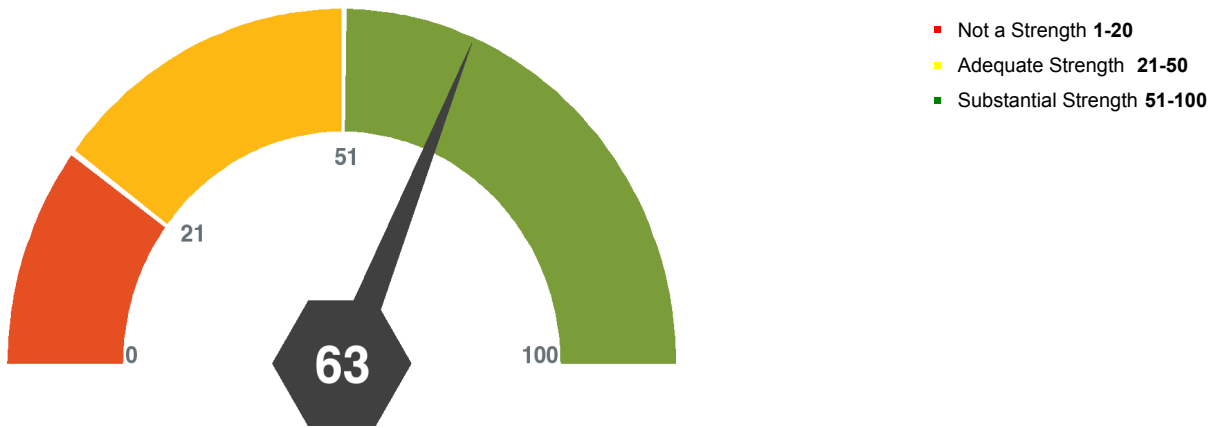


Profile - Customer Service Success

Report Name Julie Sample
Email/ID 12345
Date 8/24/2015

eTicket number 9104470847323011505
Issued to Julie Sample ID: *****
Time 13:08
Time Taken 8

Performance Overview

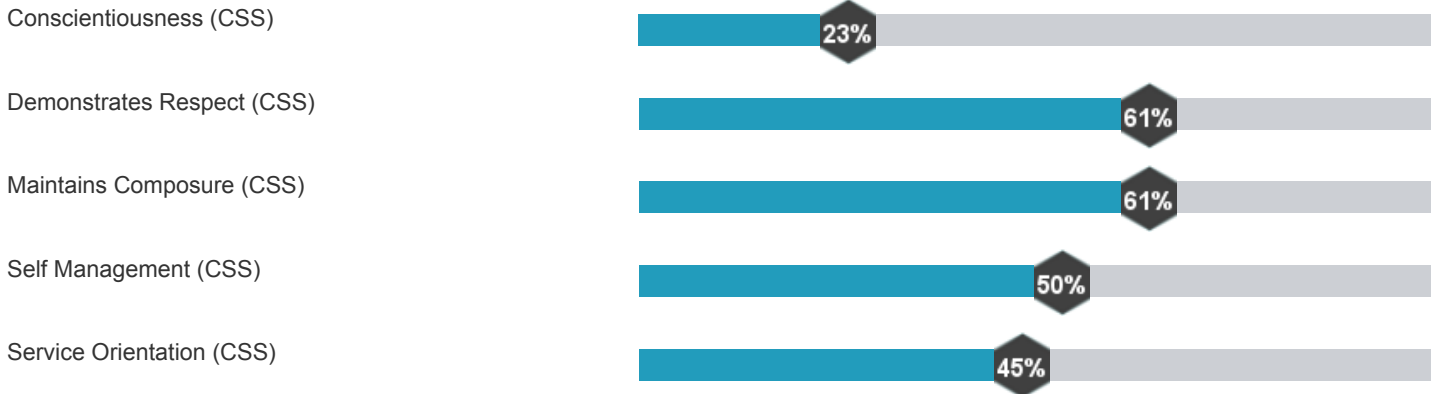


The overall assessment score is a combination of scores from each of the competency scales on this assessment. This overall score provides an indication of an individual's overall ability and fit for the target role.

Performance Analysis

Test Competencies

Percentile Performance Compared to Other Test Takers



COMPETENCY DEFINITIONS

Conscientiousness (CSS)

This assessment measures Conscientiousness, which reflects an individual's work ethic and general approach to work. This assessment included the following facet(s):

- **Work Ethic** – Includes seeking to make an impact at work, working hard without complaint, and exerting additional effort or hours to meet goals, or deadlines.
- **Dependability** – Includes fulfilling obligations by being reliable, responsible, and organized; making a concerted effort to be at work on-time, everyday.
- **Initiative** – Includes taking on responsibilities, challenges, and needed action at work without being asked; taking the lead in performing tasks or promoting new ideas or work methods; showing a sense of urgency.
- **Integrity** – Demonstrating honest and ethical behavior in all situations.
- **Rules Adherence** – Consistently following company policies and procedures in completing work.

