Continue to manage stressful situations as challenges that you can meet.
- Share your stress coping strategies with others if they ask.
- Good diet and exercise strategies will help you continue to manage your energy effectively.

CAREER BUILDING ATTITUDES**Approach to Networking/Self-Promotion**

You would enjoy and be quite comfortable in promoting your company and yourself providing you have a strong belief in your product and yourself. Networking in new markets would provide a positive challenge, which you can address with appropriate training and joint field work with a mentor or manager.

Coaching Suggestions

- You may be interested in considering a sales or marketing career. Your overall approach to networking and self-promotion is consistent with the attitudes of successful sales people and those who are comfortable networking and promoting products and themselves.
- When combined with strong self-management skills, motivation to succeed financially and good communication skills, your approach to networking can create many new opportunities.

Listening Skills

Your responses indicate that you have an approach to listening that is typical of the majority of people. You are likely to listen to others attentively most of the time but you may have some development opportunities in your listening style. With training, your approach to listening should help in developing good interpersonal relationships with a variety of individuals that you will encounter when consulting or in many other roles. Your approach to listening is likely to be neither an advantage nor a disadvantage when consulting with or advising clients, peers or others.

Coaching Suggestions

- You could benefit from some coaching to enhance your approach to listening and enable you to be a more attentive and effective listener.
- Formal training in listening skills, particularly in handling client relations would be useful. Role-playing potential interactions that you will encounter with clients, peers or others could also be beneficial.



[Click Here to View Recruiter's Snapshot](#)

Contact Center POP™

for Test Test August 7, 2021

Team Leader

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The Contact Center POP™ is designed to provide insights into the strengths of individuals who will be managing customer relationships within a customer contact center culture. By identifying and understanding personal strengths as well as identifying growth opportunities, managers and supervisors will have more information relevant to fitting people to customer care roles. This profile will also provide managers with suggestions on how to coach service people more effectively.

John C. Marshall, Ph.D.

ID# NLRC1ANNPPPS for Test Test on August 7, 2021

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This is the **Manager's** report cover
page for the **Team Leader** role

Prediction of Sales and Service Potential**Prediction of Sales Potential**

An indication of the individual's natural approach to selling and best fit within the customer care culture.

Outbound Selling			Cross Selling			Service/Inbound service			

Business Development

Reflects the person's approach to creating new business development opportunities

Coach to Excellence			With Training			Not Likely			

Approach to Client

An indicator of how aggressively the individual will pursue the business opportunity once it has been identified

Hard/Persistent			Soft/Persistent			Potential Weak Closer			

Need for Script and/or Structure

The degree to which the person will accept the structure and script used in customer care selling

Does not want			Works within guidelines			Depends on it			

Managing Rejection

An indicator of the individual's ability to manage rejection during a customer contact

Handles Well			Handles OK			Very Uncomfortable			

A People Person?

Reflects individual's approach to building relationships with new contacts.

Definitely			People are OK			Not interested			

Detail Orientation

Reflects the individual's approach to technical detail.

Analytical			As required			Not Detail Oriented			

Sales and Service Competencies**Goal Orientation**

An indication of the individual's natural approach to goal setting.

Short Term/Intense				Long Term/Relaxed		

A Self-Manager?

Evaluates the extent to which the individual manages self effectively without coaching or a process.

A Natural		With Coaching		Needs Process		

Communication Style

Reflects the person's natural style of communicating with others on an interpersonal basis

Ask/Listen		Balanced		Tell the Person		

Comfort with Conflict

Refers to the individual's natural reaction to a situation where there is conflict or the potential for it

Comfortable		Handles OK		Uncomfortable		

Loyalty

An indicator of the individual's probable primary loyalty

Company Focus		Client/Company		Self Interest		

Decision Making

Reflects the individual's probable approach to making decisions

Decisive				Indecisive		

Overall Attitude

Reflects the individual's attitudes and how they will effect customers and prospects

Very Positive				Some Concerns		

Confidence

An evaluation of the individual's feelings of being in control and taking ownership of various issues

Feels in Control		Average Confidence		Low Confidence		

Managing Lifestyle

Evaluates individual's approach to integrating demanding career with busy lifestyle

Manages very well		Manages		Needs Coping Strategy		

Coach to Success

Self-Management/Business Development

Initiates/Proactive						Responsive

Test would be described generally as a competitive, enterprising, assertive and goal oriented person. He/She is relatively self directed and comfortable initiating activity on his/her own. He/She has the potential to become a good self-manager with some coaching on such issues as self-evaluation, developing the ability to self motivate and directing him/herself more effectively. He/She will likely work well with a manager who provides clear guidance and coaches without being overly directive. Encourage him/her to use his/her initiative when he/she has caught up on all his/her tasks.

