

Tony Michaels

12-Aug-2003

Job Position: \_\_\_\_\_

There are many elements that affect job performance. Each of these must be considered when making a hiring decision. The following format will help you to evaluate each candidate on an effective range of criteria.

Rate the Candidate on each of these elements by placing a checkmark in the appropriate box. Then complete the simple calculations to generate a Relative Composite Rating for the Candidate.

	nothing like job requires	less than job requires	adequate for what job requires	more than job requires	far more than job requires
<b>First Interview Rating</b>					
First Impression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grooming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to express ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Skills, Knowledge &amp; Experience Rating</b>					
Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Experience in this job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General Experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FirstView Assessment Rating</b>					
Report Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FirstView Interview Questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Count # of check marks in each column and bring down the total	<input type="checkbox"/> x1	<input type="checkbox"/> x2	<input type="checkbox"/> x3	<input type="checkbox"/> x4	<input type="checkbox"/> x5
Multiply by the # given and bring down the total	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RELATIVE COMPOSITE RATING-ADD THE SCORES ABOVE AND PUT THE TOTAL HERE

COMPARE THIS SCORE TO ALL CANDIDATES

## FirstView Summary Chart

FirstView assesses six personality traits, a measure of cognitive ability, and a measure to determine if the candidate was answering the personality questions in a frank and open manner.

The candidate's score is marked in each test dimension. A candidate's score will fall into one of three possible classifications denoted by shade or color:

- *Least Concern*. Candidates score indicates good tendencies, well matched to the requirements of this job category.
- *Some Concern*. Candidates score indicates some low level potential for behavioral misalignment with the requirements of this job category.
- *Most Concern*. Candidates score indicates more potential for a material misalignment with the requirements of this job category.

NOTE: Social Desirability is an internal validity scale and indicates the degree to which the candidate may be manipulating his/her answers to the implicit requirements of the job category. Scores are either in the *Least Concern* area or are in the *Most Concern* category. The test results of candidates who score in the *Most Concern* category in the Social Desirability dimension should be viewed as potentially not accurate.

Applicant results at the bottom of the chart page show the number of dimensions a candidate scored in each of the 3 potential categories. From these results you have a comparative measure of job fit.

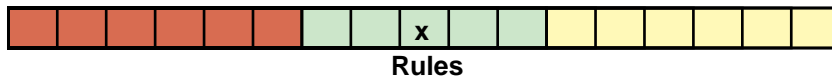
NOTE: Each job category will tend to have a different pattern for the level of concern for a specific personality trait or cognitive score. The behavioral requirements for job categories are different, and may also be subtly different from job to job within a category. FirstView results provide a good overview of job fit for a job category, but should be viewed with flexibility when considering the specific job and behavioral requirements of your position.

The FirstView information represents only one part of the factors that determine job performance. The FirstView information should only be used as a percentage of any hiring decision.

# WORK CATEGORY: Customer Service

CANDIDATE NAME: Tony Michaels

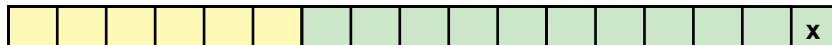
Prefers change,  
resists rules



**Rules**

Prefers consistency  
and structure,  
conforms to rules

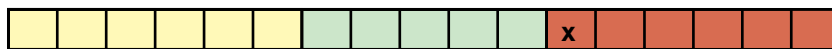
Less need to,  
communicate and  
work with others



**Extroversion**

More need to,  
communicate and  
work with others

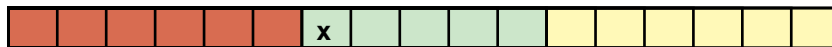
Less decisive and,  
confrontational,  
takes direction



**Assertiveness**

More decisive and,  
assertive, less willing  
to take direction

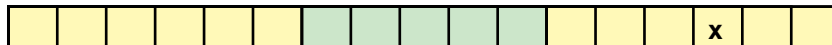
More competitive,  
individualistic



**Teaming**

More collaborative,  
group oriented

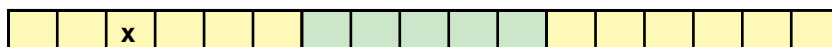
More stable,  
handles stress  
and criticism



**Sensitivity**

More emotional,  
and sensitive to stress  
or criticism

More spontaneous,  
less detail  
oriented



**Organization**

More detail  
oriented, plans  
and manages time

Less likely to be  
shading answers  
to make a good  
impression



**Social Desirability**

More likely to be,  
shading answers  
to make a good  
impression

Relative lower  
cognitive ability



**Cognitive Ability**

Relative higher  
cognitive ability

**Key**

LEAST CONCERN

SOME CONCERN

MOST CONCERN

**TOTALS**

**Applicant results**

4

3

1

# Customer Service Report

**Tony Michaels**

**8/12/2003**

## Cognitive:

- Learns more quickly than the average person, which can be beneficial in Customer Service training programs
- Top third of the population in terms of reasoning speed
- Solves problems quickly, essentially allowing faster projection of the consequences of choices
- Generally more focused on long-term issues rather than on more immediate service problems
- Focus on strategic issues can be a problem when tactical and immediate problems are more critical
- Others may interpret this faster reasoning speed as incomplete and impulsive
- May become bored with the routine of most Customer Service positions
- Needs to recognize the need to slow down and match the delivery to the audience
- Needs to continually confirm that verbal communication is understood by others

