Contact Center POP™

Interpretation Guide

Suitability for Customer Care Service
and Sales

Introduction

The **Contact Center POP™** is a psychometric assessment tool designed to fill the essential role of integrating science into recruiting, selection and development of customer care personnel who will fill the demanding roles of managing customer relationships, providing quality service and selling where necessary.

The **Contact Center POP™** assesses self management potential, motivational structure, organisational fit, people orientation, leadership style, learning needs, communications style, confidence, lifestyle management, approach to listening, emotional intelligence and many other key factors that are common traits in successful Customer Relationship Managers.

The **Contact Center POP™** is for:
- Selecting candidates who would be suited for cross-sell and up-sell roles;
- Selecting candidates who would be suited for customer care roles;
- Enhancing the development process of customer care personnel;
- Assisting in the analysis of customer care cultures;
- Assessing potential to become team leaders or managers;
- Coaching and developing existing and future customer care personnel.

The **Contact Center POP™** provides valuable insight into:
- Individual needs assessment
- The right selection decisions
- Matching individual assessments to organisational culture and specific needs
- Improving retention and growth
- Improving bottom line results

This Interpretation Guide is designed to:
- Assist in interpreting the **Contact Center POP™** Report
- Help use the assessment results effectively in recruiting and selection
- Provide coaching, development and mentoring strategies

The **Contact Center POP™** is part of the consultant selection process. It will help identify the best candidates for specific consulting roles and cultures and provide coaching and development guidelines. The report is validated and the format is easy to follow. This guide will take you through each part of the test, providing you with understanding and hints on how to effectively apply the information.

The Contact Center POP™ Report

The **Contact Center POP™** report is divided into 2 separate reports: The *Suitability for Customer Care Service and Sales,* which is a selection and coaching report for management, and *Personal Feedback* report, which can be provided to the candidate for self–development. There are 8 individual scales which measure character traits that are found in everyone to a greater or lesser degree.

POWER SCORES	NEUTRALISING SCORES
Enterprising (ENT)	Acquiescent (ACQ)
People Oriented (PO)	Investigative (INV)
Achievement Orientation (ACH)	Relaxed (REL)
Independent (IND)	Team Oriented (TEAM)

The traits which are labeled as Power scores are those that are often considered as strengths in a manager. The Power scores are paired with Neutralising scores which tend to moderate the corresponding power scores to provide a balance between the two.

These 8 trait scales are used to create several key constructs which include Enterprising Potential (EP), Motivational Potential (MP); Independence Potential (IP); Comfort with Conflict (CWC) and others.

In addition, the **Contact Center POP™** measures Self Confidence (SC); Lifestyle Management (LM), Approach to Networking and Self Promotion (NSP) and Listening Style (LS) which reflect the individual's attitudes and opinions about these issues. It is important to understand what each of these scales measure and how the results indicate the candidate's potential for success in customer care roles.

Enterprising Potential (EP)
- Self-management potential
- Initiating vs responding
- Ability to plan, organise and monitor own results
- Plan implementation

Motivational Potential (MP)
- Challenge orientation
- Sense of urgency

Independence Potential/Team Orientation (IP)
- Relationship to structure
- Independent vs Team Oriented

Comfort with Conflict (CWC)
- Reaction to and comfort with conflict or potential conflict

People Orientation (PO)
- Relationship Style
- Approach to coaching, training and recruiting

Investigative Orientation (INV)
- Interest in learning technical material
- Approach to transferring skills as a trainer
- Detail Orientation.

Self Confidence (SC)
- Focus of control scale measuring individual's feelings about being in control of personal and professional circumstances
- Reflects the extent to which the individual feels confident and in control of life

Lifestyle Management (LM)
- Effectiveness in coping with a demanding lifestyle

Approach to Networking and Self Promotion (NSP)
- Reflects individual's approach to networking, dealing with rejection, selling self and organisation.

Listening Style (LS)
- Approach to listening to others and gathering information from them

Prediction of Sales & Service Potential

The **Management** section of the report provides a page of predictions about the individuals approach and suitability for various roles in a customer care culture. This overview of the individual's potential is presented in a graphic manner. The graphs and text on this page will give the hiring manager or coach an effective snapshot of the individual's approach to some of the key issues providing service and developing business opportunities in the customer care environment.

Prediction of Sales Potential

This scale provides an insight into which type of selling would be the best fit for the individual. Based on the character traits that predict motivation, self directedness and independence, this scale reflects the mix that the candidate has and the type of customer care selling where they would perform most effectively. An indication of the individual's natural approach to selling and best fit within the customer care culture.

Outbound Selling	Cross Selling	Service/Inbound

Left Side	Middle	Right Side
Those who are in the leftmost two rectangles (as in the example, would tend to be best suited for outbound selling where they need to be effective prospecting and closing. Their assessment is most similar to salespeople in competitive selling where compensation is normally tied to performance. They would tend to prefer more flexibility in the sales process because they are versatile and flexible by nature.	Those in the 3 rectangles in the middle would tend to be more comfortable selling and providing service. They would tend to be comfortable moving a service-based contact to a selling situation by exploring additional revenue opportunities. People in this range would be suitable for call centers who focus on turning customer contact into increase business.	Typically, those on the right will be effective dealing with order taking rather than looking for new business. If the process is designed to move from service to sales, they would have a better opportunity for success.

Business Development

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

Does Not Want	**Works within Guidelines**	**Depends on It**

Approach to Client

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

Tough/Persistent	**Soft/Persistent**	**Potential Weak Closer**

Left Side	Middle	Right Side
Very intensely motivated by challenge. This is normally reflected by a very high sense of urgency and a bottom-line focus. The farther left, the more intense the motivation. People in this range should be persistent, hard closers in the sales process.	People in this range are balanced between challenge/money motivation and a people/service focus. They tend to be somewhat persistent, soft closers who could be effective with a loyal client base.	People in this range tend to be very service oriented. Their primary focus will be on the client needs and will find it difficult to pursue the opportunity and close in the sales process.

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**

Left Side	Middle	Right Side
People in this range very independent and do not like to follow structure. They can be very resourceful and competent but will not like to follow scripts or be restricted by a lot of rules and policy.	People in the middle range can be independent and flexible within a certain amount of structure. They would be comfortable with guidelines and scripts and structure that allow for some creativity.	People on the right end of the graph tend to be most comfortable following a script and will be most effective if the rules, policy and other structures in the customer care role are clear.

Managing Rejection

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

Handles Well	Handles OK	Very Uncomfortable

Left Side	Middle	Right Side
Those on the left end of the graph tend to be less sensitive and more comfortable when dealing with rejection by the client or prospect.	Those in this range be able to deal with rejection reasonably effectively.	Those in this area are more apt to be quite sensitive and less comfortable when a client is disinterested or rejects a proposal.

A People Person

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

Definitely	People are OK	Not Interested

Left Side	Middle	Right Side
People in this range are very people oriented and are energised by meeting and interacting with people. This is generally a strength in customer care people.	People in this range would enjoy people most of the time and be suitable for most customer care roles.	People in the rightmost rectangles are not particularly outgoing and are more suited for customer care roles that rely on problem solving and technical expertise.

