

test center

by People Systems

Customer Service Manager Assessment Report

Candidate: XXXXXXXXXXXX
Username: XXXXXXXXXXXX
Date: XXXXXXXXXXXX

Sample Report

The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Above Average, and High) and with norms for high performers in the type of job for which the candidate is applying (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol : ◆

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	Low	Below Average	Average	Above Average	High
Agreeableness			◆		
Assertive Leadership			◆		
Conscientiousness				◆	
Customer Service Orientation			◆		
Emotional Stability/Resilience		◆			
Empathy					◆
Extroversion			◆		
Impression Management			◆		
Integrity		◆			
Managerial Human Relations				◆	
Openness to Change	◆				
Optimism / Enthusiasm			◆		
Task Structure				◆	
Teamwork Orientation				◆	
Work Drive				◆	
Overall Cognitive Aptitude					◆

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Kyle's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	80-89%ile

Kyle has a high level of general cognitive aptitude. He can learn new information quickly, solve complex problems efficiently, and be able to handle a heavy information-processing load on this job.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect percentile rankings -- not percent correct on the test. With percentiles, the average is the 50%ile. Half of the people score below this score and half score above it. As another example, if a person scores 80-89%ile on a specific test in this report, it means that they scored as well as or better than 80-89% of the norm group, but not as high as 11-20% of the norm group.

The **Overall Cognitive Aptitude** is an average of the separate aptitude sections given to this candidate.

The lower the Overall Cognitive Aptitude score, we predict that the candidate will have difficulty learning new information and making decisions. For example, if they are well experienced in their occupation, they may be able to continue to perform well practiced tasks adequately, but have difficulty learning new things. As such, they will need additional training time and more support from supervisors. People who produce lower Overall Cognitive Aptitude scores generally prefer tasks that call for specific responses rather than ones requiring insightful solutions. They are also slower in processing information and are often easily overwhelmed by complex problems, especially ones they have not dealt with before.

The higher the Overall Cognitive Aptitude score, the more we predict that the candidate will learn quickly, pick up a lot of new information on their own without needing to be trained, handle a large information load easily, make decisions in an efficient manner, and show a great deal of insight about how to solve new and complex problems.

Narrative Responses Provided by This Candidate

In reading through the candidate's responses, you should look for general themes that reflect the person's attitudes, values, and beliefs about work. Insights can help you generate probing interview questions. From another perspective, the way in which candidate responses are constructed demonstrate sophistication of communication skills.

	Mr. Jarnigan's Responses
<i>Responsibility at work...</i>	is important for everybody to have a sense of responsibility for meeting customer needs.
<i>Working long hours every week...</i>	usually means we dont ahve enough manpower.
<i>It's hard to do good work when...</i>	you have too much on your plate and too many people asking you questions.
<i>When my suggestions at work are turned down I...</i>	I try to understand why they were turned down, then I look for other suggestions that might work in the future.
<i>Having to work on the weekend...</i>	is OK as long as it is not every weekend.
<i>Overnight travel...</i>	I probabyl cannot handle overnight travel in this job unless it is very rare.
<i>As a manager, my greatest satisfaction at work...</i>	is seeing our team deal with customers inquiries and achieve high levels of satisfaction.
<i>Effective leadership...</i>	is being a good role model for employees, proving good training and oversight, and motivating people through positive comments.
<i>Mentoring employees who report to me...</i>	is something I really enjoy.
<i>When I have to make a decision quickly...</i>	I do so.
<i>Giving performance feedback...</i>	is part of our regular process every year.
<i>When I have to reprimand or discipline an employee...</i>	I get our materials in order, then meet with the person to review the situation, and then I usually provide additional training, unless a more serious discipline is needed.
<i>Besides supervising other people, a manager should...</i>	make sure that people are well informed.
<i>The average employee...</i>	is a good, hard-working person who needs to work to provide for their family.
<i>An employee who brings personal problems to work...</i>	this is a typical situation. Employees sometimes come to me to talk about their problems at home, but they still have to put in their time dealing with customers and they have to maintain a positive attitude.
<i>The key to my success as a manager...</i>	is being consistent, fair, helpful, and making sure that people meet our expectations.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	is dealing with turnover, and getting new people trained.
<i>The best way to motivate people...</i>	is to show them that you care about them, show some interest in them as a person, and let them know that they are a valuable part of the copmpany and that we appreciate them.