## Rules:

- Balance of consistency and flexibility for following customer service rules and procedures
- Well-suited to an empowered environment where there are some guidelines with the ability to be flexible
- Can deal with change fairly easily but needs a moderate level of policies and procedures in place to act comfortably

## Extroversion:

- Well-suited for service positions involving a high level of people contact
- Usually communicates a high level of enthusiasm, even over the telephone
- Working alone will be difficult
- Listening may be challenging
- Note taking or following a guideline is helpful to ensure listening

## Assertiveness:

- Customers will appreciate direct answers
- May tend to make decisions quickly when having the necessary information
- May tend to be drawn into arguments more easily than others
- Important to temper directness with appropriate level of diplomacy

## Team:

- Works well with other members of a team because of cooperative nature
- Seeks win-win solutions for all situations
- May appreciate individual recognition at times, but works best as part of a team

## Sensitivity:

- Very sensitive to the emotional moods of customers
- Wants to get things done quickly, which can be perceived as a sense of urgency
- When under continual stress can become impatient, moody, and irritable
- Needs outlets for nervous energy, such as breaks away from customers

## Organization:

- Thrives in environments that demand a quick response to spontaneous customer needs
- Has the ability to operate with little or no planning
- May have difficulty operating in environments that require scheduling and planning
- Has little interest in details
- Operates best when systems are in place to force the capture of details

# Customer Service Report

**Tony Michaels**

**8/12/2003**

Has answered the questions frankly and directly

# Customer Service Interview Questions

**Tony Michaels**

**12-Aug-2003**

## COGNITIVE:

Select the questions from this area that you feel are important to job performance:

1. People who learn very quickly tend to communicate very quickly also. Give me an example of how you have adapted your speed of communication to better communicate with someone else.
2. Once the challenge of learning a new job is past, the day-to-day routine can become boring to someone who learns quickly. Give me an example of what you have done in previous positions to challenge your abilities.
3. Give me an example from your experience in which you have used your ability to think quickly to your advantage.
4. Give me an example from your experience in which your ability to think quickly has been a problem.
5. Give me an example of how you make certain that other people understand your ideas.
6. Give me an example of strategic issues that you have dealt with in the past. Give me an example of tactical issues that you have dealt with in the past. Is strategic thinking or tactical thinking your strength?

## RULES:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have used consistency to build customer satisfaction.
2. Give me an example of how you have used “out of the box” thinking to successfully satisfy a customer.
3. How do you interpret the statement, “The customer is always right.”
4. Give me an example of how policies and procedures have helped you to succeed in a job.

## EXTROVERSION:

Select the questions from this area that you feel are important to job performance:

1. How can you tell when you are really listening to what a customer is saying?
2. Give me an example of how you have communicated your level of attention to customers.
3. It is clear to see that you enjoy talking. Give me an example of how you have used that talent to deliver a higher level of service.
4. Give me an example of how your enthusiastic stories have caused problems for you in the past.
5. Give me an example of how you have made a customer feel special.

# Customer Service Interview Questions

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## ASSERTIVENESS:

Select the questions from this area that you feel are important to job performance:

1. Sometimes it is important for the customer to be “in control”. Give me an example of when you have communicated that feeling of control to your customers.
2. Give me an example of how you have dealt with a highly confrontational situation with a customer.
3. When customers ask for opinions, they sometimes want honest, direct answers and sometimes they want tactful, supporting answers. Give me an example of how you tell which type of answer is appropriate.
4. Customer service can often be demanding. Give me an example of your most difficult experience with a demanding customer.
5. Give me an example of how you have had to refuse a customer’s request.

## TEAM:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have worked together with co-workers to deliver a higher level of customer service than you could alone.
2. Give me an example of when you were really motivated to a high level of performance. What kind of recognition did you receive?
3. Sometimes it is necessary to choose between being right and making the customer happy. Give me an example of how you have let the customer be “right” even though you disagreed.
4. Give me an example of how when you have had to balance the interests of the company with the demands of an angry customer.
5. How do you know when to draw the line when people try to take advantage of your good nature? Give me an example.

## SENSITIVITY:

This is a very challenging area! It is recommended that you ask all of the questions in this group for a thorough interview.

1. Give me an example of when a customer has taken out his frustration on you. How did you feel? What did you do?
2. Give me an example of how you have dealt with the stress of customer service.
3. Give me an example of how you have had to “trust” what a customer was telling you.
4. Give me an example of a situation in which you have been faced with an abusive customer.

# Customer Service Interview Questions

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## ORGANIZATION:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you insure that your follow up is timely and accurate.
2. Give me an example of how you plan your priorities on a typical day.
3. How do you keep up with the details of a customer's requests or comments? Give me an example of when this did not work.
4. Show me the time management system that you use to plan your day.