Detail Orientation

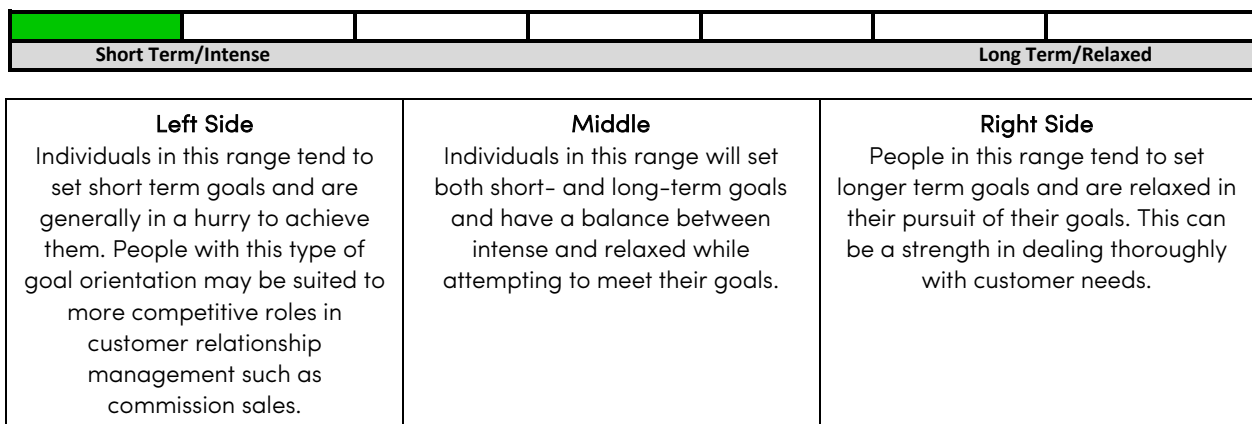Reflects the individual's approach to technical detail.

Analytical	As Required	Not Detail Oriented

Left Side	Middle	Right Side
People in this range are quite analytical and pay attention to detail. They are generally well suited to problem solving.	The middle 3 rectangles reflect average detail orientation which is necessary for most service roles.	People on the right end of the scale tend to focus on their existing knowledge base and would be less suitable for customer care roles with a significant problem-solving component.

Sales & Service Competencies

The next section of the **Management** report provides a page of feedback about the individuals traits and how they would relate to several competencies that have been identified as important in customer care and customer relationship management. The graphs and text on this page will give the hiring manager or coach an effective understand of the individual's approach to these competencies.
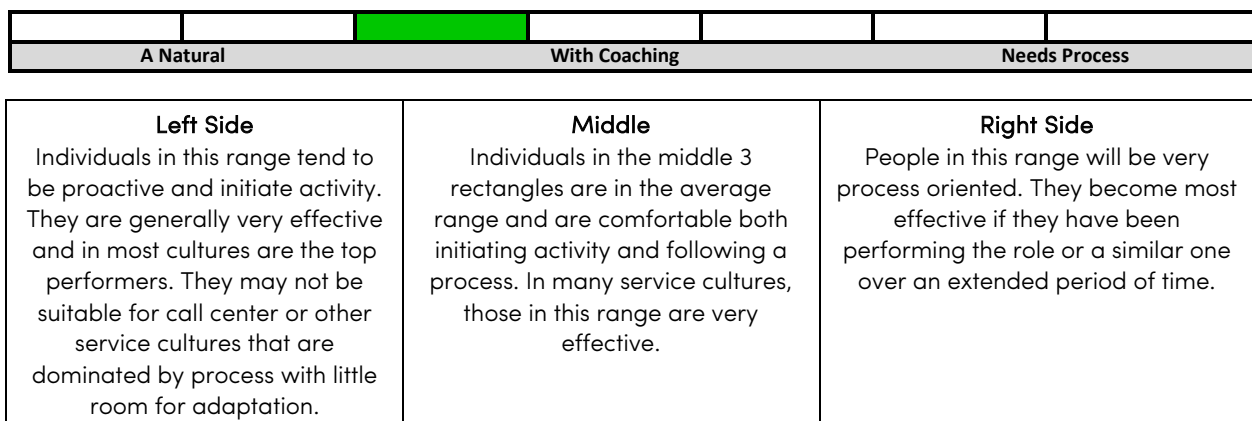
Goal Orientation
Reflects the natural approach to goal setting.

Short Term/Intense   **Long Term/Relaxed**

Left Side	Middle	Right Side
Individuals in this range tend to set short term goals and are generally in a hurry to achieve them. People with this type of goal orientation may be suited to more competitive roles in customer relationship management such as commission sales.	Individuals in this range will set both short- and long-term goals and have a balance between intense and relaxed while attempting to meet their goals.	People in this range tend to set longer term goals and are relaxed in their pursuit of their goals. This can be a strength in dealing thoroughly with customer needs.

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

A Natural   **With Coaching**   **Needs Process**

Left Side	Middle	Right Side
Individuals in this range tend to be proactive and initiate activity. They are generally very effective and in most cultures are the top performers. They may not be suitable for call center or other service cultures that are dominated by process with little room for adaptation.	Individuals in the middle 3 rectangles are in the average range and are comfortable both initiating activity and following a process. In many service cultures, those in this range are very effective.	People in this range will be very process oriented. They become most effective if they have been performing the role or a similar one over an extended period of time.

Communications Style

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

Ask/Listen	Balanced	Tell The Person

Left Side	Middle	Right Side
Communicates normally by asking questions and using the answers to direct the flow of information. Is generally patient and interested in the other person's point-of-view.	Balanced between asking questions and giving information.	Focused primarily on the facts. Can be impatient and may direct the conversation provide information rather that eliciting it from others.

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

Left Side	Middle	Right Side
Very comfortable in situations where there is conflict or potential for conflict. May need coaching to avoid creating conflict when dealing with customers.	Balanced between asking questions and giving information.	Focused primarily on the facts. Tends to be very analytical in approach to issues and may not pay enough attention to people's concerns. Tends to provide information rather that eliciting it from others. *Note: Additional feedback on Comfort with Conflict is addressed in Section III (Coach to Success) of both the report and this user guide.*

Loyalty

An indicator of the individual's probable primary loyalty.

Company Focus	Client/Company	Self Interest

Left Side	Middle	Right Side
People scoring in this range would be viewed as motivated by security, service and tending to follow organisational guidelines.	Balanced between the customer/client and company needs.	Tending to follow own guidelines and respond to own motivational needs. *Note: This measure is one of personality. It is based on the individual's motivation and approach to structure and guidelines. It should be viewed as an assessment of loyalty to the organisation. It should be noted that loyalty could also be affected by emotions and attitudes which are not part of this construct.*

Decision Making

Reflects the individual's probable approach to making decisions.

| Decisive | | | | | | | | Indecisive |

Left Side	Middle	Right Side
Individuals in this range will tend to take action on their own, evaluate the situation and make decisions quickly and decisively.	Individuals in this range will tend to evaluate the material and the issues more thoroughly before making decisions.	People in this range will be methodical and deliberate when making decisions, preferring as much information as possible when making a decision.

Overall Attitude

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

| Very Positive | | | | | | | | Some Concerns |

Left Side	Middle	Right Side
Individuals in this range have very positive attitudes that will generally have a positive effect when interacting with customers.	Individuals in this range have generally suitable attitudes for interacting with customers.	Individuals in this range may have attitudinal issues that could have impact on their interactions and relationships with customers.