Test would be relatively comfortable in an adaptive role where he/she follows a process but can adjust as necessary. Many successful sales people are strong self-managers.

Interview Suggestions

- Describe your goal setting process and how you review your accomplishments.
- Outline a recent example of this.
- Describe the work environment that you found to be best for you.
- In your current (previous) position, how much of your time has been devoted to working on tasks that you have initiated? Give an example.

Coaching Suggestions

- Test will respond well to a balance of coaching and being left alone to work towards organizational goals.
- Coach him/her to be effective when working on his/her own by asking him/her to commit to weekly goals and reviewing his/her commitments with him/her on a weekly basis.
- When he/she is not performing as well as you think he/she should, praise his/her effort (if it is consistent) and do not coax.
- Coach him/her to understand that discovering the additional services that your customers need is an important service in itself.
- Test can be effective in a sales role if he/she is coached to take full advantage of the sales process by adapting it to meet customer needs.

Coach to Success (continued)**Approach to Client (Sales and Service)**

Results Focus						Balanced

Test has a motivational structure that is similar to many other people who balance concern for the needs of other people with meeting their own personal long-term goals. He/She would be comfortable working in a customer focused environment that allows time to focus on quality and deal with each customer need thoroughly. Test would be most effective in a customer care role where he/she is providing service to familiar customers over the longer term.

Test would be expected to be less comfortable when called upon to close during a sales process. People with his/her profile tend to not feel comfortable asking for an order unless it is within a very well-designed customer contact system.

Interview Suggestions

- Describe your achievements over the last year.
- How did you determine your short-term goals? How did they lead to your long-term goals?
- Outline how your goals were established in your most recent position. Did the process help you perform effectively? How would you have changed it?
- Describe a situation where you helped a customer make a decision on purchasing a product or service. Did you perform well?

Coaching Suggestions

- Help him/her learn to set regular goals for him/herself and help him/her achieve them. By setting and achieving goals on a regular basis, Test can build commitment to the process and develop a better performance.
- Assign Test to a relaxed, customer focused role where he/she will be able to learn CRM skills that will help him/her develop. Monitor his/her progress regularly to assure that customer needs are being met.
- He/She will need an effective process and/or coaching in order to be a closer if required to sell. He/She would tend to be persuasive rather than persistent in pushing for additional business.
- He/She will benefit from relationship sales training which focuses on the service aspects of selling.

Coach to Success (continued)**Need for Script and/or Structure (Environmental Fit)**

Prefers to Create						Follows Guidelines

Test would be described as cooperative, obliging and conscientious. He/She would function effectively in a system which is well-organized but allows for individual initiative. He/She will accept a script during initial training but may expect some room for adaptation after gaining the relevant experience. He/She would be expected to integrate with existing systems and work well with a group of peers who are similar in nature.

Test will function effectively in a structured, well-scripted process which is designed to deal with customer care issues. He/She would be helped by an effective process that integrates service and sales issues during customer contact.

Interview Suggestions

- Describe the work environment that you found most suitable. Why does it work for you?
- How much structure are you willing to accept in a customer care role?
- Outline a situation where you worked in a very unstructured environment. What did you do to improve the situation?
- Describe a situation where you were forced to develop new procedures. Were they implemented as new procedures?

Coaching Suggestions

- Coach Test to follow the existing system until he/she is aware of how well it meets the customers' needs.
- Encourage him/her to use his/her team orientation to his/her advantage by listening to how his/her peers and others deal with the various issues.
- Coach him/her to explore different approaches to problems in order to produce better results.

Coach to Success (continued)**Comfort with Conflict**

Comfortable						Avoids Conflict

Test is relatively comfortable in situations where there is some conflict but would prefer a position where conflict was neither too intense nor a regular part of the environment. He/She will be suited to roles dealing with some conflict, particularly if the organization has training and strategies that will help resolve conflict.

Interview Suggestions

- Describe a working environment of yours that included a lot of conflict. What was your approach to dealing with conflict?
- How did you feel about that environment? How would you have changed it?
- How can you use your comfort with conflict to your advantage in a customer care role?

Coaching Suggestions

- Coach him/her to be effective in tense situations by demonstrating that he/she is listening to the concerns of customers and others who may be upset.
- Provide conflict resolution strategies which could enhance his/her ability to deal with conflict.
- Help him/her understand that most conflict situations are not his/her fault.
- Explain that his/her comfort with conflict is an asset which will help him/her to be a good customer care specialist.

Communication Style**Social Orientation**

Warm/Friendly/Sociable			Builds Relationships over Longer Term			

Test is sociable, friendly and outgoing in a variety of roles and situations. He/She is at ease building relationships and is quite comfortable meeting new people. He/She would be considered effective at an interpersonal level and would work well in an environment where there is regular contact with a variety of people.

