

**SELECTOR**

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**selector  
contact  
assessment**

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**Mr Fred Sample**

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Email:  
**sample@selectorgroup.com**  
Date completed:  
**Thu, 16 Nov 2017**  
Report version:  
**0.1.0**

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# selector contact background information

Selector Contact is the result of a year's research and development within New Zealand and Australian Contact Centres. Abilities and behaviours are reported within the context of this study's findings.

For further information please consult with Selector Limited.

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## Mr Fred Sample

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### Understanding the report

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#### Background

This report has been compiled using Fred's responses to a Selector Contact questionnaire. The contents should be used to supplement, not replace, an integrated selection process. Consider results in conjunction with other supporting evidence such as a competency-based interview and knowledge and skill testing.

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#### Normative sample

Fred's responses have been compared with industry specific normative data (otherwise known as a norm group), collected during the research phase of Selector Contact development, from New Zealand and Australian Contact Centre Agents and their Managers. No statistically significant differences were found between New Zealand and Australian Contact Centre agents' ability and behavioural data. This norm group provides a context on which to reference Fred's results.

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#### Scores

Results are reported as a band of either low, low average, average, high average, or high. If for example a candidate scores in the low band for overall reasoning, this tells us the candidate has scored lower than most others in the norm group. If for example a candidate scores in the high range for orderliness this tells us the candidate has reported being more orderly than most others in the norm group.

# 1. Ability assessment

## 1.1 Overall reasoning aptitude

Overall reasoning provides information on how well candidates reason with information, solve problems, grasp complex information and learn. It can also be used as an indicator of likely learning speed and is the single best universal predictor of job performance.



Fred is very likely to be able to reason with complex or novel problems and information that they encounter in this sphere of work. Fred is very likely to learn and integrate new information relatively quickly. Little repetition, practice and training support is likely to be required.

In a Contact Centre role, especially for an entry level position, the higher the overall reasoning score, the more likely Fred will adhere to training and process expectations, to meet customer expectations and to use effective communication.

## 1.2 Component reasoning abilities

Fred's strongest ability is for verbal reasoning. He has a slightly lesser ability for numerical and logical reasoning.

### Verbal reasoning

Verbal Reasoning measures a candidate's understanding of formal written English and ability to accurately convey meaning. It gives an indication of written comprehension, and reasoning and logic with complex written information.

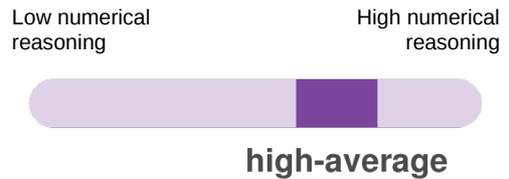


Relative to other agents Fred has a superior understanding of the form and function of formal written English text. Aptitude when called upon to interpret complex text and to take meaning will be better than many others. Fred is likely to have very good aptitude with conveying and expressing information in text.

In a Contact Centre role, the higher the verbal reasoning score, the more likely Fred will use repetition, enthusiastic tone, and correct greetings when handling customer enquiries. Interestingly those with high verbal reasoning scores are also more likely to have longer call and after-call duration, perhaps taking the time to attend to, reason with and elaborate on customer information.

### Numerical reasoning

Numerical Reasoning measures candidate's ability to use numerical information to make reasoned decisions and solve problems.

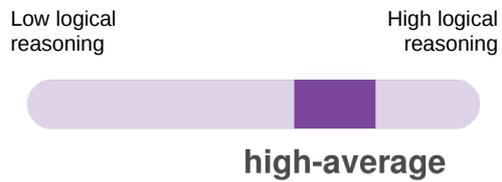


Compared to other agents Fred is likely to aptly work with numerical information, to infer from and apply numerical reasoning skill to decision-making.

In a Contact Centre role, especially for an entry level position, the higher the numerical reasoning score, the more likely Fred will adhere to training and process expectations and the more likely they are to meet customer expectations.

## Logical reasoning

Logical Reasoning measures the ability to make inferences and solve complex problems. Logical reasoning requires using rational, systematic and deductive reasoning to arrive at a logical conclusion.



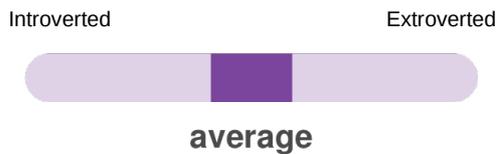
Fred is suited to a contact centre role where there is some requirement for complex or novel problem solving. Logical reasoning is likely to be applied to decision-making.

