

## Confidential Results

## Individual Success Profile

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## Call Center Simulation

Results for:

John Doe  
ID# 123-45-6789  
March 9, 2007



**Confidential — For Human Resource Use Only. Do not return this page to participant.**

This profile can be used to make selection decisions and to identify a participant's development needs. If the purpose is for development and coaching, refer to pages 1, 2, and 3. If you elected to use the Career Prescription (CareeR<sub>x</sub><sup>TM</sup>) option for creating an individual performance plan, refer to the CareeR<sub>x</sub> report beginning on page 4.

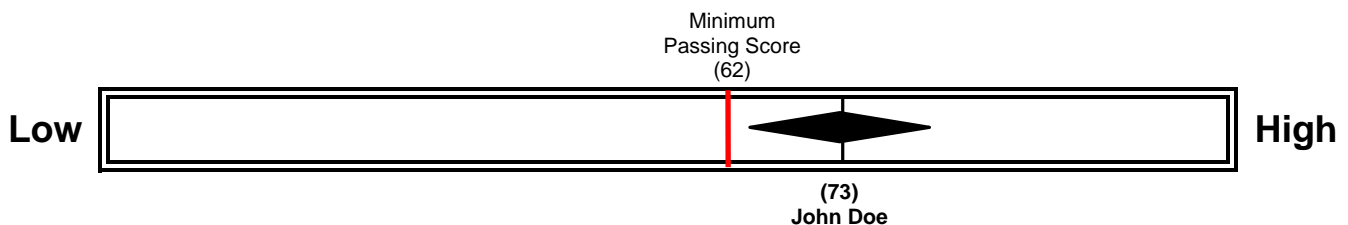
Call Center Simulation<sup>TM</sup> uses a series of simulated customer calls to assess skill levels in seven behavioral areas essential for success as a call center agent. The overall assessment score shown below is a proven, accurate predictor of a participant's potential for success on the job. This prediction is based on comparing a participant's assessment results with a composite profile of highly successful call center representatives. The Personalized Skills Profile (page 1) lists the participant's skill rankings for the seven skills measured in the assessment. The Suggested Development Opportunities section (pages 2 and 3) lists the skill definitions along with bulleted statements of possible behaviors associated with the participant's level of performance. If you elected to use the CareeR<sub>x</sub> option, the CareeR<sub>x</sub> report beginning on page four will list the specific recommended developmental options available in your organization for this participant. The information on pages 1, through 3 and the CareeR<sub>x</sub> report can be shared with participants when providing coaching and performance feedback and can be used to provide insight on their specific development needs.

Because of the assessment's reliability and validity in predicting job performance, a participant's overall score should be your primary criteria when making a selection decision. Please remember, however, that factors such as previous experience, motivation, and trainability should also be considered before making a final hiring or promotion decision.

## Predicted Performance Level

The graph below displays the named participant's overall score on a scale ranging from low to high. This graph not only represents the participant's score, but also indicates the likelihood of success as a high-performing call center agent. Specifically, the thin line running through the center of the diamond represents the participant's overall score. The bold vertical line on the graph indicates the minimum passing score established by your organization. Any participant whose assessment results do not meet or exceed this score has failed to display the behaviors expected from a successful call center agent and should not be recommended to proceed further in the selection process.

John Doe's overall score of 73 (out of a possible 100) meets the minimum passing score; therefore, John Doe is recommended to proceed further in the selection process.



## Average Call Handling Time

John Doe completed 8 of 8 customer calls in the 45-minute time period. John Doe spent an average of 4 minutes and 18 seconds per customer call.

The following pages identify the development areas for John Doe. These were identified by comparing John Doe's responses with the typical responses given by successful, high-performing call center agents. John Doe's specific development results can be used to provide feedback for coaching or performance planning.