Interview Suggestions

- Describe your approach to building an effective relationship with someone you have just met.
- What do you do differently if you are not able to see the other person?
- What are your strengths as a communicator? How can you use them in customer care?
- What are your goals with regard to growth in interpersonal areas? What are you doing to improve in these areas?

Coaching Suggestions

- Build conscious competence by helping him/her understand that the ability to work well with others is a strength in customer care.
- Coach him/her to develop his/her knowledge of key services and products being offered so that he/she can share that information effectively.
- Suggest that he/she give presentations at meetings with customers and peers.
- If Test's comfort dealing with others can be combined with product and service knowledge, he/she may become an effective coach or mentor in areas where he/she has demonstrable expertise.

Analytical Orientation

Test would be described as analytical and attentive to detail. He/She would be comfortable with both the technical and non-technical issues related to customer care. He/She would enjoy the problem solving that is part of customer care and his/her analytical nature would make him/her suitable for data mining and other technical roles if combined with the appropriate inherent abilities and skill set.

- Describe a situation where you were able to solve a problem that others had not been able to handle.
- What makes you an effective problem solver?
- What are some of the challenges that may effect how we provide customer care?

- Test is suitable for projects which emphasize developing new concepts and problem solving. He/She will respond well to being reinforced for his/her expertise.
- Encourage him/her to express him/herself as concisely and clearly as possible when dealing with others.
- Provide him/her with fresh problems and challenges in order to maintain his/her interest.
- Assign him/her to customer care roles which require thorough investigation of customer issues.

Attitudes**Self-Confidence**

Feels in Control/Internally Directed				Feels Controlled by External Factors		

Test has a healthy self-confidence, making him/her feel that he/she is able to handle most situations on his/her own. This profile indicates an individual who accepts the responsibility for his/her own performance and who expects to succeed in virtually all he/she attempts.

Interview Suggestions**Coaching Suggestions**

- Maintain Test's self-confidence by reinforcing his/her good feelings about him/herself.
- If Test ever appears arrogant, remind him/her that it is important to feel good about oneself but also important to avoid the appearance of arrogance.
- Help him/her to commit to achieving and exceeding agreed upon performance levels.

Attitudes (continued)**Lifestyle Management**

Handling Stress Well					Stress Management Training	Would Help

Test appears to manage his/her energy and deal with stress very well. He/She will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and his/her ability to cope with stress effectively should even enhance his/her performance in challenging situations.

* The ability to adapt and cope effectively with stress can be a large asset in any business environment, particularly one filled with demanding users and clients. Test may become helpful as a resource to help others learn stress coping strategies.

Coaching Suggestions

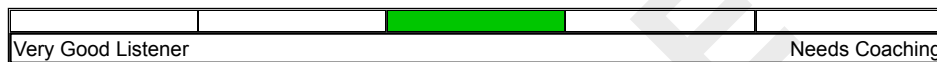
- Test may need continual challenge from his/her work environment to avoid boredom.
- He/She may be an effective mentor for those who could benefit from learning how to cope with stress.
- He/She should be able to assume additional responsibilities when there are additional challenges.

Attitudes (continued)**Approach to Networking/Self-Promotion**

Test would enjoy and be quite comfortable in promoting the company and him/herself providing he/she has a belief in the product. Networking in new markets would provide a positive challenge which he/she can address with appropriate training and joint work with a mentor or manager. He/She has the right attitude to be successful in dealing with rejection while prospecting and looking for business opportunities.

Coaching Suggestions

- Assign him/her to roles that include looking for sales or marketing opportunities. Because his/her overall approach to networking and self-promotion is consistent with the attitudes of successful sales people and those who are comfortable networking and promoting products and themselves, he/she should be comfortable in that role in a customer contact center.
- Help him/her understand that his/her comfort with networking and self-promotion is a strength that, combined with strong self-management skills, motivation to succeed financially and good communication skills, can help him/her in sales.

Listening Style

Test's responses indicate that he/she has an approach to listening that is typical of the majority of people. Test is likely to listen to others attentively most of the time but he/she may have some development opportunities in his/her listening style. With training, Test's approach to listening should help in developing good interpersonal relationships with a variety of individuals that he/she will encounter in his/her position. Test's approach to listening is likely to be neither an advantage nor a disadvantage when dealing with customers and their concerns.

Coaching Suggestions

- Test could benefit from some coaching to enhance his/her approach to listening and enable him/her to be a more attentive and effective listener.
- Formal training in listening skills, particularly in handling customer relations would be useful. Role-playing potential interactions that Test will encounter with customers, peers or others could also be beneficial.