In a Contact Centre role, the higher the logical reasoning score, the more likely Fred will adhere to training and process expectations, to meet customer expectations and to use effective communication.

## 2. Personal styles

### Extroversion

This scale measures the extent to which a person draws energy from interacting with others. Extroverted people tend to be sociable, assertive, talkative, and seek simulation in the company of others. They are often perceived as more domineering and seeking of attention. Low extraversion is associated with those who are more reserved, reflective, and may be perceived as withdrawn.

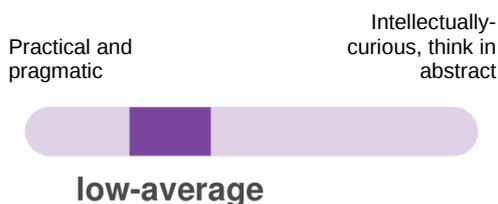


Fred is neither likely to present as highly extroverted nor highly introverted. A balance of social interaction and time alone to reflect and withdraw will be required.

In a Contact Centre role, the lower the extroversion score the more likely an individual is to exercise listening techniques with customers, use short and relevant questions to gain information from customers, and be considered as courteous by others.

### Openness to new ideas

This scale reflects the degree of interest in new ideas, approaches and experiences. High scoring people tend to be more interested in variety and novel, imaginative approaches to work and life. Low scorers tend to be practical and pragmatic people, preferring to keep with tested and proven approaches.

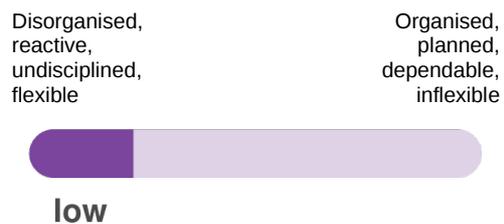


Fred has a preference toward a practical and pragmatic approach to tasks. Therefore Fred will have a slight tendency to stick to tried and true methods of work and is likely to focus on maintaining current organisational practices, rather than advocating for change. However Fred may be skeptical and resistant of change.

In a Contact Centre role, the lower the openness to new ideas score the more likely an individual is to minimize call duration, to be punctual, to achieve first call resolution and to be considered as courteous by others.

### Orderliness

Orderliness is the degree to which one tends to be organized, dependable and planned. High scores are associated with those who are ordered and structured and prefer to operate to plans. They may be perceived as inflexible. Low scores are associated with those who are spontaneous, reactive and flexible. Conversely, they can be perceived as chaotic and careless with detail.



Fred has a high preference for operating in a spontaneous, reactive manner. Therefore Fred is likely to be perceived as flexible to sudden change in tasks or scheduling, however conversely is likely to be perceived as dis-organised, chaotic, 'last minute', and may well miss detail.

In a Contact Centre role, the higher a candidate orderliness score, the more likely they are to minimize call and after-call duration, to capture data accurately and to demonstrate customer service orientation. Also, higher scores on orderliness are associated with lower levels of absenteeism.

### Self-confidence

This scale measures the extent to which a person's sense of value, or worth, is based on their own views or on the opinion of others. The self-confidence scale embodies self-esteem and the degree of concern about the perception of others.

Self-conscious, concerned by others perception, sensitive to criticism

Confident, self-affirming, not sensitive to criticism



low

Fred is likely to be sensitive to others' perceptions and to evaluate the impression he makes on others. Fred may experience anxiety when surrounded by others, particularly more dominant or senior individuals, which may manifest itself as withdrawal or as nervous chatter. He is likely to feel trepidation over having his work appraised. Regular recognition and acknowledgement of his work is very important, to promote confidence of his abilities and decision-making. Concern about what others may think may discourage or alter the way Fred expresses themselves.

Within a Contact Centre role high scores on the self-confidence scale are associated with less customer complaints and lower levels of absenteeism.

Fred has indicated he is equally comfortable in team work toward shared goals and in independent work toward his own goals. At times Fred would prefer to work independently, making their own decisions and setting their own direction, while at other times Fred will prefer a collaborative approach to making decisions and setting direction.

Contact Centre employees with lower teamwork scores are more likely to actively listen to customers and to use call strategies such as repetition, short and relevant questions and to use professional language.

### Tolerance

This scale measures whether the greater level of emphasis lies in task completion or relationships. People with high scores tend to be more permissive, accept others as they are and therefore often maintain emotional stability in difficult or tense situations. The implication may be avoidance of the 'tougher conversations' that need to be had and maintaining relationships at the expense of completing tasks. People with low scores tend to be less permissive, more task focused, and may be intolerant of interruptions or what they consider 'ineptitude' in others. The implication may be alienation and damage of relationships.