Scores on this scale are presented as percentiles. Percentiles show an individual's rank or the percentage of people he/she scored above in the normative population. Percentiles range from 1 to 99, where the 1st percentile represents the lowest value (minimum), and the 99th percentile represents the highest value (maximum). Scores on this scale can be interpreted using the following information:

- **Substantial Strength** (Scores above 50)
Individuals scoring in this range are highly responsible, task focused, and able to accomplish more than others. They work hard and are willing to accept new or additional tasks. They are planful, proactive, and extremely reliable. They can be counted on to consistently come to work and complete their job. They require little or no direction to accomplish their work and objectives. When they complete one challenge, they proactively look for new one. These individuals also demonstrate a high degree of integrity, and they consistently follow company policies and procedures.
- **Adequate Strength** (Scores between 21-50)
Individuals scoring in this range are moderately responsible and task focused. They typically work hard and accept new or additional tasks, but occasionally may require some convincing to do so. They are proactive and reliable, but may need some direction from time to time. They usually can be counted on to come to work and complete their job. When they complete a task, they may need to be prompted to move on to another, but occasionally will proactively look for new one. These individuals also demonstrate integrity, and they are likely to follow company policies and procedures.
- **Not a Strength** (Scores between 1-20)
Individuals scoring in this range have difficulty consistently being responsible, and they often lack task focus needed to be successful. They fail to work hard enough to accomplish what is expected of them and rarely accept new or additional tasks willingly. They are less reliable and need much more direction than others. They are satisfied with status quo and are not proactive. When they complete a task, they need to be prompted to move on to another one. These individuals may have lapses in integrity from time to time, and they often fail to consistently follow company policies and procedures.

Trainability Factor. – This characteristic is quite stable and does not lend itself to quick change. Any change obtained will require substantial personal commitment and must be consistently reinforced to ensure that modifications to work behaviors remain. However, individuals who struggle in this area will have difficulty committing the effort required to make needed changes. Also note that lack of strength on this characteristic can impact the ability to leverage strengths or address other performance deficits.

Demonstrates Respect (CSS)

This assessment measures Demonstrating Respect, which reflects an individual's tendencies and approach to interacting with others at work through words and actions. This assessment included the following facet(s):

- **Sensitivity to Others** – Includes the ability to see how a person or group will react to words and actions, trying to understand other points of view, and being sensitive to people of different cultures and backgrounds.
- **Maintains Relationships** – Includes maintaining positive working relationships with others, regardless of their background, ethnicity or viewpoints and perspectives.
- **Respects Company** – Includes the ability to manage behavior to avoid negative organizational behavior such as damaging company property or theft.
- **Respects Others** – Includes the ability to manage behavior to avoid negative interpersonal behavior such as resorting to physical or verbal threats.

Scores on this scale are presented as percentiles. Percentiles show an individual's rank or the percentage of people he/she scored above in the normative population. Percentiles range from 1 to 99, where the 1st percentile represents the lowest value (minimum), and the 99th percentile represents the highest value (maximum). Scores on this scale can be interpreted using the following information:

- **Substantial Strength** (Scores above 50)

Individuals scoring in this range are highly effective when interacting with others at work. They are sensitive to others' needs and can view their own efforts and successes through the lens of work groups and teams of which they are a part. They prefer to work through issues, not place blame on others, and effectively manage their behavior to keep a positive working environment for themselves and others. They do not take actions that would hurt the company, and they can be trusted to act responsibly in nearly any situation. These individuals are highly effective at managing their own behavior such that their actions demonstrate respect to the company, coworkers, and customers.

- **Adequate Strength** (Scores between 21-50)

Individuals scoring in this range are likely to be effective when interacting with others at work. They usually are sensitive to others' needs and can view their own efforts and successes through the lens of work groups and teams of which they are a part. They have the ability to work through issues with others, typically without placing blame, but may struggle with this in very stressful situations. They prefer to be in a working environment that is positive for themselves and others. They are unlikely to take actions that would hurt the company and can be trusted to act responsibly in many situations. These individuals are usually effective at managing their own behavior such that their actions demonstrate respect to the company, coworkers, and customers.

- **Not a Strength** (Scores between 1-20)

Individuals scoring in this range likely have difficulty when interacting with others at work. They may interact at a base level with peers but struggle with others dissimilar to themselves. They tend to be insensitive to others' needs and find it challenging to view their own efforts through the lens of work groups and teams of which they are a part. They may be quick to place blame when faced with issues, which can make it difficult to maintain a positive working environment for themselves and others. They are more likely to take actions that would hurt the company than others who score more highly in this area. As such, it may be difficult to trust them to act responsibly in some situations. These individuals often lack the ability to appropriately manage their own behavior such that their actions are disrespectful towards the company, coworkers, or customers.