Emotional Intelligence

EQ Definition: The ability to understand and apply emotional information about ourselves and others effectively.

SELF AWARENESS I: MOOD LABELING				
Labels feelings and emotions as they are happening		Does not label feelings and emotions as they are happening		

A measure of a person's ability to accurately label personal feelings and emotions.

SELF AWARENESS II: MOOD MONITORING				
High monitoring		Optimal monitoring		Low monitoring

A measure of the amount of energy a person puts forth in monitoring his/her own feelings and emotions.

SELF CONTROL				
Demonstrates good self control		Low control over impulses and negative emotions		

A measure of a person's restraint as it relates to one's control over his/her impulses, emotions, and/or desires.

MANAGING EMOTIONAL INFLUENCES				
Perseveres		Focus can change		

A measure of a person's ability to manage emotional influences that would prevent him/her from taking those actions that he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals.

EMPATHY				
Recognizes emotions in others		Low awareness of emotions of others		

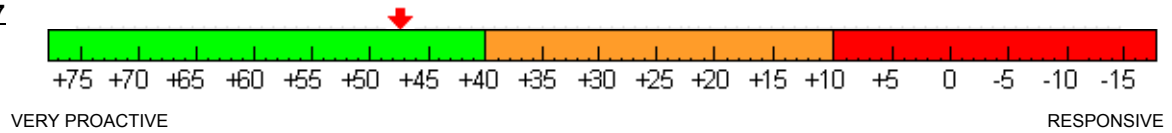
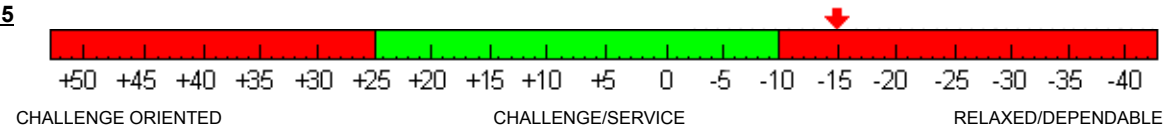
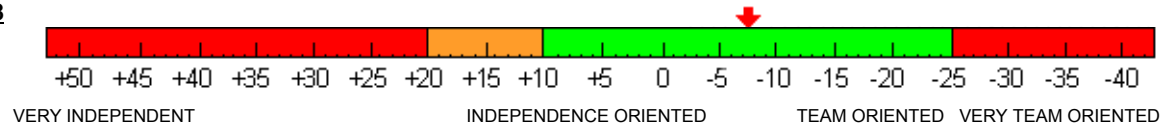
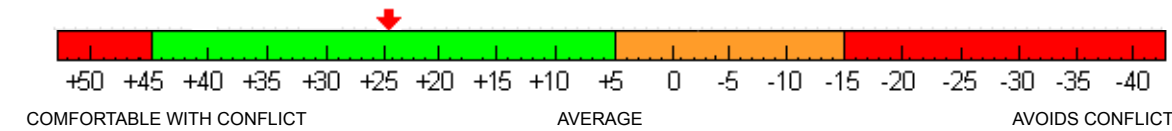
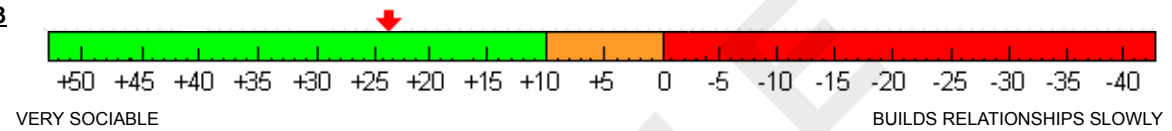
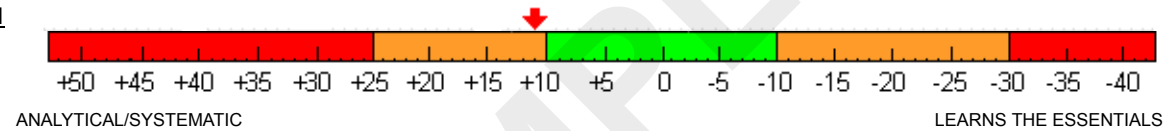
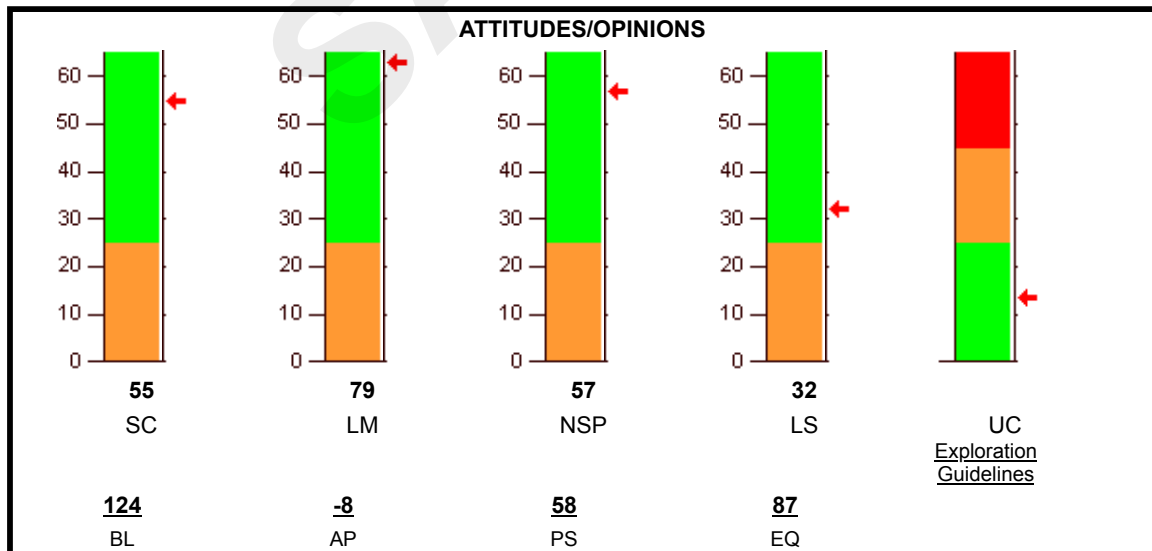
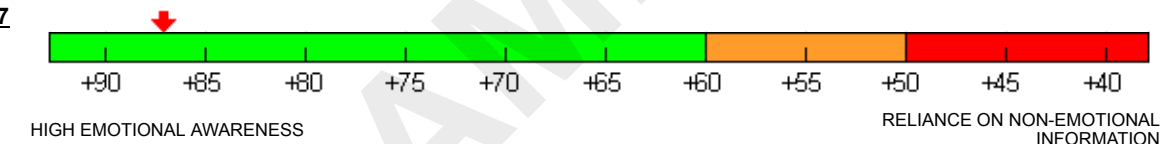
A measure of a person's ability to understand the feelings and emotions of others.