<i>The way I get people to work together is...</i>	getting people together in team meetings every week and reviewing problems we have had so that we can agree on how to work together in a cooperative manner. I let them know that they are expected to be helpful to one another, because we are all part of seeing that our customers get served properly.
<i>I get people to participate in team discussions by...</i>	asking for their input, especially if we have had conflict between different people.
<i>Creating a strong team is not as important as...</i>	servicing customers and making sure they are happy.
<i>Content of my team meeting typically consists of...</i>	getting people together to review assignments, sales figures, new products, etc.
<i>Team meetings are best used for...</i>	sharing information and dealing with group conflicts.
<i>The kind of assignment I like best is...</i>	a challenging one that calls for me to solve a lot of existing problems.
<i>I enjoy working with people who...</i>	are nice, kind, genuinely helpful with customers and who get along well with me and their peers too.
<i>I would turn down a job if...</i>	it would not allow for some flexibility in my schedule to deal with family obligations.
<i>The best way to get ahead in an organization...</i>	is work hard, produce the sales figures the company is hoping for, and be a good leader.
<i>The most fulfilling job I had...</i>	was Customer Service Supervisor at ABC company.
<i>My greatest satisfaction in a job...</i>	is seeing our employees do a good job serving our customers, be knowledgeable about our product line, enjoy their work, and enjoy being together at work.
<i>A boss deserves loyalty if...</i>	she is helpful and has the best interests of employees at heart.
<i>What I want most from a job is...</i>	job security, good income, flexible hours.
<i>The best type of supervisor for me would be someone who...</i>	An ideal manager for me would be one who is competent as a leader, respects employees, tries to build a strong team where everyone in the department coordinates well with each other, keeps our focus on the end customer, and we enjoy working together.
<i>Working closely with other people...</i>	is vital to providing good customer service.
<i>My career goal for five years from now...</i>	is to be a Store Manager.
<i>To better myself I...</i>	I try to learn as much as I can everyday.
<i>Working with coworkers who do not know as much as I do...</i>	give me a chance to help them learn new things.
<i>If I feel underutilized in my job...</i>	go to my manager to ask how I can be of more service to the company.
<i>To get ahead in most companies you have to...</i>	work hard, show that you are competent, and understand how other parts of the company work besides just your department.
<i>I sometimes felt my career advancement was limited by...</i>	a boss who felt that I was too valuable in my current role to be reassigned.
<i>My ideal job would be...</i>	Customer Service Manager.
<i>What annoys most workers...</i>	not knowing what to do and not being provided enough training to answer customer questions competently.

<i>I would quit my job if...</i>	I felt my pay was too low.
<i>At work I feel tense when...</i>	people are not getting along well.
<i>I don't like to work with people who...</i>	are rude to customers, either by what they say or how they say it, or their bossy language.
<i>My work performance suffers when...</i>	I have to work too many hours.
<i>I would really dislike a supervisor who...</i>	did not pay much attention to the employees and who was not helpful when they had questions.

Personality Assessment

Strengths:

- He tends to have smooth working relationships with most people on the job. Kyle is usually viewed as being courteous and agreeable, unless he has to work with someone who is very difficult and demanding.
- Kyle has a non-aggressive leadership style. He makes requests and offers suggestions rather than making demands and issuing directives to the people who report to him.
- He is trustworthy and reliable in the way he performs his job. Kyle tends to fulfill his work commitments in a reliable manner others can count on. He is also usually methodical and organized in the way he approaches and carries out tasks and assignments.
- He is very attuned to other people's behavior and pays a lot of attention to their feelings and emotional states. Kyle is likely to be perceived by the people he works with as someone who is empathetic and considerate. When they have problems, he will make himself available to assist them.
- Kyle is fairly amiable and pleasant in his interactions with others at work. He can also concentrate his attention on the tasks at hand without being socially distractible.
- Kyle is moderately adept at controlling the image he presents to others. He is not phony or insincere, but he can adjust his actions and responses in order to create a fairly positive self-presentation.
- As a manager, Kyle is concerned with the feelings, attitudes, and sensitivities of the people who report to him. Their morale and emotional well-being are priorities for him. Kyle is empathetic and comfortable relating to subordinates on a personal level. He tends to use praise and affirmation rather than criticism or reprimand to motivate them.
- He is very much a creature of habit who prefers to rely on what he already knows and his current level of skills. Kyle is supportive of custom, convention, and established ways of doing things on his job.
- He takes many situations and people at face value, without preconceptions or advance judgments. While Kyle is usually optimistic about most prospects and future contingencies, he is not gullible or unrealistic in his expectations.
- Kyle is concerned with setting up a sound organizational structure where subordinates know what is expected of them and how well they are performing. He usually clarifies expectations, keeps track of what employees are doing, and gives contingent performance feedback when needed.
- Kyle is usually group-minded and teamwork-oriented. He typically cooperates with and helps other employees when needed.
- With an above-average work drive, Kyle works fairly energetically and persistently to fulfill job responsibilities. He is usually willing to extend himself, when necessary, to meet heavy or irregular job demands.