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 | | |

Left Side	Middle	Right Side
Individuals in this range believe that they are in control of their own environment. They take responsibility for their own actions and believe that when they take on a task the job gets done.	Individuals in the three middle rectangles are confident most of the time and tend to take responsibility for their own actions most of the time.	Individuals in this range have low levels of confidence and believe that things are outside of their control. This may have negative impact on performance and the willingness to take responsibility for their own actions. *Note: Additional feedback on Confidence is addressed in Section V (Attitudes) of both the report and this user guide.*

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Managing Lifestyle

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

Manages Very Well	Manages	Needs Coping Strategy

Left Side	Middle	Right Side
Individuals in this range have stated that they have developed habits that manage stress as well as helpful strategies that help them integrate the various demands of a busy lifestyle.	Individuals in the middle 3 rectangles are average for the population.	Individuals in this range have low levels of confidence and believe that things are outside of their control. This may have negative impact on performance and the willingness to take responsibility for their own actions. *Note: Additional feedback on Managing Lifestyle is addressed in Section V (Attitudes) of both the report and this user guide.*

Coach to Success

This section deals with the candidate's key character traits and how they relate to working in a customer care role. This section reports on:

- Self Management/Business Development
- Approach to Client (Sales and Service)
- Need for Script and/or Structure (Environmental Fit)
- Comfort with Conflict

In addition, the **Contact Center POP™** provides coaching suggestions based on the characteristic of the individual.

Each of these traits are scored on a 7-segment scale with the highest numerical scores on the left end of the scale. For purposes of this manual, we will describe each scale in three groups:
1. High/Above Average;
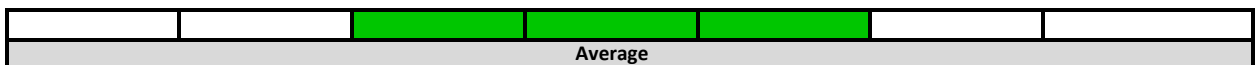2. Average; and
3. Below Average.

High/Above Average Range

High/Above average scores are represented for each trait in the two leftmost boxes on the scales. This is not an implied judgement but merely represents scores in approximately the top 20% of the population on the scales (which are normative and can be used to provide comparisons of different individuals).

High

Average Range

Above average scores are represented for each trait in the three middle boxes on the scales. Approximately 60% of the population will score in this range.

Average

Below Average/Low Range

Below average and low scores are represented for each trait in the two boxes at the rightmost end of each scale. Again, this is not an implied judgement but approximately 20% of the population will score in this range on the given scale.

Low
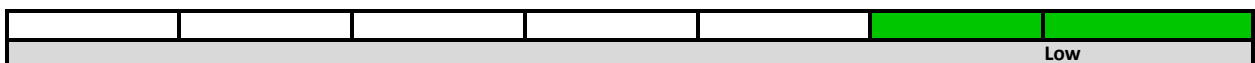
Self Management (Business Development)

Self Management is a measure of one's potential to plan and direct oneself effectively, to self reinforce and to focus on achieving goals. A strong self manager is one who will typically excel in a good environment and survive in a poorer one. Those who tend to respond to a system will be best suited to more process-oriented roles where there is a consistent, more defined way of doing things. Self Management is measured on the Enterprising Potential (EP) scale which has been validated as part of the proprietary Predictor of Potential™ or POP™.

Initiates/Proactive						**Responsive**
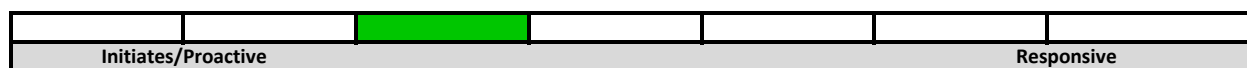
PROACTIVE SELF MANAGEMENT

Scores toward the left end of this scale indicate individuals with high levels of self management potential who would be able to develop their own plans and execute them with limited supervision and feedback from management. They are able to work on their own and prefer minimal direction. They are normally able to motivate themselves without much input from their management. They would work well within a system that facilitates rather than directs. Managers who coach and consult rather than tell are best for them. A self manager will be able to handle most situations on their own and be self-monitoring.

Coaching Suggestions for Above Average - High Self Management

Strong self managers have the most potential to make use of their strengths and skills to maximise their effectiveness. Individuals with this type of assessment are often top performers who will initiate activity rather than waiting to respond to a process or someone else. They should be encouraged to create their own plans to achieve their personal and professional goals. They are generally self evaluating and may also be somewhat critical of their own performance. Once they have learned to develop their own plans, they should be encouraged to share their progress informally. Coach effort rather than coaxing a self manager. Avoid being too directive.

People with this sort of assessment will prefer customer care roles that provide them with the opportunity to use their skills and self manage. They will respond best to managers who provide a clear understanding of organisational goals and who help by coaching and facilitating rather than over-managing.

People who are effective self managers can be well suited for more senior and/or independent roles as they must be able to manage themselves effectively before taking on the role of managing others. If they show potential for leadership roles, provide them with suitable leadership and self-management training.

Be aware that strong self managers can be too strong for some managers and customer care cultures that rely heavily on process. People who are very proactive and self managing could find 'hands-on' managers and process focused environments to be limiting.

AVERAGE RANGE SELF MANAGEMENT

The majority of the general population (approximately 60-66%) will have scores in the average range, indicating average self management potential. An individual in the average range may need direction some of the time but can work without supervision much of the time. They have the potential to become good self managers with some coaching on such issues as planning, self-evaluation and developing the ability to self motivate. They will likely work well with managers who provide clear guidance and coach without being overly directive. They should be able to work in a process-oriented environment that allows for some adaptation.

Coaching Suggestions for Average Self Management Potential

Individuals in the average range react well to a balance of process and being left alone to do their job. They will need a well monitored working environment but many (particularly those in the high average range) should be able to learn how to manage their time effectively. They will react favourably to positive feedback when they have achieved their goals and met their commitments.

Help people in this range to evaluate their own progress on an ongoing basis. If short term goals are not being met, long term goals will also slip. Help them prioritise their activities and help them focus on what they need to be doing to accomplish their goals. This is an important issue, particularly for ambitious people with high levels of challenge motivation and only modest self management potential. People in the average to low average range will find it difficult to perform consistently in very demanding environments unless they are very process-oriented environments where things are relatively predictable. Those individuals can also have relatively modest standards for their personal performance and will be best suited to responding to the standards of a fairly structured, well monitored system. Praise and coach effort. Avoid coaxing.

RESPONSIVE/PROCESS ORIENTED SELF MANAGEMENT

Individuals who score toward the right end of the scale would be described as responsive or process- oriented. In some cases, they will have modest self-imposed standards but may take great pride in the quality of product or service that they deliver. They will be most comfortable in situations that are well documented and/or similar to their previous experience. They will seek guidance from management or operational documentation until comfortable that their work is up to standards. These individuals will be at their best when working with familiar products, processes and situations. Some may require coaching to develop and maintain good basic work habits and the ability to work independently. People who score in this range will be most suited best to a structured system that provides consistent and regular feedback.

Coaching Suggestions for Responsive/Process Oriented People

Individuals who are below average on this scale who will need consistent feedback and hands-on leadership or well-defined processes. They are best suited to familiar, routine tasks. Previous experience will be a good indicator of the best fit in a customer care environment. Provide a well-structured plan with clear objectives and outline the specific activities that are needed to achieve these objectives. Avoid unstructured situations or projects where there is a need for a lot of initiative. Use existing strengths as much as possible when coaching individuals in this range. Some coaching and supervision may be necessary to enhance performance.