Trainability Factor. – This characteristic, while stable, lends itself to change that can be achieved through feedback, training, or coaching. Change can be made somewhat quickly, but reinforcement of proper behavior is required to ensure that modifications to work behaviors are consistent. Individuals who struggle in this area will find it is easy to fall back to their natural tendencies when placed in very difficult or stressful situations.

Maintains Composure (CSS)

This assessment measures Maintaining Composure, which is defined as an individual's ability to remain even-tempered, positive, and productive in stressful situations. This also includes effectively managing time to address issues. This assessment included the following facet(s):

- **Even-Tempered** – Includes the ability to keep emotions in check, control anger, and avoid aggressive behavior, even in very difficult situations.
- **Stress Tolerance** – Includes the ability to work under tight timeframes, heavy workloads, or conflicting demands without “burnout” or negative impact on self. Is able to accept criticism from others.
- **Remains Positive** – Includes remaining composed and effective even during difficult or uncomfortable interactions with others or when faced with stressful situations.

Scores on this scale are presented as percentiles. Percentiles show an individual's rank or the percentage of people he/she scored above in the normative population. Percentiles range from 1 to 99, where the 1st percentile represents the lowest value (minimum), and the 99th percentile represents the highest value (maximum). Scores on this scale can be interpreted using the following information:

- **Substantial Strength** (Scores above 50)

Individuals scoring in this range are highly adept at maintaining their composure in stressful situations. They are able to maintain control of negative emotions and avoid aggressive behaviors even in the most difficult situations. These individuals remain effective even during difficult or uncomfortable interactions, making them highly effective when dealing with difficult customers or coworkers. They are highly resilient and able to work very effectively in uncertain and highly stressful situations. This resilience prevents “burnout” and allows them to accept negative feedback without becoming defensive or disruptive. Overall, individuals scoring in this range present little to no risk for demonstrating poor interpersonal behavior toward others in the workplace.

- **Adequate Strength** (Scores between 21-50)

Individuals scoring in this range have an average ability to maintain their composure in stressful situations. They are generally able to maintain control of negative emotions and avoid aggressive behaviors, but they may lapse in very difficult situations. These individuals typically remain effective even during difficult or uncomfortable interactions, but they may struggle to deal with the most difficult customers or coworkers. They are relatively resilient and typically able to work effectively in uncertain or stressful situations, although they may struggle at times. Their resilience makes them more effective than some, but they may be vulnerable to “burnout” after long periods of stress. They may also occasionally have difficulty accepting negative feedback from others. Overall, individuals scoring in this range have a lower risk for demonstrating poor interpersonal behavior toward others in the workplace.

- **Not a Strength** (Scores between 1-20)

Individuals scoring in this range lack the ability to maintain their composure in stressful situations. They are unable to control negative emotions and aggressive behaviors in stressful situations. These individuals are unable to remain effective during difficult or uncomfortable interactions. When dealing with a difficult customer or coworker, they are likely to make the situation worse. They are not resilient, and uncertain or stressful situations block their ability to perform. They are vulnerable to “burnout” more quickly

than others. They also have difficulty accepting feedback from others, reacting in a defensive or aggressive manner. Overall, individuals scoring in this range have a higher risk for demonstrating poor interpersonal behavior toward others in the workplace.

Trainability Factor. – This characteristic is quite stable and does not lend itself to quick change. Any change obtained will require substantial personal commitment and must be consistently reinforced to ensure that modifications to work behaviors remain. It should be noted that individuals who struggle in this area, by definition, have difficulty accepting negative feedback. Therefore, they will find it very difficult to accept that there is a need to change.

Self Management (CSS)

This assessment measures Self Management, which reflects an individual's level of confidence, self-assuredness, and ability to work without close supervision. This assessment included the following facet(s):

- **Demonstrating Confidence** – Includes being self-assured when working with others, performing challenging job tasks, or making decisions. Is able to defend one's own beliefs or opinions in the work place.
- **Working Autonomously** – Includes working without needing to be closely monitored or needing to have progress checked frequently.
- **Self-Sufficiency** – Includes being resourceful in completing work and is able to make decisions without consulting others.