SOCIAL JUDGEMENT				
Uses knowledge of the emotions of others in decision-making		Does not factor in the emotions of others in decision-making		

A measure of a person's ability to make appropriate decisions in social situations based on the emotional states of others.

OVERALL				
Understands & uses emotional information		Relies on non-emotional information		

An overall measure of how well a person understands emotional information and uses it effectively.

SUMMARY OF SCORES**EP**
47**SELF-MANAGEMENT****MP**
-15**MOTIVATIONAL PROFILE****IP**
-8**TEAM ORIENTATION****CWC**
24**COMFORT WITH CONFLICT****PO**
23**PEOPLE ORIENTATION****AO**
11**ANALYTICAL ORIENTATION****EQ**
87**EMOTIONAL QUOTIENT**

Responses from Attitude/Opinions Section

1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree
1. Effort gets results (5)				49. A good plan can avoid mistakes (5)
2. I thrive under pressure (5)				50. Stress improves my performance (5)
3. I rarely interrupt others while they are speaking (5)				51. After listening to someone talk, I repeat the important points back to them to ensure my understanding (5)
4. I often discuss my career with friends (5)				52. I often refer people to my family and friends (5)
5. I am often influenced by others (2)				53. Hard work does not always get results (2)
6. I would have difficulty integrating a demanding career into my lifestyle (1)				54. To be effective on the job, I need more energy (1)
7. I have never told a lie (1)				55. I make sure others have finished speaking before I respond (5)
8. I would not like to be a sales person (1)				56. Informal social events are a good source of business contacts (5)
9. Most mistakes can be avoided (5)				57. I find it easy to talk about myself (5)
10. I am comfortable with changes in technology (5)				58. Regular habits are an important part of my success (5)
11. I like to hear people fully explain their point of view (5)				59. I have never said anything unkind about anyone else (1)
12. I avoid actions that might make people dislike me (1)				60. I have met very few people whom I did not like (5)
13. People's good qualities are seldom recognized (5)				61. I am distracted easily (1)
14. I sometimes lack the energy to perform important tasks (1)				62. Professional demands often interfere with my lifestyle (1)
15. Most conversations take too long (4)				63. People take too long to get to the point (4)
16. It is important that people approve of me (2)				64. I get upset when sales people call me at home (5)
17. I am good at most things that I try to do (5)				65. I am a confident person (5)
18. I stay focused on my priorities (5)				66. I can concentrate on my work for long periods of time (5)
19. After listening to an interesting anecdote, I like to describe a similar situation involving me (5)				67. I will interrupt other people to provide an answer to their question (5)
20. Sales people have a positive public image (5)				68. To be successful in my career, I must change my image (1)
21. Success is mostly luck (3)				69. My performance depends on the situation (4)
22. I often allow my attitude to affect my performance negatively (1)				70. To be effective, I need to make several lifestyle changes (1)
23. All my habits are good and desirable ones (5)				71. No one is ever rude to me (2)
24. I am comfortable when people do not agree with me (5)				72. I would rather talk to a client on the telephone than in person (5)
25. People get the respect that they deserve (5)				73. I am successful in most aspects of my life (5)
26. I generally have a positive attitude towards work (5)				74. Work does not get me down (5)
27. I have never broken a rule (1)				75. I enjoy listening to other people (5)
28. I am persistent in getting others to agree with my point of view (5)				76. Most people would prefer not to deal with salespeople any more than necessary (5)
29. It is impossible to change company procedures (2)				77. I am reluctant to make decisions (1)
30. I find it difficult to manage my professional demands (1)				78. Lifestyle demands have interfered with my career success (1)
31. I prefer to listen in conversations (4)				79. I have never made a mistake (1)
32. I find it easy to make new acquaintances (5)				80. To perform up to my potential, I must have total belief in my job (5)
33. Hard work brings success (5)				81. I take time to reflect on my accomplishments (5)