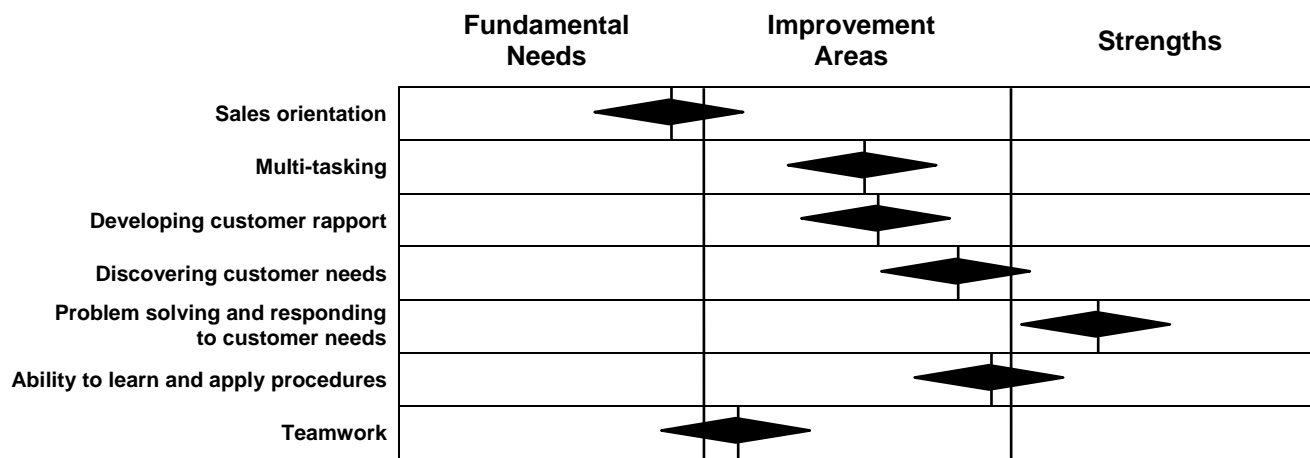
## Personalized Skills Profile

Call Center Simulation™ is a computerized assessment designed to evaluate critical skills that are required to successfully perform as a call center agents. During the assessment, you experienced customer calls similar to those encountered by call center agents and were asked what you would do in handling those calls. The calls and questions were designed to evaluate your current level of development in the following skills, which have been identified as necessary for call center agents:

- Sales orientation
- Multi-tasking
- Developing customer rapport
- Discovering customer needs
- Problem solving and responding to customer needs
- Ability to learn and apply procedures
- Teamwork

The following results compare your effectiveness with the results of highly successful call center agents. Remember that you are not being compared with the average or general population. It is also important to realize that each skill measured in the Call Center Simulation can be trained, coached, and developed.

The chart below is divided into three areas: Fundamental Needs, Improvement Areas, and Strengths. Each diamond on the chart represents your score in one of the seven skills measured. Specifically, the line running through the center of each diamond represents your score in a skill. It is important to understand that each skill is only one part of the entire assessment and that your overall ability is more accurately a combination of all seven skills.



## Suggested Development Opportunities

*Below is a description of the skills on which you were evaluated. The skills have been grouped according to your level of performance. This page presents skill definitions along with bulleted statements describing possible behaviors associated with your level of performance. This information will help you to better understand the skills and to identify the areas in which to focus your development.*

### Strengths

**Problem solving and responding to customer needs** — Gathering and reviewing relevant customer information, understanding meaningful relationships across information sources, generating and selecting effective options for solutions, providing accurate information, service, or products, or referring customers to appropriate personnel.

*People at this level of performance tend to:*

- Evaluate priorities and pertinent information to determine the best available solutions for the customer.
- Recommend and create effective options for resolving customer issues, and guide the customer in determining the solution that best meets his or her needs.
- Expedite customer requests and, when necessary, solicit appropriate assistance from other departments or personnel.

### Improvement Areas

**Ability to learn and apply procedures** — Comprehending new job related information in a timely manner and correctly recalling and applying that information during customer calls.

*People at this level of performance tend to:*

- Learn and comprehend new information in a timely manner.
- Accurately process requests, referring to appropriate reference guides and product information when needed.
- Learn from their mistakes and adapt work strategies as they gain experience.

**Discovering customer needs** — Listening attentively to customers to determine their true needs, understanding the customer's point of view, asking appropriate probing or checking questions to ensure understanding, and discerning facts from assumptions to accurately determine what will satisfy the customer.

*People at this level of performance tend to:*

- Listen to the customer and determine his or her primary service needs.
- Ask appropriate questions to clarify the customer's stated needs.
- Generally verify and restate the customer's issues before taking action.

**Developing customer rapport** — Ensuring that customers have a positive image of the company by politely greeting customers, determining customers' desired interaction styles and responding accordingly, diffusing irate or insistent customers, maintaining an appropriate demeanor for all customer calls, checking customer satisfaction and following up to ensure that customers' needs are met and their expectations exceeded.

*People at this level of performance tend to:*

- Greet and interact with customers in a polite manner.
- Treat each customer as an individual.
- Acknowledge customer concerns and follow established customer service guidelines.

## Improvement Areas

**Multi-tasking** — Quickly and accurately performing multiple tasks (i.e., talking, listening, entering and documenting information, seeking information, problem solving) simultaneously while managing the pace of the call and maintaining focus on the customer.

*People at this level of performance tend to:*

- Maintain an acceptable level of accuracy and customer focus while performing multiple work activities.
- Keep the customer informed if additional time is required to gather information.
- Address the customer's needs within a reasonable time frame, without extended holding times.

**Teamwork** — Working effectively as a team member by attentively listening to and sharing information with others to facilitate a cooperative environment, and to meet and exceed customer expectations.

*People at this level of performance tend to:*

- Build cooperative work relationships with coworkers and supervisors.
- Willingly assist coworkers when asked.
- Provide adequate information to coworkers or other departments before transferring calls or requesting assistance.

## Fundamental Needs

**Sales orientation** — Identifying customer needs for products and services, matching products and services to those needs, recommending and influencing customers toward appropriate products and services, and responding persuasively to customer questions and objections.

*People at this level of performance tend to:*

- Recommend products or services that may not adequately address the customer's needs.
- Focus only on the customer's stated needs and miss important sales opportunities related to the customer's unstated needs.
- Inadvertently alienate the customer by using aggressive or ineffective sales tactics.