Direct, blunt, task-focused, action oriented, intolerant

Patient, tolerant, people-focused, easy-going, avoids conflict



low-average

### Teamwork

This scale measures the need to work together towards common goals, such as work targets, or to focus on individual goals. People with low scores like to operate independently, make their own decisions, and set their own directions. High scores indicate someone with a more collective approach, who prefers collaborative work and decision-making.

Independent, prefers to work alone, likes individual goals

Team-oriented, collaborative, likes working towards shared goals



average

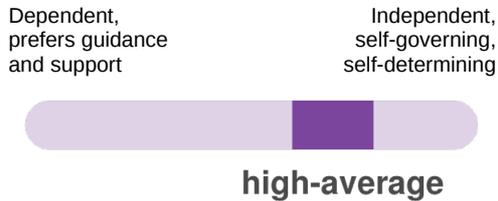
It is likely that Fred will place slightly more focus on the tasks and task completion than on relationships. He prefers to address interpersonal issues in a relatively direct manner and is likely to experience some frustration with others when they do not perform or behave as Fred expects. On one hand this means Fred is likely to perform and complete tasks, however there is the potential to offend others.

Contact Centre employees with lower tolerance scores are more likely to adhere to processes, to have briefer call duration, and to use interaction protocols including use of repetition, standard greetings and use of customer name.

### 3. Ideal work environment

#### Autonomy

The importance of having independence, to be self-governing and have direct control over one's work.

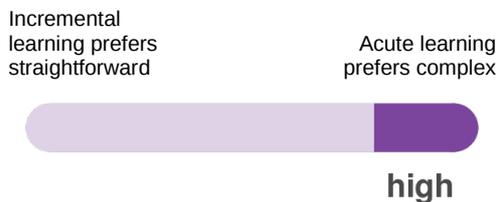


Fred indicates a slight preference for a hands-off manager, that allows him to self-manage. Fred has indicated a preference for a work environment where he has a direct influence over how their work is undertaken.

Within a Contact Centre environment those employees with lower levels of autonomy are less likely to have higher degrees of absenteeism.

#### Complexity

The importance of doing work that is novel and challenging.

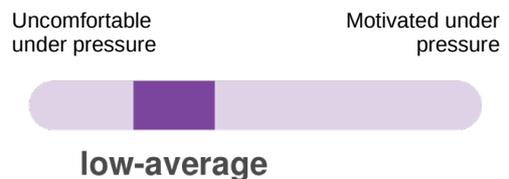


Work of a complex and mentally challenging nature is likely to be very important to Fred. He will be attracted to roles that involve regular learning and development opportunities. Fred prefers to be challenged and will be interested in roles that are intellectually stimulating and will likely require this to maintain interest in the role.

Those Contact Centre employees with low scores on complexity are more likely to attend to accurate data capture and interact courteously with customers. Conversely however high scores on complexity are associated with shorter call duration.

#### Pressure

The degree of importance placed on being stretched and placed under pressure at work. This can include deadlines, working hours, and requirement for commitment.



Fred has indicated a slight preference for low degrees of work pressure with the ability to work at a comfortable pace within reasonable hours. It is likely that he has limited enthusiasm for a role that is highly demanding. This is not to say that brief periods of pressure will not be coped with. Fred is likely to consider work-life balance.

Contact Centre agents with higher scores are more likely to be punctual to work. However lower scores are associated with more adherence to procedures and effective communication with customers.

## 4. Resilience

### Overall resilience

Resilience refers to the likelihood of experiencing the effects of stress and pressure including anxiety, physical responses, distraction and withdrawal.

Experiences physical effects of pressure, anxiety, distraction and emotional withdrawal in times of stress

Resilient to the physical effects of stress. Not likely to suffer from anxiety, distraction and emotional withdrawal



**low-average**

Fred is slightly more likely than others to experience the effects of psychological pressure. Everyone's responses are different with symptomology potentially including feelings of anxiety, physical responses, memory lapses and difficulty focusing, or emotional withdrawal.

Contact Centre agents with low scores on resilience are more likely to adhere to expected processes and are more likely to come across enthusiastically to customers. However, it is important to explore coping mechanisms and the impact on Fred, and it should be noted that those agents who experience the physical symptoms of stress and pressure, are also more likely to be absent from work.

### Somatization

The presentation of physical symptoms of psychological distress. This could include shortness of breath, headache, nausea and other such reactions.

Unlikely to suffer from physical symptoms of stress

Prone to the physical experience of psychological symptoms



**average**