Approach to Client (Sales and Service)

The Approach to Client is based on the Motivational Potential (MP) scale provides an assessment on the complex issue of motivation and the factors that motivate the individual. This is very important in determining how well the candidate will fit and perform in certain roles. We are all motivated by a variety of things, but people tend to fit on a continuum. Those on the left tend to seek challenge on an ongoing basis and are often viewed as driven, bottom line oriented and having an extreme sense of urgency. Those on the right end are very relaxed, easy-going and tend to seek comfort and security. The majority of the population is somewhere in the middle with a balanced blend of these factors.

Initiates/Proactive						**Responsive**

RESULTS FOCUS – APPROACH TO CLIENT

Individuals who score on the left end of this scale would be described as challenge oriented, determined and having a sense of urgency. They look for frequent challenges in their work and like to have ways to measure their successes. People with this type of motivational potential tend to work well in fast-paced, challenging environments. People with this type of result would likely respond favourably to a compensation package that combined a base salary with performance bonuses based on meeting specific goals. This approach to clients is suitable for telemarketing and closing. It can also be reflected in impatience. Note: Individuals motivated by challenge motivation need to have commensurate self management ability to meet the challenges that they set for themselves. If they are consistently unable to achieve their goals, they can become candidates for 'burn-out'.

Coaching Suggestions for Results Focused People

People who are focused on results are highly motivated by challenge and may Sales and/or difficult problems that need to be completed quickly would be suitable challenges.

If possible, give them the opportunity to set goals for themselves as they may be more challenging than those that management would set for them. To help them achieve their goals, make certain that they are planning effectively and working independently. People with this motivational structure will often respond to financial compensation tied to performance if that is an option within the organisation.

Some people who are very focused on the 'bottom line' may need coaching on the people and service aspects of dealing with customers. Coach them to retain their sense of urgency without appearing to be impatient. 'Bottom line' people also need recognition. Acknowledge and reinforce their achievements when appropriate. People with high challenge orientation are best suited to the customer care roles that have a sales component and should respond well to the challenge of selling and/or dealing with difficult problems.

BALANCED MOTIVATIONAL POTENTIAL

People scoring in the average range have motivational structures that have a balance between both challenge and people/service components. The majority of the population would fit into this range. Those scoring in the left most shaded box would be a little more

challenge driven and exhibit more of a sense of urgency while those to the right who would tend to be more relaxed.

Generally, people with this motivational potential prefer a mixture of short term and long-term objectives. They are best suited to environments that include a mixture of established functions and new challenges.

Coaching Suggestions for those with an Average Motivational Potential
People in the average range, particularly those in the high average range like a certain amount of challenge in their work. They will appreciate an easy-to-understand way of measuring their success on a regular basis. People with average levels of motivation have more need for recognition of their achievements and will respond well to praise and the feeling that they are being of service to others. Help them to understand the aspects of a customer care career that will reward them in this way. If organisational goals are not being met consistently, discuss them with the individual to determine whether they are doing what they have committed to do.

If the work ethic is consistent and daily goals are not being met, it may be necessary to find ways to revise these goals.

SERVICE FOCUSED MOTIVATIONAL POTENTIAL
Individuals who score on the right end of this scale are normally very relaxed, dependable and most comfortable when working toward long term goals. Usually, they would be perceived as easy going, loyal and would be likely to take as much time as was necessary to deal with their tasks thoroughly. They are generally best suited to a well–regulated environment that emphasises procedure. People with this type of motivational potential may have difficulty achieving anything better than average performance in fast paced, task–oriented environments.

Coaching Suggestions for those with Below Average to Low Motivational Potential
People with this type of assessment will be most comfortable in-service oriented roles including training and developing others, building relationships etc. Help the individual understand that this can be a strength where patience, attention to detail and dealing with the needs of others are important.

If the individual is working in a goal-oriented environment, they will need help setting regular, achievable goals. Coach them to focus on what needs to be accomplished on a daily basis and ask for their commitment to daily goals. Coach them to monitor daily activity on a regular basis in order to maintain consistent performance.

Match them with mentors who will help with goal setting and reinforce any achievements by recognising and praising them. Individuals with this motivational potential will be most effective in careers where projects are longer term with less focus on a 'bottom line'.

Need for Script and/or Structure (Environmental Fit)
Need for Script and/or Structure (Environmental Fit) is an important measure of how a person will fit into various environments. It is based on the IP scale* and measures to what

degree the individual prefers to fit into existing structure and systems and to what degree they would prefer to create their own structure and systems. This is a key indicator of retention as people who dislike structure are often frustrated in highly structured environments while those who prefer structure will be uncomfortable in a very fluid, unstructured environment. Note: the IP scale is also called Independence Potential in the Predictor of Potential™ (POP™)

Prefers to Create						**Follows Guidelines**

PREFERS TO CREATE NEED FOR SCRIPT/STRUCTURE

People who score on the left end of the scale will follow existing systems and procedures only when they are viewed as helpful and supporting their own goals. If they do not care for the existing structure, they will often ignore it and/or create their own version They can be perceived as strong minded, stubborn and demanding and will require considerable freedom to act independently. This can be a strength in areas where the individual must work in a very fluid environment and/or create their own structure such as developing new systems or working out of a home office. Be prepared to evaluate and discuss their feedback on the existing systems and structure. This is one of the key factors which determine how well people adapt to a team and/or an organisational structure. Those who score in this range can be very resourceful at times but they are often retention risks.

Coaching Suggestions for Very Independent People

Highly independent people like to develop their own structure, so they will work best in a culture that provides a fair amount of freedom. They would work best with strong, flexible mentors whom they respect. When highly independent people are exercising good judgement, allow them more freedom.

Managers who deal with highly independent people must be very secure and able to cope with people who are more comfortable creating their own systems and structure rather than following established procedures. People with this score can be stubborn, demanding and nonconforming.

They can be very stressful to manage especially if the manager does not have a similar style. Provided that they have the appropriate skills, independent people can be valuable in developing new systems and procedures. They will not be comfortable with very structured scripts or business cultures that are highly procedure oriented. If they are reluctant to follow existing systems, coach them to develop prototypes for change in their spare time and avoid criticising the structure. Coach them to look for careers where they can create their own structure or team environments if they are able to work independently within a loose structure with clear team goals. Help them avoid careers where they will feel constrained by too many procedures and/or guidelines.

AVERAGE RANGE NEED FOR SCRIPT/STRUCTURE

The majority of the population will score in the middle boxes on the scale and would generally be viewed as being cooperative most of the time and moderately independent

when the situation calls for independence. They would integrate reasonably well with existing systems and be comfortable following a script.

Coaching Suggestions those in the Average Range
Match individuals with this type of assessment to customer care roles that are relatively structured but for individual thinking. Provide the guidance and structure that will allow them to be effective without restricting them to inflexible scripts or procedures. Consult with them when developing new scripts or systems that deal with their areas of expertise.

FOLLOWS GUIDELINES NEED FOR SCRIPT/STRUCTURE
Individuals who score towards the right end of this scale are very team oriented and tend to conform to organisational guidelines. They will be most comfortable in a work environment that emphasises teamwork and has established structure and existing systems. They are much more likely to follow existing procedures rather than change them. They will perform most effectively in a fairly structured environment. *Note: People with this score may become reliant on other team members or upon the structure. They can have difficulty dealing with unusual situations that are not covered by policy.*

Coaching Suggestions for Dependent Team Members

Match people with this style to a team-oriented careers that are structured and well documented. They will be most comfortable in a team environment that makes use of their existing strengths. Help them look for well documented systems/processes that will help them reach their goals while providing clear direction and feedback. Coach them to avoid developing dependency relationships by asking them for their suggestions on developing new systems, new procedures and other innovations.