Scores on this scale are presented as percentiles. Percentiles show an individual's rank or the percentage of people he/she scored above in the normative population. Percentiles range from 1 to 99, where the 1st percentile represents the lowest value (minimum), and the 99th percentile represents the highest value (maximum). Scores on this scale can be interpreted using the following information:

- **Substantial Strength** (Scores above 50)
Individuals scoring in this range are highly effective at managing themselves at work. They demonstrate confidence when performing challenging work tasks, and are able to defend their own opinions when interacting with coworkers. They require little or no direction to accomplish their work and objectives. These individuals are able to accomplish work tasks without constantly seeking input from their supervisor. They are highly resourceful and able to make decisions independently.
- **Adequate Strength** (Scores between 21-50)
Individuals scoring in this range are moderately effective at managing themselves at work. They are confident when working on familiar tasks, but they may struggle with challenging tasks or when they must defend their opinions to others. They require some direction in order to accomplish their work and objectives. These individuals may struggle to complete challenging tasks independently, seeking reassurance and constant input from their supervisor. They may struggle with self sufficiency and making independent decisions.
- **Not a Strength** (Scores between 1-20)
Individuals scoring in this range lack the ability to effectively manage themselves at work. They tend to lack confidence even when working on familiar tasks, or they are over confident and fail to seek input from others when they should. They require constant direction in order to accomplish even basic tasks. These individuals either need continuous input from their supervisor or they ignore any direction from their supervisor, necessitating constant monitoring. They are not self-sufficient and are unable to make decisions on their own.

Trainability Factor. – This characteristic lends itself to change that can be achieved through feedback, training, or coaching. Change is likely to occur over time as individuals must recognize when they are in situations that require change and then actively practice modifying their behavior. This can be difficult, but reinforcement will help ensure that modifications to work behaviors are consistent. Individuals who struggle in this area will find it is easy to fall back to their natural tendencies when placed in very difficult or stressful situations.

Service Orientation (CSS)

This assessment measures Service Orientation, which reflects an individual's ability to develop an understanding of others' needs and deliver effective service based on that understanding. This assessment included the following facet(s):

- **Service Delivery** – Includes a willingness and ability to go above and beyond to assist coworkers or customers.
- **Concern for Others** – Includes the ability to be sensitive to others' needs and feelings and actively look for ways to help people.
- **Social Perceptiveness** – Includes an awareness of others' reactions and an understanding of why they react as they do.

Scores on this scale are presented as percentiles. Percentiles show an individual's rank or the percentage of people he/she scored above in the normative population. Percentiles range from 1 to 99, where the 1st percentile represents the lowest value (minimum), and the 99th percentile represents the highest value (maximum). Scores on this scale can be interpreted using the following information:

- **Substantial Strength** (Scores above 50)
Individuals scoring in this range are extraordinarily service oriented and strive to view interactions and situations from others' perspectives. They are very effective when interacting with internal and external customers. These individuals regularly take steps

that customers consider “above and beyond” what is expected. They seek to ensure that the service they are delivering is consistent with customers' needs. Because they have a keen understanding of customers' needs, these individuals know how others will react and thus, they are highly effective in managing expectations and driving successful customer interactions. These individuals actively look for ways to help coworkers and customers.

■ **Adequate Strength** (Scores between 21-50)

Individuals scoring in this range demonstrate an effective level of service orientation and attempt to view interactions and situations from others' perspectives. They are reasonably effective when interacting with internal and external customers. They may struggle to ensure that the service they are delivering is consistent with customers' needs. These individuals take steps needed to satisfy customers, but they may not always go “above and beyond” what is expected. These individuals may struggle understanding how others will react and thus, they may fail to manage expectations, which is critical for driving successful customer interactions.

■ **Not a Strength** (Scores between 1-20)

Individuals scoring in this range lack service orientation and fail to view interactions and situations from others' perspectives. They struggle when interacting with internal and external customers, and they have difficulty determining customers' needs. These individuals often deliver service that does not align with customers' needs. These individuals often fail to satisfy customers. These individuals tend not to know how others will react and thus, they do not effectively manage expectations, which is critical for driving successful customer interactions. These individuals fail to look for ways to help coworkers and customers.

Trainability Factor. – This characteristic lends itself to change that can be achieved through feedback, training, or coaching. Change is likely to occur over time as individuals must recognize when they are in situations that require change and then actively practice modifying their behavior. This can be difficult, but reinforcement will help ensure that modifications to work behaviors are consistent. Individuals who struggle in this area will find it is easy to fall back to their natural tendencies when placed in very difficult or stressful situations.

INTERVIEW FOLLOW-UP SUGGESTIONS

SERVICE ORIENTATION (CSS)

- Tell me about a time when a customer was disrespectful to you or a coworker. What happened? What did you do? What was the outcome?

SELF MANAGEMENT (CSS)

- Tell me about a time you had to plan a large task or project. What did you do to make sure it was done? What was the outcome?

DEMONSTRATES RESPECT (CSS)

- Tell me about a time when you had something personal to do that could only be completed during work hours. How did you handle that situation? What was the outcome?

CONSCIENTIOUSNESS (CSS)

- Describe a time when you did not complete some of your work on time. What did you do in this situation? What was the outcome?