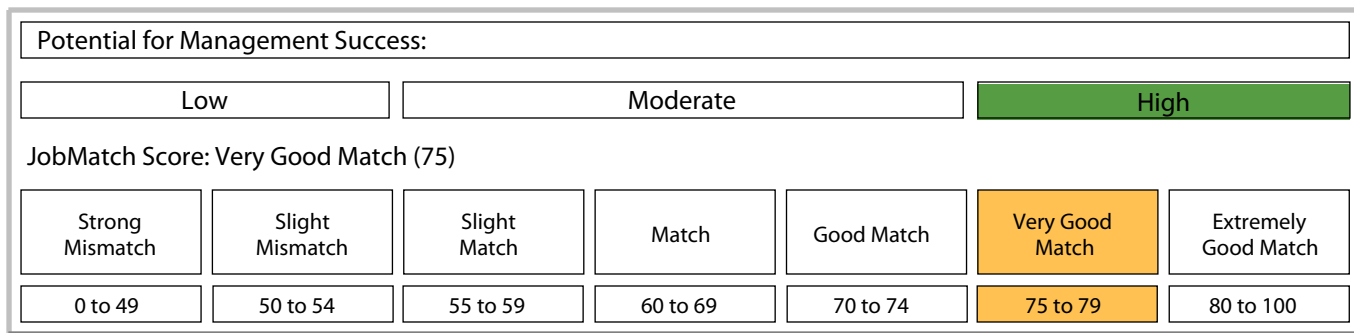


Potential for Management Success

JobMatch assesses the match between this individual and the position described in the management Skill Profile called Sample Service Center Profile. JobMatch measures the individual's potential for a first-line management position such as a Team Lead or Supervisor in a call center. In addition, JobMatch provides developmental information that will help you groom this individual for a management position.

Recommendation for Chris Smith: Very Good Match



The JobMatch score indicates the degree of similarity between those competencies needed in the job and the individual's assessment of his or her relative effectiveness on those job competencies.

Next Step: Learn more about Chris's potential for management success by referring to the rest of this report.

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Skill Profile Compared with Individual's Self-Assessment

- Dark shading in the Skill Profile chart indicates which competencies the experts rated as critically important to success in this job. Look for the same competencies with dark shading in the individual's Self-Assessment chart to see how he or she rated them.
- Light shading in the Skill Profile chart indicates which competencies the experts rated as not important to success in this job. Look for the same lightly-shaded competencies in the individual's Self-Assessment chart to see how he or she rated them.
- Red Flags () indicate areas where there is a large difference between the Skill Profile and the individual's self-assessment.

Skill Profile for Sample Service Center Profile

Not important			Critically important				
			Lead				
			Set priorities		Direct others		
	Manage business finances		Delegate	Influential	Verbal communication		
	Mentor		Written communication	Build team work	Monitor	Coach	
Enterprising	Strategic planning	Innovative	Organize	Service oriented	Operational planning	Motivate others	
Visionary	Solve strategic problems	Technical expertise	Product expertise	Coordinate	Solve operational problems	Achievement oriented	
1	2	3	4	5	6	7	
Not important			Very important				Critically important

Chris Smith's Self-Assessment

			Product expertise	Visionary		
			Strategic planning	Service oriented	Operational planning	Achievement oriented
	Solve operational problems	Technical expertise	Organize	Coach	Monitor	Solve strategic problems
Innovative	Mentor	Delegate	Lead	Build team work	Direct others	Motivate others
Enterprising	Manage business finances	Verbal communication	Set priorities	Influential	Written communication	Coordinate
1	2	3	4	5	6	7
Low performance			High performance		Exceptional performance	

Interview Questions for Exceptional Performance Ratings

When it comes to self-assessment, some individuals may underestimate or overestimate their skills for management. We suggest that you use this script to verify the accuracy of this individual's ratings for exceptional performance.

Chris, thank you for completing JobMatch. Our goal is to see how well your skills match our Skill Profile for management. There are some areas that I would like to explore with you to make sure that we share a mutual appreciation of where and how you match our profile. I would like to ask you about competencies in which you rated your performance as exceptional.

Competencies that Chris rated as exceptional:

- Coordinate
- Motivate others
- Solve strategic problems
- Achievement oriented

Coordinate

Ask: You rated your ability to coordinate people and things as exceptional. Why? Tell me about a time when you had responsibility for coordinating several different or conflicting tasks.

Listen for: Brings different tasks into common order; unifies conflicting views or objectives

Chris rated his or her coordination skills as exceptional.