Comfort with Conflict
The Comfort with Conflict (CWC) scale is a reflection of the individual's comfort dealing with situations where there is conflict or potential for it. People who are comfortable with conflict will address it while those who are not, tend to acquiesce around others and avoid dealing with issues that may lead to disputes or other forms of conflict. It is a very important factor in fitting to careers as many careers have a significant amount of conflict that must be managed. Roles which require someone to deal with angry customers or clientele produce conflict and most management roles have the potential for conflict on a regular basis. If the individual is not comfortable with conflict, these sorts of roles will be a source of stress.

Comfortable						**Avoids Conflict**

VERY COMFORTABLE CWC
People who score on the high end tend to be comfortable in situations where there is potential for conflict. Sometimes people like this may create conflict if they feel that it will further their own goals or even because they enjoy it. They would be relatively relaxed in situations where conflict is a common occurrence or where there is ongoing tension that requires their intervention.

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Coaching Suggestions for People who are Very Comfortable with Conflict
Coach them to take advantage of their comfort with conflict by showing the how to practice and demonstrate restraint so they can be very effective in careers that require this ability. Coach them to feel good about keeping cool in these situations and avoiding the temptation to engage in debate.

Coach them to listen effectively and to address the concerns of other people. People can be so comfortable with conflict that they may enjoy it which will not be helpful if they start to create conflict. Provide communications and conflict resolution skills training to help them deal with conflict situations more effectively. People like this would be more suited for roles that are likely to include conflict (e.g. escalating service calls, collections, managing claims or any other role that deals continually with clients who are upset).

AVERAGE COMFORT CWC
People with average comfort with conflict can be comfortable in most situations where there is some conflict but would prefer a position where conflict was neither too intense nor a regular part of the environment. They will be suited to roles dealing with some conflict where the organisation is prepared to invest in training and strategies that will help resolve and minimise the conflict.

Coaching Suggestions for People who have Average Comfort with Conflict
People with this CWC score will be comfortable with some conflict in their work but should not look for careers where there is a very high probability of regular conflict. Communications and conflict resolution skills training will help them deal with conflict situations more effectively.

Assertiveness training may help them feel more comfortable with conflict.

UNCOMFORTABLE WITH CONFLICT COMFORT WITH CONFLICT
People with this score would prefer to avoid roles which have potential for conflict and would tend to comply with others rather than disagree. Normally they would be perceived as obliging, polite and agreeable. They are best suited for an environment which focuses on growth and development rather than one primarily dealing with conflict and crisis management.

Coaching Suggestions for People who are Uncomfortable with Conflict
People with low CWC will be best suited to careers where conflict is minimal. For consulting roles where there is a lot of potential for conflict, provide them with a system to deal with disagreements etc. Coach them to deal with conflict by providing skills in conflict resolution and communications. Provide them with strategies that will help them respond effectively where there is need for them to assert themselves. Formal assertiveness training may be helpful.

Communication Style

This section deals with the individual's communication style based on the following character traits:

- **PEOPLE ORIENTATION**
- **ANALYTICAL ORIENTATION**

The **Contact Center POP™** provides Coaching Suggestions which the manager may wish to use to help the individual focus on developing their strengths. These questions are based on the Communication style of the individual.

PEOPLE ORIENTATION

People Orientation (PO) reports on the individual's approach to building relations with other people and the degree that they are motivated by and derives satisfaction from meeting and interacting with new contacts. The majority of people (approximately 60-65%) would score in the average range on this scale. They would be described as fairly sociable, enthusiastic, cheerful and entertaining. Most would value social interaction but might be inclined to take time to become comfortable with new people.

Warm/Friendly/Sociable						**Builds Relationships Over Longer Term**

HIGHLY SOCIABLE PEOPLE ORIENTATION

People who score in the above average to high range on People Orientation are very sociable, cheerful, friendly and outgoing. They are able to build relationships and friendships without difficulty and are quite comfortable with other people upon meeting them. They are able to work well in environments where there is regular contact with other people such as clients and customers. They will be well suited for roles that focus on building good relationships with a client/customer base and presenting a positive image for the organisation. Many customer service and sales roles are given to friendly people who score in this range.

Coaching Suggestions for Highly Sociable People

Coach people with high people orientation to understand that this strength will help them in dealing with other people to build good working relationships. By demonstrating an appropriate interest in others, sociable people can make many friends for the organisation.

Highly sociable people will enjoy considerable interaction with other people but could be sensitive to unhappy customers because social nature. Help them understand that dealing with unhappy customers should not be taken personally and remind them that their social strengths can help them turn the unhappy customer into a satisfied one by paying attention to their needs. Help them understand that the ability to work well with others is a strength in any career path and is seen as very important in most customer relationship management roles. Coach them to be good coaches in their areas of expertise because they enjoy interacting with others and could be good instructors or coaches themselves.

SOCIABLE PEOPLE ORIENTATION

Most people fall into the range on where they would be described as generally sociable, friendly and outgoing. They are generally at ease building relationships and are quite comfortable with other people. They will be able to work well in most environments where there is regular contact with people.

Coaching Suggestions for Sociable People

Help them understand that the ability to work well with others is a strength in any career path. Capitalise on their strengths interacting with other people by using those strengths interacting with clients and peers. Build their communications skills by asking them to role play in difficult situations. Coach them to look for feedback in order enhance their skills. Consult with them on how they would like to develop their communications skills.

BUILDS RELATIONSHIPS SLOWLY

People in this range tend to take time to get to know people. They prefer to build friendships slowly until they feel comfortable with people. They feel more at ease dealing with an established client /customer base because of their tendency to build relationships over a longer period of time. They will benefit from some coaching to achieve their full potential in roles that require them to interact with new people on a regular basis.

Coaching Suggestions for People who Develop Relationships Slowly

Integrate them with other people such as peer groups, customer bases etc. gradually so that they can build relationships at their own pace. Build effective communications skills through programs and courses that address such issues as effective listening, speaking, presenting and other related communications skills. Consult with them on specific communications skills that they need to develop. Establish proactive, regular sessions for feedback and coaching on their communications skills.

ANALYTICAL ORIENTATION

Analytical Orientation evaluates the degree to which the individual is interested in learning for its own sake and their suitability for dealing with technical and detailed matters as an integral part of the career. This is an important factor in many customer care careers that require in-depth knowledge and focus on solving unusual problems. The majority (approximately 60 to 65%) of the general population would score in the average range on this scale while those in more technical service roles would tend to be more analytical.

This would reflect such attributes as being logical, reflective, analytical and practical. Note: It should be noted that this reflects the importance of and interest in learning to the individual but does not necessarily reflect intelligence

Systematic/Analytical						**Learns the Necessities**

HIGH ANALYTICAL ORIENTATION

People who score in this area of the graph would be viewed as quite analytical, logical and practical. They would pay attention to detail and examine issues carefully until they were

fully understood. They would be most comfortable in customer care roles that have a significant problem–solving component. They are interested in learning for its own sake and working with challenging issues would be enjoyable for them.

Coaching Suggestions for Highly Analytical People

Help highly analytical people understand that their analytical nature is a strength which has great value in customer care roles which include a significant component of intellectual activity and problem solving. Ask them to use their analytical nature to develop new approaches and solutions to problems. Help them develop their ability to communicate their ideas in a way that others can grasp easily. Highly analytical people are motivated by an environment that provides them with opportunities for personal development and education. Consult with them on their training needs to avoid investing in areas where they already have a working knowledge. Focus them on careers where fresh problems and challenges may be necessary to keep them interested. Match highly analytical people with others who either enjoy delving into technical details or who need someone who can support them technically.