34. I excel in a dynamic environment (5)				82. I enjoy pressure on the job (5)
35. I consciously pause before responding to others (5)				83. I give others my undivided attention when they are speaking to me (5)
36. I am comfortable promoting my ideas to friends and associates (5)				84. I have bought a product or service mainly because of the salesperson (5)
37. Plans never work out (1)				85. I let the organization define my training needs (4)
38. I often avoid difficult tasks (1)				86. People do not understand the pressures of my job (4)
39. I have never been late for work or for an appointment (1)				87. I prefer to ask very specific questions that require only a 'yes/no' answer (2)
40. In a group, I feel uncomfortable if a person does not like me (2)				88. My business contacts are a good source of future sales (5)
41. I create opportunities (5)				89. Effort is entirely my responsibility (5)
42. I take care of myself with good daily habits (5)				90. I manage stress effectively (5)
43. I try to do most of the talking when presenting materials to others (5)				91. I have a tendency to finish other people's sentences (4)
44. I have been successful in developing a large network of people (5)				92. To be a successful salesperson, it is necessary to get potential buyers to like me (5)
45. Compliments make me uncomfortable (4)				93. Others have interfered with my success (2)
46. I have difficulty coping with daily job challenges (1)				94. It is difficult to establish job priorities (1)
47. I have never boasted or bragged (1)				95. I am not a good listener (1)
48. I adapt to what others expect of me (5)				96. I feel comfortable promoting myself and my company at social gatherings (5)



Contact Center POP™

Personal Feedback

for Test Test August 7, 2021

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The Contact Center POP™ is designed to provide you with real information about yourself that you can use. By identifying and understanding your personal strengths, you will be able to take advantage of them in both your personal and professional activities. This profile will provide you with suggestions on how to do that and help you identify growth areas as well. We trust you will find this information useful and wish you every success.
John C. Marshall, Ph.D.

This is the **candidate's** personal feedback
cover page for the **Team Leader** role

GENERAL RECOMMENDATIONS

An Overview of Your Customer Care Profile

Your overall profile shows that you would be well suited to a career that balances planned work objectives with your own goals. You would prefer a well-defined career path that provides you with the opportunity to manage and monitor your own progress within it. Your best fit would be in a modestly structured organization that provides suitable feedback and a clear path to more senior roles. Working towards well-defined project goals as an individual within a team or working within a support organization could be good fits for you. Explore the possibilities within any new career direction with someone already in that career.

Your Most Effective Self-management Style

You are very assertive, competitive and determined. You tend to initiate activity on your own authority without the need for outside stimulus. When working towards your goals you are able to motivate yourself. You are able to be self-managed, self-evaluating and need minimal feedback to be effective. You are not very accepting of mediocre performance. This is a strength that can help you succeed in most careers. Be a strong 'self-manager' by planning your own activities, managing your time effectively, focusing your effort and evaluating your progress.

Your Motivational Structure

You are motivated by a balance of meeting the needs of others, building a solid career and achieving a mixture of long and short-term goals. You would enjoy working in an environment where you would have the opportunity to work on short term projects which would help lead to your longer term objectives. You are concerned about providing quality service and products.

Your Preferred Approach to Being a Team Member or Team Leader

You integrate well with relatively structured organizations and teams that are systematic and procedural but allow for individual initiative. You will be most effective in a career path that includes well-defined projects where you can operate as a team member who occasionally takes on a leadership role.

