

# SELECT for Call Centers-Sales Combo

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## *Survey Results for Anna Example*

ID:

Test Date: 12/6/2007 11:58:21 AM

Organization: Standard Reports

### **This Report Is Confidential**

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

### **Use This Report To Make Good Decisions**

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

SELECT for Call Centers-Sales Combo **Results****Random Response:**

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

Valid	Invalid
X	

**Integrity Index:**

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

Score: <b>12</b>	Avoid	Good
		X
	0-7	8-13

**Inbound Performance Index:**

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

Inbound Score: <b>20</b>	Avoid	Okay	Good
			X
	0-15	16-17	18-28

**Outbound Performance Index:**

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

Outbound Score: <b>15</b>	Avoid	Okay	Good
		X	
	0-13	14-16	17-21

**Performance Sub-scale Analysis:**

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

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

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

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

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

SELECT for Call Centers-Sales Combo **Details****Job Task Responses:**

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

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

SELECT for Call Centers-Sales Combo **Counterproductive Behaviors**

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

**JOB COMMITMENT (10 possible questions)**

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

SELECT for Call Centers-Sales Combo **Counterproductive Behaviors**

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

**JOB COMMITMENT (9 possible questions)**

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

SELECT for Call Centers-Sales Combo **Interview****Preparation:**

- Review the application form
- Review the test results

**STEP 1: Open the Interview**

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

**STEP 2: Review the Application and Investigate Potential Problem Areas**

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

*Example Questions:*

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

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

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

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

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

- Low Assertiveness (*Outbound Only*)
- Low Social Comfort

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

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

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

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

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

6. How would you describe yourself as an employee? What are your strengths? What things do you think you might need to improve? (*Listen for work ethic, interpersonal skills, a willingness to influence others.*)

7. What type of people do you like best? And least? Why? (*Listen for openness and a lack of prejudice.*)

8. What type of supervisor do you like best? Why? (*Listen for a willingness to be supervised.*)



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

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

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

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

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

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

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

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

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

**Low Assertiveness:** (*Outbound Only*) In previous sales jobs, how did you overcome customer objections to influence them to buy your product? Please give several specific examples. If you have not had a sales job in the past, please describe other situations in which you persuaded people to do what you wanted them to do. (*Listen for how well he/she is able to control the conversation with a customer. Also, observe his/her ability to be persuasive with you during the interview.*)

**Low Social Comfort:** In your previous jobs, were you required to work with the general public? Have you had any other experience in being social with strangers or casual acquaintances? What do you like and dislike about these situations? (*Listen for an interest in and an ability to interact with people in casual encounters.*)

SELECT for Call Centers-Sales Combo **Interview****STEP 4: Conclude the Interview**

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

**STEP 5: Make the Hiring Decision**

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

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

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

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