MODERATELY ANALYTICAL ORIENTATION

The majority of the population will score in this range. They would be comfortable with a balanced mix of technical and non-technical issues in their work. Problem solving would be an interesting aspect of their work, but a mixture of non-technical and technical issues would be most desirable. Their training should be matched to their needs as they may not necessarily regard extra training or research as an incentive.

Coaching Suggestions for Moderately Analytical People

People who are moderately analytical will be most effective in customer care roles where there is a balance between using their analytical skills and dealing with other people. Assign them to projects that can make use of their balance between technical and people-oriented issues. Focus on existing technical strengths and define a strategy to develop the specific areas that they will need to improve to be more effective.

LEARNS THE NECESSITIES ANALYTICAL ORIENTATION

People who score in this range will learn what is necessary to do the job effectively but would prefer to avoid highly technical issues or ongoing research. They are unlikely to be motivated by solving technical problems or seeking out intellectual and conceptual challenges unless they have a practical application. They are more likely to achieve their full potential in an environment that includes a limited amount of technical or analytical work. They would prefer to avoid detailed or complex projects and assignments.

Coaching Suggestions for People who Learn the Necessities Only

Assign them to situations with mentors who will be able to use their existing analytical skills appropriately. Less analytical people who are good at dealing with other people may be well suited to interacting with customers, clients and others on familiar or less technical issues. Place them in teams or partnerships with associates whose analytical strengths will complement theirs. Focus on the technical strengths that they do have and define a strategy to develop the technical needs that are of critical importance to their growth.

Attitudes

This section of the **ContactenterPOP™** deals with attitudes which reflect recent experience. These attitudes reflect how one is feeling about the important issues of personal effectiveness and integrating stress with one's lifestyle. Attitudes can be changed over time.

Self Confidence

Self Confidence measures the degree to which the individual feels in control of the events and situations that they face in their daily lives and careers. Confidence can make the difference between being competent or 'meeting expectations' and performing well or 'exceeding expectations'. If someone is confident, they can be expected to perform well in their areas of expertise and address new tasks with the belief that they can deal with them. Self confidence can be affected by personal circumstances such as a family illness, the loss of a job or other events. When someone has reduced confidence, they can often be helped to rebuild it by focusing on their strengths and their past achievements.

Feels In Control/Internally Directed						Feels Controlled by External Factors

HIGH SELF CONFIDENCE

People in this range would be considered to be very confident that they are in control and able to handle most situations on their own. This usually indicates people who accept responsibility for their own performance and who expect to succeed in most if not all of their efforts. Note: Highly confident people can be perceived as arrogant by others, but it is important to identify their strengths and build on that confidence to get the best performance rather than to shake it to prove a point.

Coaching Suggestions for Very Confident People

People with high levels of self-confidence should be encouraged to feel good about their strengths so that they will use them consistently. Ask them to commit to achieving (and exceeding) agreed upon performance levels in order to build a reputation for excellence and reliability. If people with this level of confidence ever appear arrogant, remember that it is important to feel good about oneself but also important to avoid the appearance of arrogance. Help by trying to get the individual to be aware of how other people may be perceiving him or her but do not dwell on the issue. Encourage people who are confident to continue to feel responsible for their own performance.

AVERAGE SELF CONFIDENCE

People in the average range are demonstrating confidence levels consistent with the majority of the population, believing that they are capable of handling most situations that they are likely to encounter. Like most people, they will feel that they need help with difficult problems or in tight situations. Scores to the left end of the shaded range indicate high average self-confidence while scores to the right end of the shaded range reflect low average self-confidence.

Coaching Suggestions for People with Average Confidence

Make certain that people understand their strengths in order to be effective. Look for positive aspects of their performance that they may have overlooked. Assign them to projects that will take advantage of their strengths. Help build and maintain confidence by focusing on their strengths, acknowledging and praising their accomplishments on a regular basis.

BELOW AVERAGE TO LOW SELF CONFIDENCE

People with low self-confidence will feel that they have very little control over events and circumstances. They may look to others for help and could occasionally feel that they are not entirely responsible for their performance level. People in this state need to focus on strengths and positive things that they are accomplishing. Sometimes personal catastrophes such as family illness can have a negative impact on confidence, leaving the individual with feelings of powerlessness.

Coaching Suggestions for People with Below Average Confidence

Make certain that people understand their strengths in order to be effective. You may have to probe and get the person to outline their own strengths so that they demonstrate awareness. If you tell someone about their strengths, they may dismiss them but if you are able to get them talking about themselves, they will become more aware.

Look for positive aspects of their performance that they may have overlooked and help them focus on these things. Focus on what they are doing well and acknowledge it to assist in building self-confidence. Coach them to look for assignments or projects and ultimately career paths that will take advantage of their strengths. Identify the things which they are proud of achieving and help them understand the personal strengths which helped them achieve those things. When they do something well, make sure that they learn to be aware of their competencies. Conscious competence builds confidence. Coach them to acknowledge and learn from mistakes or failures and then move on.

Lifestyle Management

Lifestyle Management reflects how the individual feels about the demands and stresses in their lifestyle. Numerous studies have shown that those who are having difficulty managing stress do not perform as well as when these stresses are managed effectively. If that is an issue, they should be helped with counseling, mentoring and/or stress management training.

Handling Stress Well					**Stress Management Training Would Help**

MANAGING LIFESTYLE WELL

People in the above average to high range are able to handle most stressful situations quite well. Urgent projects, deadlines and criticisms would be dealt with effectively. Their ability to cope with stressful work environments may even enhance their performance in challenging situations.

Note: The ability to adapt and cope effectively with stressful situations is an asset in any business environment, particularly one filled with demanding users and clients. People who

manage stress well may become not only effective members of teams (provided that their other characteristics are suitable) but also resources that will help other team members to learn their coping strategies.

Coaching Suggestions for People Managing their Lifestyle Effectively
Challenge them with additional responsibilities when the need arises. Because they are able to handle stress and manage their energy effectively, they are good choices for extra work when he situation demands it. Develop their strengths as communicators so they may be used as mentors for those who need help coping with stress.

MANAGING LIFESTYLE EFFECTIVELY
The majority of the population would fit into this range, showing that they handle pressure, deadlines, criticism and most stressful situations adequately. Their approach to this issue will be neither a strength nor a weakness but like most people they will show occasional signs of stress.

Coaching Suggestions for People Managing their Lifestyle Effectively
Formal stress management training or coaching sessions will help most people deal more effectively with stress and managing their energy. By helping people discover and understand the nature and sources of their stress, they are able to address it more appropriately. When people are under a great deal of stress, help them deal with it by lightening their workload. Avoid additional assignments when they are not managing their energy well. Help them identify the sources of stress in their lives and encourage them to see them as challenges or benefits rather than threatening or harmful.

NEED COPING STRATEGIES LIFESTYLE MANAGEMENT
People who score in this range are currently showing signs that they are having some difficulty dealing with stress. They may be experiencing a significant amount of stress without having good strategies to cope with it. People who are not coping with stress effectively can provide inconsistent performance and may need support from an understanding supervisor. *Note: It is generally conceded that people under stress tend to perform poorly and that a change of jobs or careers is a major stressor. With that in mind, it is a major caution to consider carefully when bringing a person with this sort of stress management score into a new environment.*

Coaching Suggestions for People who Need Coping Strategies
Help them discover and understand the nature and sources of their stress using discussion or stress evaluation tools. Do not give them additional responsibilities while they are under stress. Consider removing some of their existing responsibilities until they are managing more effectively. Coach them with new strategies and/or provide them with formal stress management training. Help them evaluate their stress coping strategies to determine their effectiveness. Follow up with them to determine whether they are integrating new stress management techniques into their daily routines.