	Yes	No
Do you agree with Chris's self-assessment?		

If no, how would you rate Chris's coordination skills?

Low performance

①

②

③

High performance

④

⑤

⑥

Exceptional performance

⑦

Motivate others

Ask: You rated your ability to motivate others as exceptional. Why? Tell me about a time when you inspired others to be enthusiastic and committed to their work. Have you ever been unsuccessful when you tried to motivate someone? How did you handle that?

Listen for: Generates enthusiasm; is committed to work; successfully motivates “hard-to-reach” individuals

Chris rated his or her ability to motivate others as exceptional.

	Yes	No
Do you agree with Chris's self-assessment?		

If no, how would you rate Chris’s ability to motivate others?

Low performance

①

②

③

High performance

④

⑤

⑥

Exceptional performance

⑦

Solve strategic problems

Ask: You rated your ability to solve strategic problems as exceptional. Why? Tell me about a time when you were able to successfully resolve a long-range or strategic business challenge.

Listen for: Considers the “big picture” in problem solving; possesses ability to analyze strategic problems and implement solutions

Chris rated his or her ability to solve strategic problems as exceptional.

	Yes	No
Do you agree with Chris's self-assessment?		

If no, how would you rate Chris’s ability to solve strategic problems?

Low performance

①

②

③

High performance

④

⑤

⑥

Exceptional performance

⑦

Achievement oriented

Ask: You rated your achievement orientation as exceptional. Why? Tell me about times when you have consistently met or exceeded work-related goals. Describe your work style and the way you accomplish things.

Listen for: Possesses a strong drive to complete tasks; possesses a track record of achieving or exceeding work-related goals

Chris rated his or her achievement orientation as exceptional.

	Yes	No
Do you agree with Chris's self-assessment?		

If no, how would you rate Chris's achievement orientation?

Low performance

High performance

Exceptional performance

①

②

③

④

⑤

⑥

⑦

Interview Questions for Low Performance Ratings

I would like to ask you about competencies in which you rated your performance as low.

Competencies that Chris rated as low:

- Enterprising
- Innovative

Enterprising

Ask: You rated your ability to be enterprising as low. Why? Tell me about a time when you used your enterprising skills to achieve business success. How did you decide if the potential for success outweighed the risks involved? What would have made this easier for you?

Listen for: Extent to which this individual lacks: ability to weigh the pros and cons to determine if an action is worth the possible risk; track record of acting on opportunities for business success; pattern of enterprising activities

Chris rated his or her enterprising skills as low.

	Yes	No
Do you agree with Chris's self-assessment?		

If no, how would you rate Chris's enterprising skills?

Low performance High performance Exceptional performance

① ② ③ ④ ⑤ ⑥ ⑦

Innovative

Ask: You rated your ability to be innovative as low. Why? Tell me about some of the innovative and creative solutions to problems that you have tried to generate. What would make you more effective in this area?

Listen for: Extent to which this individual lacks: ability to think creatively; ability to generate new and inventive solutions

Chris rated his or her innovative skills as low.

	Yes	No
Do you agree with Chris's self-assessment?		

If no, how would you rate Chris's innovative skills?



Low performance High performance Exceptional performance

① ② ③ ④ ⑤ ⑥ ⑦

Interview Questions for Red Flag Areas

When you completed JobMatch, your ratings were compared with our ratings for 26 different work competencies. I would like to focus on some areas where your ratings were lower than our ratings.

Red Flag competencies that are important to this position but were rated low by Chris:

-  Solve operational problems
-  Verbal communication

Ask: Resolving day-to-day work or operational problems is an important part of this position. You rated your performance as moderate in this area. What kind of training do you think you would need to increase your ability to solve operational problems?

Notes:

Ask: Being able to speak clearly in individual or group situations is an important part of this position. You rated your performance as moderate in this area. What kind of training do you think you would need to increase your verbal communication skills?

Notes:

Situational Judgment

JobMatch includes situational judgment work scenarios. The individual is presented with possible solutions to each scenario and is asked to choose the one that he or she thinks is most appropriate.

In this section of the report, you have the opportunity to review the individual's choices and evaluate them in terms of appropriateness. Did the individual analyze the situation correctly? Did he or she select the best resolution to the situation?

Keep in mind that there are no right or wrong answers to these scenarios. Depending on the position for which the individual is being considered, some answers may be more appropriate than others.

Situation #1

Your team submitted a system improvement request on which team members worked extremely hard. While it was an excellent suggestion, senior management has decided not to implement it due to other, higher priorities. How would you deliver this news to your team?