Developmental Concerns:

- He can sometimes be unpleasant or difficult to deal with when interacting with other people . Kyle may need some feedback about being more consistently pleasant and congenial in his interactions with coworkers.
- Kyle may sometimes need to be more assertive in his leadership style. He could be more directive and forceful, especially in situations involving challenges to his authority and when dealing with difficult employees.
- He could deepen his commitment to providing responsive, high-quality service to customers. Kyle could place more emphasis on activities that lead to high levels of customer satisfaction and retention.
- Scoring below-average on emotional stability, Kyle may not always have good control over his emotions. He may have considerable difficulty handling heavy job pressure and frustration .
- Kyle could be somewhat more sociable, gregarious, and outgoing on his job. He could communicate more frequently at times.
- Registering below-average on integrity, Kyle may occasionally act in ways that is ethically questionable or inappropriate. He may violate or fail to uphold some company rules and policies or professional standards. Accordingly, Kyle would not be an appropriate role model for subordinates or other employees. If he is hired, you should carefully review with him the company's expectations for proper behavior and the consequences for violation of rules and ethical guidelines.
- He can be too set in his ways and unwilling to try new practices on his job. Kyle may be unreceptive to company-sponsored innovation and continuous improvement efforts. He may not do enough to personally acquire, or encourage subordinates to develop, new job-related skills and abilities.

INTERVIEW QUESTIONS

After reviewing the assessment results for this candidate, you may want to conduct a structured interview to further explore and clarify some specific concerns. The interview questions listed below reflect areas of concern raised by the assessment results. You should keep asking questions until you have gained confidence in your assessment of the candidate. You can use some or all of these questions when interviewing the candidate. You will probably want to customize these questions to best fit your style and what you already know about the candidate as well as the job for which s/he is being considered. Most of these are behavioral description items which ask the candidate to describe specific behavior on the job. Some additional probes which you might want to use with individual questions are:

- * When did this take place?
- * What factors led up to it?
- * What were the outcomes?
- * What did others in the organization say about this?
- * How often has this type of situation arisen?

CUSTOMER SERVICE

- No matter how hard you try, some customers are rude, annoying, or impossible to please. Describe the most difficult customer you have had to deal with and what efforts you made to accommodate him or her.
- Describe a situation where you went above and beyond your job description to make a customer satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- Tell me about a time when you had to reconcile competing demands from the customer with company demands or needs.
- Tell me about a time when a customer gave you a difficult problem to solve.
- There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.

EMOTIONAL STABILITY/RESILIENCE

- Tell me about a time when you had to keep on working despite having some problem or concern weighing on your mind. [Probes: How long did it go on? How was it resolved? How often has this kind of thing happened in the last six months?]
- Stress is a natural part of most work environments these days. Describe a situation where some significant form of stress has impacted you on your job and how you dealt with it.
- Describe a situation where you learned to live with something stressful at work.

EMPATHY

- Tell me about a time when you were dealing with a difficult person. What made them hard to take? What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result? (Listen for awareness of body language, voice tone, etc. as well as an ability to see the person in distress, not necessarily someone who is just offensive.)

INTEGRITY

- What would you do if you discovered that a coworker had been taking home office supplies without permission and without telling anyone?
- Under what conditions would it be acceptable to ignore or bend a company rule or policy?
- Describe what you would do if your boss asked you to keep quiet about some data he or she was falsifying for the annual company report.
- Under what circumstances would it be OK to claim a sick day (even though you were not sick) to deal with a personal problem at home?

OPENNESS

- Describe the most recent new job-related method, procedure, or technique you learned and how you felt about learning it. [Probe for when and how often this occurred.]
- Tell me about a time when you recommended or implemented a better way of doing things at work.
- Describe a situation where you felt that continuing demands to do new things on your job lowered your overall productivity or efficiency.
- Describe your plans (if any) for continued education, job-related training, or professional development you have for the coming year.

STRUCTURED VERSUS PARTICIPATIVE MANAGERIAL STYLE

- Describe your approach as a manager of setting goals and objectives for the people who report to you.
- As a manager, tell me about your approach for monitoring the performance and accomplishments of the people who report to you.
- Describe whether you empower the people who report to you to function independently, and if so, how.

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