Approach to Networking/Self Promotion

The individual's Approach to Networking and Self Promotion is an important factor in determining their suitability for careers that require a degree of self promotion, building personal networks, handling rejection and to a lesser degree, having an interest in sales as a career. A low score on this scale would be considered an attitudinal block to performance in some customer service roles. Note: Remember that these are attitudes which reflect personal experience, usually the most recent and they can be changed over time.

VERY COMFORTABLE APPROACH TO NETWORKING /SELF PROMOTION
People who score in this range on this scale would be considered as very comfortable promoting themselves and creating a network of associates and friends. They would be comfortable discussing their business and personal goals with their friends, associates and other people in social situations. Generally speaking, they do not view the disinterest of others as a personal rejection and they view sales in a generally positive light.

Coaching Suggestions for People who are Very Comfortable Networking and Self-Promoting
People who score in this range would also be suitable attitudinally for a sales or marketing career. Their overall approach to networking and self-promotion is consistent with the attitudes of successful salespeople and they are comfortable networking and promoting products and themselves. Make people with this assessment more aware of their strength networking and promoting their own ideas. Being able to discuss and present business ideas is an asset in identifying and developing new business opportunities. Help people with this assessment understand that comfort with networking and self-promotion is a strength that combined with strong self management skills, motivation to succeed financially and good communications skills can help them sell additional consulting services and products.

MODERATELY COMFORTABLE APPROACH TO NETWORKING/SELF PROMOTION
People who scored in this range would be somewhat comfortable discussing themselves and their business but may need strong commitment to product and a well-developed method of approaching people. The requirement for consistent networking and prospecting could provide a challenge for some of them, particularly in the right end of the range. In those cases, they would need ongoing training, support and probably monitoring by an experienced mentor.

Coaching Suggestions for People who are Comfortable Networking and Self-Promoting
If the individual is placed in a role where they must promote themself or the company's products and services, it is important to help them develop their level of comfort with networking and self-promotion. Most careers of this type require good communications skills, an effective approach to people and comfort with these issues. Books on consultative selling and other types of selling would be good sources of techniques. If they want to improve their comfort with networking, they should be coached to be a good listener first and discover what interests the people with whom they wish to network. Encourage them to develop a list of the positive aspects of themself, the products and services that they wish to promote and the company. Help them focus on those positive aspects when asked about any of them. When combined with strong self management skills, motivation to succeed and

good communications skill, their comfort in this area is a strength that they may wish to build upon.

UNCOMFORTABLE APPROACH TO NETWORKING/SELF PROMOTION
People with this assessment would tend to prefer a clear separation between their personal activities and business-related activities. They would likely have a great deal of reluctance to promote products and move from a service contact to a business development contact. They would likely avoid any business networking at both formal and informal social gatherings. To be successful in a networking career, they would need extremely strong commitment to the product/service. They would also require a well–developed approach or sales track for consistent activity and any high-level performance.

Coaching Suggestions for People who are Uncomfortable Networking and Self-Promoting
If the individual is interested in a career where they will need to promote themself or the company's products and services, it is important to help them develop their level of comfort with networking and self-promotion. Help the individual develop good communications skills, an effective approach to people and comfort with such issues as rejection, disinterest or other responses that could be taken personally but are probably not meant that way.

If someone wants to improve their comfort with networking, they should be coached to be a good listener first and discover what interests the people with whom they wish to network. Encourage them to develop a list of the positive aspects of themself, the products and services that they wish to promote and the company. Help the individual focus on those positive aspects when asked about any of them.

Listening Style

Listening Style is a scale based on the answers to a series of questions which describe the individual's approach to listening to the concerns of other people. The questions deal with patience, trying to understand the other person and overall courtesy.

Very Good Listener					Needs Coaching
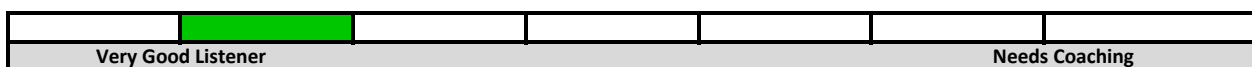
The Listening Style feedback is on a 5-point scale with the largest group of people scoring in the middle box (as in the sample) indicating a typical approach to listening which would be reflected by being a good, attentive courteous listener on some occasions and being less effective on others.

Those who score on the left end of the scale would tend to be attentive, courteous and conscientious about assuring the speaker that they are being understood. This is particularly important in consulting roles of any kind. Whether the client is a patient, a consumer, an individual contributor to a business operation or a senior executive, everyone feels that they deserve to be heard (and they do!)

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For those who score on the right end of this scale, they are demonstrating that they need coaching in some of these areas. People who score at that end may be showing impatience, apparent lack of empathy, indifference to other people's concerns and opinions and other issues that could be a major concern in a consultant.

Emotional Intelligence

The **Mood Labeling (ML)** scale measures a person's ability to accurately label feelings and emotions. This score indicates the extent that individuals can interpret their feelings as they are happening. Strong self-awareness is a key ingredient of EQ.

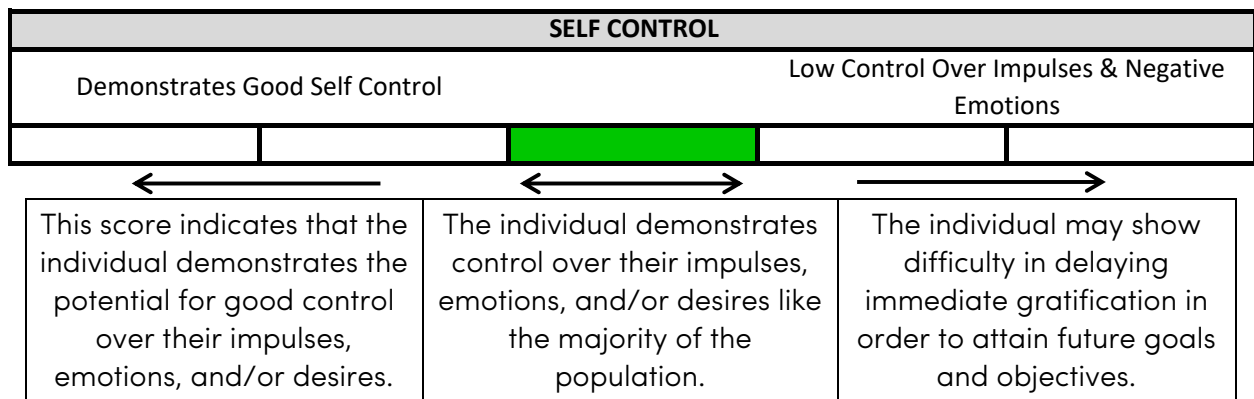| SELF AWARENESS I: MOOD LABELING		
Labels Feelings and Emotions As They Are Happening		Does Not Label Feelings and Emotions As They Are Happening
This score indicates that the candidate demonstrates the potential for good ability to identify and categorise their feelings as they happen.	The candidate shows the ability to identify and categorise their feelings like the majority of the population.	The candidate may exhibit some difficulty labeling their feelings and emotions. This would be indicative of low self-awareness.

The **Self Control (SC)** scale measures an individual's control over their feelings and emotions. It also provides a measure of impulse control which is very important for coaching others effectively.