Possible solutions:

- Encourage the team to submit the idea again later on.
- Tell the team that you personally agree with the team's suggestion, but that senior management sometimes has a difficult time with priorities.
- Let the team know that you are going to ask senior management to reconsider implementing the team's suggestion.
- Tell the team that setbacks are part of workplace reality and encourage the team not to be disappointed.

Chris's choice:

Encourage the team to submit the idea again later on.

Ask:

Why did you choose this solution? What are the advantages and disadvantages of the other choices? In your opinion, regardless of the choices given, what would the ideal solution be?

Rate this individual on Situation #1	Marginal	Competent	Outstanding
Ability to analyze the problem thoroughly -- Number of issues considered -- Focused on relevant issues -- Recognized the basic problem correctly			
Ability to reason things through decisively -- Arrived at a final answer or solution -- Did not leave anything unresolved			
Ability to arrive at an appropriate resolution -- Considered all available information -- Individual's solution would be acceptable to you and other managers in your organization			
Overall rating			

Situation #2

A longtime employee is having serious family difficulties and is not showing up for work on time. The employee's workload is being picked up by other team members and they are beginning to resent it. How would you handle this?

Possible solutions:

- Meet privately with the employee. Tell the employee that personal problems are interfering with his or her work. Give the employee one week to resolve things at home.
- Begin your organization's normal discipline procedures.
- Temporarily assign the employee to an administrative position (off the phones) until he or she can get to work on time consistently.
- Ask the team to support the employee by pitching in and helping until the employee can resolve his or her personal situation.

Chris's choice:

Temporarily assign the employee to an administrative position (off the phones) until he or she can get to work on time consistently.

Ask:

Why did you choose this solution? What are the advantages and disadvantages of the other choices? In your opinion, regardless of the choices given, what would the ideal solution be?

Rate this individual on Situation #2	Marginal	Competent	Outstanding
Ability to analyze the problem thoroughly -- Number of issues considered -- Focused on relevant issues -- Recognized the basic problem correctly			
Ability to reason things through decisively -- Arrived at a final answer or solution -- Did not leave anything unresolved			
Ability to arrive at an appropriate resolution -- Considered all available information -- Individual's solution would be acceptable to you and other managers in your organization			
Overall rating			

Situation #3

Your company has just purchased a new call center management technology that produces reports exposing wasteful time management practices by employees. The phone reps are resisting making changes. What would you do?

Possible solutions:

- Explain that everyone in the organization will be making changes to enhance the organization's overall success. Explain that the phone reps' lives will be much better once they get used to the changes.
- Delay implementation of the changes in your area until the impact on the phone reps is better understood.
- Explain that time is being wasted and the call center must change. This new technology is the answer. The phone reps should accept it or leave the company.
- Implement the changes. Let the Human Resource department handle those who will not or cannot change.

Chris's choice:

Explain that everyone in the organization will be making changes to enhance the organization's overall success. Explain that the phone reps' lives will be much better once they get used to the changes.

Ask:

Why did you choose this solution? What are the advantages and disadvantages of the other choices? In your opinion, regardless of the choices given, what would the ideal solution be?

Rate this individual on Situation #3	Marginal	Competent	Outstanding
Ability to analyze the problem thoroughly -- Number of issues considered -- Focused on relevant issues -- Recognized the basic problem correctly			
Ability to reason things through decisively -- Arrived at a final answer or solution -- Did not leave anything unresolved			
Ability to arrive at an appropriate resolution -- Considered all available information -- Individual's solution would be acceptable to you and other managers in your organization			
Overall rating			

JobMatch Summary

Recommendation for Chris Smith: Very Good Match

Potential for Management Success:

Low	Moderate	High
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JobMatch Score: Very Good Match (75)

Strong Mismatch	Slight Mismatch	Slight Match	Match	Good Match	Very Good Match	Extremely Good Match
0 to 49	50 to 54	55 to 59	60 to 69	70 to 74	75 to 79	80 to 100

Situational Judgment

	Marginal	Competent	Outstanding
Your overall rating across all scenarios			

Strengths

Based on your assessment of this individual, what are his or her top three strengths for this management position?

1.

2.

3.

Development Needs

Based on your assessment of this individual, what are his or her top three developmental needs that need to be addressed so that he or she is ready for a management position?

1.

2.

3.

Action Steps

What action steps can you take to help this individual build on his or her strengths? What action steps will address his or her developmental needs? Consider the individual's own suggestions that he or she made during the interview.

1.

2.

3.

4.