

CALL CENTER AUDIT

Private & Confidential

16/08/2006

Amy Smyth

	I	II	III
D	3	9	-6
I	3	5	-2
S	11	2	9
C	2	12	-10

Basic Characteristics

Patient, Sensitive, Empathetic, Organized, Cautious, Non-demanding, Objective, Reserved, Persistent, Independent.

Understanding and Responding to Client Needs

- She is an attentive listener with good probing skills
- Amy Smyth will be capable of identifying client queries clearly
- She will exercise a great deal of patience and persistence to ensure a thorough appreciation of the client's situation
- Amy Smyth will usually respond to enquiries in a calm and unhurried manner
- She has a natural affinity for, and inclination towards, roles that emphasize the provision of service and support

Imparting Information

- Amy Smyth will set high standards for herself and will endeavor to provide information that is well thought through and impartial.
- Amy Smyth will analyze, unemotionally, all the information received and feed back to the client what she considers to be a true reflection of the situation
- Critical or confidential responses to clients will always be handled in a most sensitive and trusting manner
- Her empathy and keen understanding of others' needs will allow her to counsel and give advice of the highest order
- Amy Smyth will seldom be impatient or hasten the pace of her communication, always being concerned that others will grasp the full consequence of her recommendations or advice

Problem Solving

- Amy Smyth will rely, to a very large extent, on personal experience and specialist training when resolving problems
- She will be more adept when attending to problems with which she is familiar than with those where there is no precedent

- Reacting to rapidly changing circumstances may pose a problem for this stable and cautious person
- She will relate closely and supportively to people who are experiencing personal problems or difficulties
- However, her capacity to find solutions to these issues may not be as effective as her ability to communicate them

Demonstrating Persistence with Sensitivity

- The following two characteristics personify Amy Smyth's behavioral style
- Firstly her whole approach to interactions with others will be founded on her sincere appreciation and acceptance of others' values
- Secondly, her sensitivity, patience and persistence will be appreciated by callers who will be heartened by her attentive manner
- She will seldom ever challenge, antagonize or respond irrationally to even the most insistent and demanding enquiries
- Concern for people, their problems and their most pressing needs underpin Amy Smyth's very special qualities

Response to Peak Work Loads

- Amy Smyth will invariably stick, persistently, with her goals and responsibilities, even when faced with many conflicting demands on her time and talents
- She will respond to these demands in a calm, self-organized and predictable manner
- At times, however, this stability and patient self-control may conflict with the need to increase her work pace and handle a number of urgent assignments concurrently
- Also, Amy Smyth's relative resistance to change, where there has been minimal advance notice, could impact negatively on her responses when really working under pressure.

Managing Aggression and Unreasonable Clients

- Amy Smyth may become exceptionally stubborn and immovable when faced with aggression
- She will be most uncomfortable in situations that she deems hostile and antagonistic
- She is likely to become very quiet and internalise her anger and frustration
- Aggressive and abusive callers may be even more irritated by her lack of response

Proactively Promoting Products, Services and Concepts

- Amy Smyth is peaceful, stable and dependable
- She prefers support and service roles rather than those demanding a strongly proactive approach

- Her promotional style will be well-organized and systematic but somewhat dry and lacking in pace or enthusiasm

Summary

Despite her relaxed and patient approach with clients, Amy Smyth is not ideally suited to call center roles. She enjoys establishing relationships based on trust and reliability and may find the brief people contact over the telephone too cold and clinical for her liking. She is non-aggressive, non-demanding and supportive of clients at all times.

Amy Smyth will remain calm and unflustered by even the most persistent and trying clients, demonstrating a high level of patience, understanding and willingness to resolve any problem. One-on-one relationships where tolerance, acceptance and giving of assistance in an advisory role would suit Amy Smyth. We believe, however that her natural reticence would be a limitation in any call center environment.

JOB COMPATIBILITY

Private & Confidential

02/10/2006

Call Centre Rep (Inbound Calls)/ Amy Smyth

		PPA		Job
D	3	9	-6	-8
I	3	5	-2	4
S	11	2	9	8
C	2	12	-10	5

The results of the completed job profile suggest that the competencies required by the jobholder should include the ability to:

- Develop a team atmosphere through hard work, calmness, tolerance and consistency, attempting to fulfill work projects with honesty and integrity.
- Establish, build and stabilize relationships by listening to what others have to say thus digesting and absorbing the facts in order to respond and take action.
- Be persistent in problem solving, seeking solutions through the expertise of both self and others, researching the facts with care and resolving problems in a timely and thorough manner.
- Remain self-controlled when things go wrong and people get agitated or aggressive, be prepared to listen to what others say and feel, deal with conflict in an accommodating manner and use practicality as a method for reaching a solution.
- Enjoy the challenge of problem solving and come up with well thought through practical solutions.
- Seek ways of perfecting things, raising standards, reducing errors and overcoming omissions.
- Encourage a high level of performance by providing effective mentoring, coaching and counseling.
- Develop trust in people and be willing to smooth relationships and advise and assist others.
- Adopt an accommodating and helpful manner, debate, agree and where necessary accept the objectives set by others and work within agreed parameters in order to ensuring tasks are complete.