SELF CONTROL		
Demonstrates Good Self Control		Low Control Over Impulses & Negative Emotions
This score indicates that the individual demonstrates the potential for good control over their impulses, emotions, and/or desires.	The individual demonstrates control over their impulses, emotions, and/or desires like the majority of the population.	The individual may show difficulty in delaying immediate gratification in order to attain future goals and objectives.

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The **Managing Emotional Influences (MEI)** scale measures an individual's ability to manage emotional influences that would prevent them from taking those actions they believe are necessary in dealing effectively with everyday situations and/or meeting personal goals. This scale provides an indication of the candidate's willingness to take action when they are convinced that it is the right thing to do.

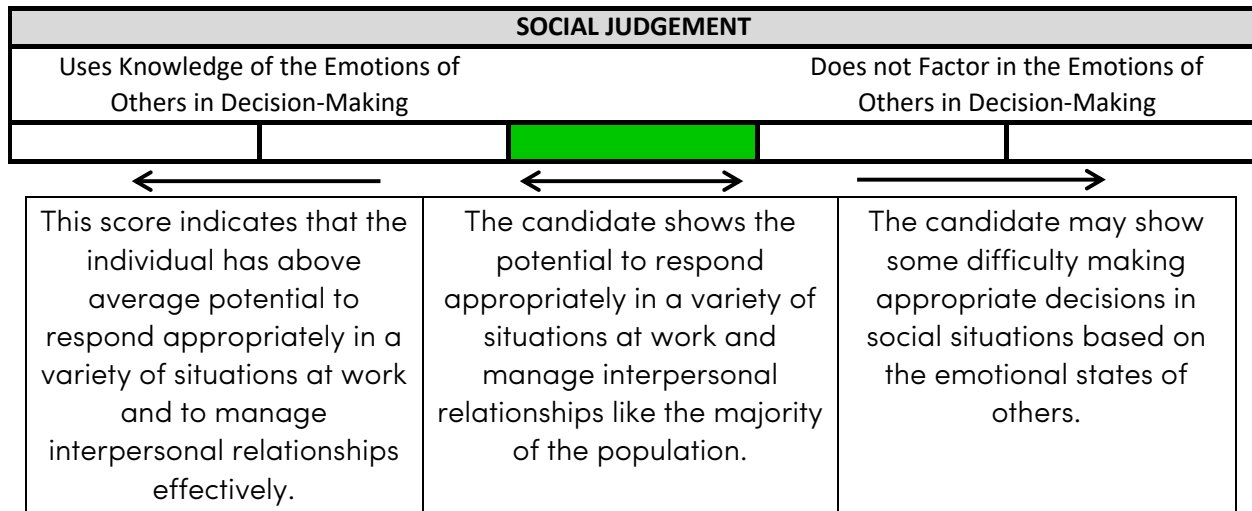| MANAGING EMOTIONAL INFLUENCES		
Perserveres		Focus Can Change
This score indicates that the individual can manage emotional influences effectively and persevere with their personal goals.	The individual can manage emotional influences commensurate with the majority of the population. They will be able to deal with the issue effectively most of the time.	The individual may occasionally allow negative emotional influences to interfere with their goal attainment.

The **Empathy (EM)** scale measures a person's ability to understand the feelings and emotions of others. This score indicates how sensitive an individual is to the feelings and emotions of others. Empathy is an important quality for a manager in understanding others and establishing good coaching relationships.

EMPATHY		
Recognizes Emotions in Others		Low Awareness of Emotions of Others
This score indicates that the individual has strong potential to recognise and understand the emotions of others.	The individual shows the ability to recognise and understand the emotions of others similar to the majority of the population.	The candidate shows below average sensitivity to the feelings and emotions others.

The **Social Judgement (SJ)** scale measures a person's ability to make appropriate decisions in social situations based on the emotional states of others. This score provides an indication of an individual's ability to manage interpersonal relationships. Social Judgement is an important component of management success.

SOCIAL JUDGEMENT		
Uses Knowledge of the Emotions of Others in Decision-Making		Does not Factor in the Emotions of Others in Decision-Making

| This score indicates that the individual has above average potential to respond appropriately in a variety of situations at work and to manage interpersonal relationships effectively. | The candidate shows the potential to respond appropriately in a variety of situations at work and manage interpersonal relationships like the majority of the population. | The candidate may show some difficulty making appropriate decisions in social situations based on the emotional states of others. |

Summary of Scores

The Summary of Scores is a graphic representation of all the scores on the assessment and replicates the back page of the questionnaire. All the major scales are explained in this manual for the reader who wishes to understand how to interpret them.

DESCRIPTIONS OF THE SCALES

The SELF MANAGEMENT or ENTERPRISING POTENTIAL (EP) scale is a bi-polar scale that is derived by subtracting the Acquiescent (ACQ) scale from the Enterprising (ENT) scale. Positive scores indicate that the person sees self as more self-directed than compliant while negative scores indicate a more compliant personality. The SM scale indicates to what degree the person can become a strong self manager. In the vast majority of occupations studied, self–management potential is strongly related to performance with scores on the left often indicating better performers in roles where they are not totally process oriented.

The MOTIVATIONAL POTENTIAL (MP) scale is a bi-polar scale that is derived by subtracting the Relaxed (Rel) scale from the Achievement Oriented (ACH) scale. Higher scores indicate that the person has a higher component of challenge in their motivational structure while lower scores indicate a more relaxed, dependable, service- oriented individual.

The TEAM ORIENTATION or INDEPENDENCE POTENTIAL (IP) scale is a bi-polar scale which is derived by subtracting the Team Oriented (Team) scale from the Independent (Ind) scale. Lower scores indicate individuals who prefer structure while higher scores are indicative of people who dislike structure or would prefer to create their own.

The ANALYTICAL ORIENTATION (AO) scale is a measure of the degree to which the individual's analytical orientation is dominant. Higher scores are associated with highly investigative people while lower scores indicate those who prefer to learn only what is essential.

The PEOPLE ORIENTATION (PO) scale measures the degree to which the individual's social orientation is dominant. Higher scores indicate a more socially oriented outgoing type while lower scores would be associated with reserved or even shy people.

The COMFORT WITH CONFLICT (CWC) scale reflects the degree to which a person asserts his or herself when faced with situations where there is conflict or potential for it. People who are not comfortable score lower and tend to acquiesce more readily.

The SELF CONFIDENCE (SC) scale is a measure of the degree to which the individual feels in control of the events and situations that they face in their daily lives and careers. People who feel that they are in control score higher while those who feel unable to make impact on their circumstances score lower.

The LIFESTYLE MANAGEMENT (LM) scale is a reflection of how the individual is currently dealing with stress in their career and lifestyle. People who handle stress well score high on

this scale while those who are dealing with stress and managing their energy less effectively score low on the scale.

The APPROACH TO NETWORKING AND SELF PROMOTION (NSP) scale reflects one's feelings about promoting oneself, creating networks for business opportunities or personal gain, handling rejection and feelings about sales as a career.

The APPROACH TO LISTENING or LISTENING STYLE scale is designed to help understand the individual's approach to actively listening and attempting to understand the viewpoint and concerns of other people.

The Personal Feedback Report

It is recommended that the individual who completed **Contact Center POP™** be provided with the Personal Feedback Report as it provides them with useful feedback on personal characteristics and strengths.

This information will be helpful to the candidate by providing information about the type of career that is the best fit based on characteristics and attitudes.

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