

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
First Interview Rating					
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"/>
Skills, Knowledge & Experience Rating					
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"/>
FirstView Assessment Rating					
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.

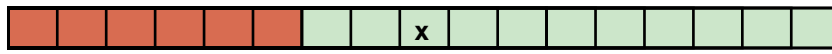
NOTE: Each job category will tend to have a different pattern for the level of concern for a specific personality trait or cognitive score. The behavioral requirements for job categories are different, and may also be subtly different from job to job within a category. FirstView results provide a good 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: Telemarketing

CANDIDATE NAME: Tony Michaels

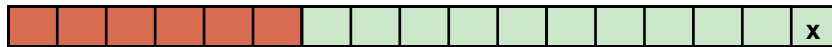
Prefers change,
resists rules



Rules

Prefers consistency
and structure,
conforms to rules

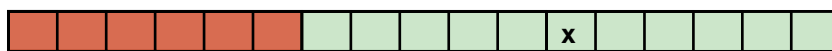
Less need to,
communicate and
work with others



Extroversion

More need to,
communicate and
work with others

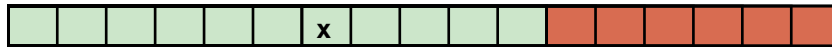
Less decisive and,
confrontational,
takes direction



Assertiveness

More decisive and,
assertive, less willing
to take direction

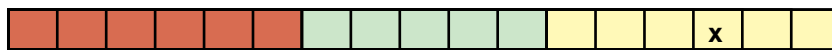
More competitive,
individualistic



Teaming

More collaborative,
group oriented

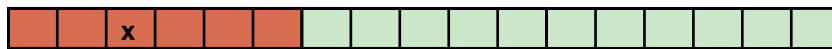
More stable,
handles stress
and criticism



Sensitivity

More emotional,
and sensitive to stress
or criticism

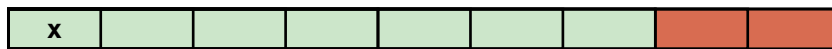
More spontaneous,
less detail
oriented



Organization

More detail
oriented, plans
and manages time

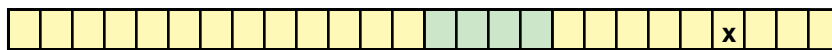
Less likely to be
shading answers
to make a good
impression



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

5

2

1

Telemarketing Report

Tony Michaels

8/12/2003

Cognitive:

- Is in top third of the population in terms of reasoning speed, which allows for quick problem solving
- Tends to focus on strategic sales opportunities even when immediate sales are more critical
- Can think quickly and can consider a wider range of alternative solutions
- Others may interpret faster reasoning speed as incomplete or impulsive
- When speaking, should continually confirm that others understand the message
- Needs to learn to slow down and match the delivery of the communication to the audience

Rules:

- Generally operates within established procedures and telemarketing scripts
- Is usually well-suited to following scripts that allow for some degree of flexibility once the prospect is engaged

Extroversion:

- Enjoys a high level of people contact
- Is usually able to communicate enthusiasm to others over the telephone
- Is de-motivated by solitary working conditions
- Has difficulty listening, therefore needs to take notes or fill out a form to capture key information

Assertiveness:

- Is usually comfortable dealing with a high level of confrontation and speaking directly
- Once trained, generally handles multiple calls and objections while continuing to close the order
- Can become argumentative and pushy when under stress

Team:

- Usually enjoys being part of a team while receiving occasional individual recognition
- Believes win-win situations are best

Sensitivity:

- Has difficulty sitting for long periods of time
- Is vulnerable to rejection
- Has difficulty handling the stress of cold calling
- Tends to be sensitive to emotional signals from others

Organization:

- Prefers loose planning and scheduling, allowing for unexpected events and interruptions
- Possesses a spontaneous nature, which can be well-suited to incoming telemarketing calls
- Can have difficulty handling details, so access to support systems to ensure the capturing of details is required

Has answered the questions frankly and directly

Telemarketing Interview Questions

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12-Aug-2003

COGNITIVE:

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

1. Salespeople who learn very quickly tend to communicate very quickly during their sales presentation. Give me an example of how you have adapted your speed of communication to your prospects.
2. Once the challenge of learning a new sales process is past, the day-to-day sales routine can become boring to someone who learns quickly. Give me an example of what you have done in previous sales 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 during a sales presentation.
4. Give me an example from your experience of how you make certain that others understand your ideas.
5. Give me an example of strategic sales planning that you have used in the past. Give me an example of how you have then focused your attention on tactical issues.

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 and routine to achieve one of your goals.
2. Give me an example of a situation in which you have used “out of the box thinking” to make a sale.
3. Success in marketing often means finding a way of selling that works and sticking to it. Tell me how you have used that principle in your career.
4. Tell me about how you have dealt with a significant change in what you were marketing or how it was sold.

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 the customer or prospect is saying?
2. Show me how you have taken notes during a phone conversation with a prospect.
3. Give me an example of when you have had to control your enthusiasm in order to get the prospect to move to the next step in the sales process.
4. Give me an example of some risks that you have taken. How have they worked out?

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ASSERTIVENESS:

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

1. Give me an example of a situation in which you have had to follow instructions to succeed.
2. Give me an example of how you have controlled the decision making process successfully on the phone with a difficult prospect.
3. Sometimes salespeople must “let go” to get the order. Give me an example of how you got the order by letting the customer control the sales process.
4. Give me an example of when you have pushed too hard for a decision on the phone. What happened?

TEAM:

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

1. Give me an example of a sales contest that you found extremely motivational.
2. Are you stronger at opening up new accounts or at developing the business in existing accounts? Give me an example of how you have done that in the past.
3. Give me an example of how you have used the talents of other people to increase your own sales.
4. Give me an example of how you have protected the company’s interests when a customer was unhappy with something they bought.

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 how you have dealt with rejection in marketing over the phone.
2. Tell me what techniques you use to get yourself “up” for a sales phone call.
3. Give me an example of how you maintain your motivation.
4. Give me an example of how you deal with the stress of selling.

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ORGANIZATION:

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

1. Show me the time management system that you use to plan your day.
2. Show me how you insure that your follow up is timely and accurate.
3. Give me an example of how you plan your priorities on a typical day.
4. Show me how you keep up with the details of a sales call.