Your Preferred Social Interaction Style

You are generally quite sociable, friendly and outgoing. You build relationships quickly and are generally comfortable with other people. You should be able to work well in an environment where there is regular contact with new customers or clients.

Your Technical/Practical Orientation

You would be described as quite analytical, logical and practical. You are interested in learning for its own sake and would prefer a career that dealt with new challenges. You could be comfortable in an IT or technically demanding culture that has a significant problem-solving component. If you are interested in a subject, you tend to explore it very thoroughly.

Your Feelings about Self-Confidence and Managing Stress

You have healthy self-confidence, which allows you to feel that you are able to handle most situations through your own efforts. You accept responsibility for your own performance and expect to succeed in most things that you attempt.

You appear to manage your energy and deal with stress quite well. You will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and the ability to cope with stress effectively should even enhance your performance in challenging situations.

WHAT TO SEEK & AVOID IN YOUR CAREER PATH**Career Path Characteristics to Seek**

- Look for projects and career paths that provide you with growth opportunities and require you to use your own initiative. Situations that allow you to plan and execute your own activity are best for you. A management system that facilitates and provides coaching would suit you.
- Career situations that have a significant problem solving component will allow you to take advantage of your analytical style. Look for opportunities that will help you learn the things that interest you and will help you develop your career.
- Look for a career path that provides structure in which you will feel able to grow. You would be most comfortable in an environment that permits change. Seek an organization that provides an opportunity to work independently within a team environment.
- You should look for an environment where there is regular contact with clients, users and your peer group as well as the opportunity to work independently.
- Look for career opportunities that provide plenty of challenge and well-defined short-term goals, which if met, will provide you with suitable financial reward. Some career paths that provide you with a great deal of challenge may be rewarding enough on their own but situations with unlimited challenge where your compensation is tied to your performance would be ideal for you.

Career Path Characteristics to Avoid

- Avoid overly structured situations where you must follow strict guidelines and deal with very 'hands-on' management. Avoid situations where you cannot plan your own activities.
- Avoid careers where there is insufficient opportunity for technical growth. Avoid roles that do not provide the opportunity for creativity or sufficient variety.
- Avoid both overly structured and unstructured environments. You enjoy some structure and guidelines but would be uncomfortable with too much or too little.
- Avoid situations that do not provide opportunities to interact with others on a regular basis. Avoid career paths that are strictly public relations or image building.
- Avoid careers that you feel do not have much social value or impact on the quality of life. Avoid those that are too driven by the 'bottom line'.

SUMMARY OF STRENGTHS

Self-Management

People would describe you as assertive, competitive, enterprising and determined. From time to time you may display new and creative ways to achieve your objectives whether these relate to work or your personal needs. You tend to be self-evaluative and thus critical of any mediocre performance. Becoming a 'self-manager', i.e. learning to plan your activities, to manage your time and to focus your effort on a daily basis to get today's objectives met, would come easily and naturally to you. You have the potential to become a strong self-manager who is able to work with limited guidance and direction. You are able to motivate yourself without frequent input from the management and should work well with a manager who coaches and consults rather than directs. Once you are familiar with your role, you should be able to handle most situations on your own and be self-monitoring.

* Strong self-managers can be too strong for some cultures and management styles. You will respond best to general guidelines and a fairly broad scope. A supervisor who coaches, consults and facilitates will be best for you.

Coaching Suggestions

- You will respond best to a general outline of organizational goals and a coach or manager who will give you the opportunity to use your own initiative. To earn that type of freedom demonstrate your ability to commit to and meet your daily goals on a consistent basis.
- Develop your own plans and share your progress with management on a regular basis.
- A project leader or manager who coaches, consults and facilitates will be best for you.
- Seek situations where you will be able to use your own individual initiative rather than having to respond to the needs of others all the time.
- Look for projects and environments which reward initiative as much or more than responsiveness.

Motivational Profile

People would see you as motivated by a mixture of concern for the needs of others and meeting your own long and short-term goals. You would be most comfortable in a career that offers both. You would enjoy working in an environment where you would have the opportunity to provide a meaningful service to others while you meet your short-term targets which lead to your longer term objectives.

Coaching Suggestions

- Challenge yourself to meet similar goals each day.
- Once meeting daily targets on a consistent basis, increase them slightly. A feeling of regular achievement is very satisfying.
- Focus on what you are able to accomplish on a daily basis and make certain that you do those things consistently.
- Make a commitment to your daily goals and if you find that you are not meeting them on a regular basis, evaluate whether your goals should be revised or whether you have been doing all that you can to achieve them.
- If you are meeting your daily goals consistently, you will achieve greater satisfaction by increasing your goals slightly and meeting them as well.