In summary, the person fulfilling this role should be routine-orientated, methodical, thorough, compliant, cautious, sensitive, diplomatic, self-disciplined, amiable and accommodating. The person should also be non-aggressive by nature and someone who prefers an environment that is free from trouble and confrontation.

JOB COMPARISON

Amy Smyth versus the Human Job Analysis

When comparing Amy Smyth's profile with the Human Job Analysis there appears to be a shortfall. This should be investigated as she may not be as analytical as required or have the influential and communicative skills the job demands.

She may be too independent at times and could have difficulty creating relationships with others, especially in the areas of active persuasion. There are further aspects within Amy Smyth's profile which suggest that she may not be as amiable, accurate or rule-oriented as required within the role.

Amy Smyth may have some difficulty achieving and maintaining an acceptable level of performance in the job.

PERSONAL STRENGTHS

The strengths of Amy Smyth when compared to the Human Job Analysis appear to be as follows:

- Likes to be part of a team and will fulfill projects by working calmly and consistently.
- Establishes stable relationships and builds trust in others, digesting what they have to say and absorbing the facts before taking action.
- Naturally persistent, Amy Smyth will research facts and seek solutions to problems through her areas of expertise.
- Naturally self-controlled and accommodating, will be prepared to listen to what others think and defuse aggressive situations.
- Is accommodating and helpful and will try to meet her objectives within agreed timescales.

POSSIBLE LIMITATIONS

The job is calling for competencies in areas where Amy Smyth may have possible limitations. These are as follows:

- She may have a problem analyzing in depth researched data and information, as she does not appear to have the natural accuracy the job demands.
- Amy Smyth may only take surface action in searching out error and perfecting things. As such, she may fail to consistently raise the quality and standards of both herself and the organization.
- Amy Smyth could find it difficult to mentor and coach others or build the morale and personal esteem of those around her. If the motivation of others is important in the job then performance could suffer.
- Being a person who can take or leave people there may be a tendency for her to stand back and observe what is going on around her rather than jumping in and getting involved.

GOODNESS OF FIT - FIT 4

Amy Smyth's profile is not a natural fit for the role. However, if she has a marked degree of self-awareness and can modify her behavior she should not be ruled out. A supportive manager would increase the probability of success in the role.

The interviewer should recognize that in this instance it is absolutely vital to debate and consider the weaknesses identified within the "Possible Limitations" and "Job Comparison" sections of this report.

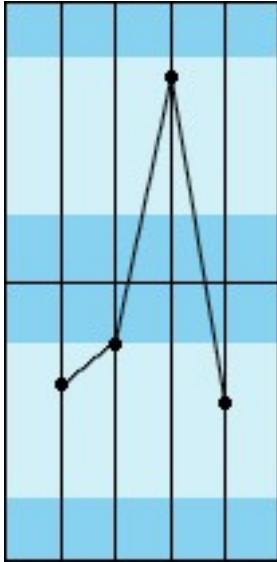
It is equally important to be sure that This Person's knowledge, education and experience fully meet the needs of the job. If they do, and if the interviewer feels that the weaknesses are manageable, then there is a good possibility of success.

INTERVIEW PROCESS

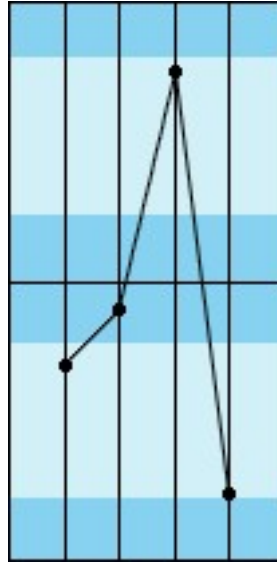
Regardless of the Personal Strengths and Limitations identified, it is vital to conduct a structured interview to confirm the above comments. It is also important that Amy Smyth's employment history is considered together with an assessment of her knowledge. Wherever possible some form of ability test, such as the Thomas TST, should be taken in order to ensure an acceptable level of fluid intelligence. Finally, it is recommended that penetrating questions are asked at the interview or appraisal session in order to establish her successes and limitations in previous occupations.

Please bear in mind that the full analysis and points to review report should be produced and taken into consideration when comparing a person's profile with the HJA. Equally, biographical data should also be evaluated.

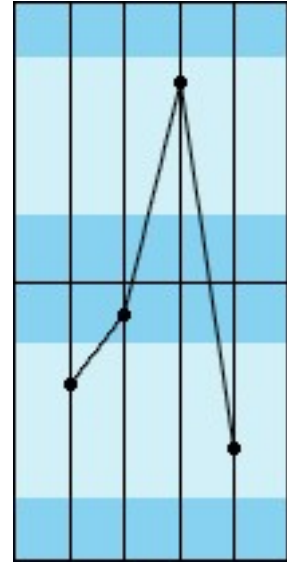
I
Work Mask
D I S C



II
Behavior under pressure
D I S C



III
Self Image
D I S C



Job
D I S C