SUMMARY OF STRENGTHS (continued)**Environmental Fit (Team Orientation)**

You would be described as cooperative, obliging, efficient and conscientious. You can function effectively in a group that is well-organized but allows room for your individual initiative. You will accept early supervision along with training but will expect less supervision after gaining the relevant experience. You will integrate well with organizations and systems that are relatively structured. You will evaluate the processes and may offer your suggestions for improvement when you think it is appropriate.

Coaching Suggestions

- Look for well-defined opportunities that will provide you with clear guidelines and growth.
- Take advantage of your co-operative nature by making a regular contribution to meeting team goals.
- Build versatility by adding to your skill set and learning other roles in your organization.
- Look for areas where you can demonstrate team leadership.

Comfort with Conflict

You are relatively comfortable in situations where there is conflict or the potential for it. You are able to deal with it but do not necessarily seek it out.

Coaching Suggestions

- Being comfortable with conflict will help you mediate in situations where there is conflict.
- Develop your conflict resolution strategies to become a better mediator.

COMMUNICATION STYLE**Social Orientation**

You are generally quite sociable, friendly and outgoing. You have little difficulty in building relationships and are generally comfortable with other people. You should be able to work well in an environment where there is regular contact with new customers or with a well-established client base.

Coaching Suggestions

- Review your performance as both a listener and a contributor at meetings with clients and peers. Do you respond to others or follow your own agenda?
- Develop your strength as a public speaker by taking part in community service groups, coaching and other similar opportunities.
- When making presentations, work on such skills as timing, breaking the ice with humorous remarks, proper articulation and speaking directly to members of the audience.
- Always look for feedback when addressing others.
- Be a good listener as well as a good talker.

Analytical Orientation

You would be described as logical and practical. You are comfortable with both technical and non-technical issues and would enjoy a certain amount of problem solving as part of your work. You are generally comfortable with detail. Careers that offered the opportunity to learn and use new concepts and innovations would be of interest to you.

Coaching Suggestions

- Look for careers which will allow you to make effective use of your analytical skills and attention to detail.
- Take advantage of your technical orientation when solving problems by asking open ended questions that will allow the client to share in the solution.
- When consulting with others, give technical detail only when asked for specifics.
- Look for feedback when presenting your suggestions on project planning and other issues such as your personal development.
- Make certain that your personal development strategy matches organizational needs.

SELF-CONFIDENCE & LIFESTYLE MANAGEMENT**Self-Confidence**

You have healthy self-confidence, which allows you to feel that you are able to handle most situations through your own efforts. You accept responsibility for your own performance and expect to succeed in most things that you attempt.

Coaching Suggestions

- Build on your self-confidence and continue to feel good about yourself.
- Continue to feel responsible for your performance because you can make an impact.
- Commit to achieving agreed-upon job performance goals.
- Confidence is good but be careful to avoid the appearance of arrogance.

Lifestyle Management

You appear to manage your energy and deal with stress very well. You will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and the ability to cope with stress effectively should even enhance your performance in challenging situations.

* The ability to adapt and cope effectively with stress can be a large asset in any business environment, particularly one filled with demanding users and clients. You may become helpful as a resource to help others learn stress coping strategies.

Coaching Suggestions

- Identify and understand your own stress coping techniques so you can use them in other situations.
- Continue to manage stressful situations as challenges that you can meet.
- Share your stress coping strategies with others if they ask.
- Good diet and exercise strategies will help you continue to manage your energy effectively.

CAREER BUILDING ATTITUDES

Approach to Networking/Self-Promotion

You would enjoy and be quite comfortable in promoting your company and yourself providing you have a strong belief in your product and yourself. Networking in new markets would provide a positive challenge, which you can address with appropriate training and joint field work with a mentor or manager.

Coaching Suggestions

- You may be interested in considering a sales or marketing career. Your overall approach to networking and self-promotion is consistent with the attitudes of successful sales people and those who are comfortable networking and promoting products and themselves.
- When combined with strong self-management skills, motivation to succeed financially and good communication skills, your approach to networking can create many new opportunities.

Listening Skills

Your responses indicate that you have an approach to listening that is typical of the majority of people. You are likely to listen to others attentively most of the time but you may have some development opportunities in your listening style. With training, your approach to listening should help in developing good interpersonal relationships with a variety of individuals that you will encounter when consulting or in many other roles. Your approach to listening is likely to be neither an advantage nor a disadvantage when consulting with or advising clients, peers or others.

Coaching Suggestions

- You could benefit from some coaching to enhance your approach to listening and enable you to be a more attentive and effective listener.
- Formal training in listening skills, particularly in handling client relations would be useful. Role-playing potential interactions that you will encounter with clients, peers or others could also be beneficial.