



CoreSelectPlus™ Report

Name: Colleen Callcenterrep
Organization: Devine Courtesy
Job: Call Center Agent
Date: 2/8/2005



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Understanding Colleen Callcenterrep's CoreSelectPlus™

The information contained in this report should not be used as the sole discretionary source of information about the individual. Close attention and consideration should be given to the candidate's resume, job application, references, education and/or training, drug screen, job interview, previous job experience(s) and personal performance during the interviewing process.

About the Devine Inventory™:

The Devine Inventory™ has been in use for over 30 years and provides information targeting 33 different behavioral areas and 12 competencies.

CoreSelectPlus™ Contents:

- **The Devine Inventory™ Behaviors:** Thirty-three behaviors and their definitions
- **Colleen Callcenterrep: At a Glance:** The customized Optimize™ score is determined from correlation studies of the organization's performance factors related to Devine Inventory™ scores of incumbents. Recommendations are provided in relationship to how well the candidate matches the Success Profile. Also included is a summary of the individual's matches to the Success Profile, plus a graphical chart displaying competency results.
- **Competency Breakouts:** Detailed display of behaviors and percentile scores that comprise the competency result, along with an explanation of the results.
- **Behavior Summary:** Graphical display of behaviors, scores and matches to the Success Profile.
- **Devine Inventory™ Profile:** Detailed display of the individual's scores on a 0-9 scale, with explanation of the meaning of each score.
- **Targeted Behavioral Interview Questions:** Suggested interview questions for the hiring manager to further probe the applicant's needs development (1, 2) or marginal (0, 9) areas.

The Success Profile: This report will help you evaluate Colleen Callcenterrep's match to the Devine Inventory Success Profile™ which has been created specifically for the Call Center Agent position with your organization.

1. First, the 33 behaviors are ranked according to their importance to fulfilling job requirements within the culture of your organization. The behaviors are ranked and presented in 3 pages of 11 behaviors each, with the first page of primary importance, the second page of secondary importance, etc.
2. The second component designates the required behavioral strength. The desired range of behavioral development scoring is designated within the overall 0 - 9 scale for each behavior.

Note: A Devine Inventory™ Success Profile should only be prepared in consultation with a certified expert trained in the Devine Inventory System™.

Behavior Match Considerations:

- A score is considered a match if it is in the desired success profile range or higher as long as it is not a "High Marginal" (9) score.
- Behavior scores that fall below the desired Success Profile range should be carefully reviewed as they can represent potential detractors to successful job performance.
- If the score is in the "High Marginal" (9) area, development is also needed.
- If a behavior has two scores (split score), it is not considered a match unless both scores are a match. The split score indicates that variances exist in the behavior pattern based on circumstances.

The Devine Inventory™ Behaviors

Aggressiveness	Being assertive and taking charge.
Authority Relationships	Demonstrating cooperation and respect for leaders.
Closure	Agreeing upon and completing courses of action with others.
Commitment	Supporting the organization's goals and directives.
Communications	Giving and receiving information.
Competitiveness	Obtaining advantage through team or individual effort(s).
Concentration	Focusing and avoidance of distractions.
Conflict Management	Weighing in on and resolving differences.
Creativeness	Envisioning new options, either practical or theoretical.
Decisiveness	Choosing a course of action with speed and ease.
Detail Orientation	Attention to facts and experiences making one a competent and skilled expert.
Ego	Gaining respect and demonstrating confidence.
Emotional Composure	Maintaining professionalism and poise.
Goal Orientation	Seeking challenges toward reaching objectives.
Influence	Gaining acceptance of ideas.
Initiative	Taking action without being told.
Instructiveness	Coaching, teaching or sharing information with others.
Intensity	Effectively controlling stress.
Intimacy	Sensing what others are feeling and responding to their needs.
Learning	Advancing knowledge, skills and abilities.
Listening	Seeking to understand what others are saying.
Mobility	Accommodating to requirements for moving about and/or travel.
Negotiating	Bargaining effectively for a strongly held position.
Planning	Thinking and organizing strategies, for either near or long-term.
Presentation Style	Holding others' attention while presenting.
Response to Change	Modifying work practices to accommodate new direction.
Schedule Orientation	Creating and meeting time commitments.
Self Responsibility	Taking personal accountability.
Sociability	Building a network of relationships.
Structure	Creating order and staying organized.
Task Completion	Staying with a task until it has been effectively, promptly and thoroughly accomplished.
Time Competency	Managing time efficiently.
Vitality	Maintaining energy and stamina.

Colleen Callcenterrep: At a Glance

Optimize™ Score: 55 out of 100

Conditional Recommend: The candidate meets some behavioral requirements to be successful in this role. However, those behaviors that fall outside of the desired Success Profile range need to be carefully reviewed as to determine their overall impact to performance on the job. The hiring manager must determine if the low marginal, needs development, or high marginal behaviors will involve low risk, some risk or high risk to the probability of success in the work environment.

BehaviorMatch™

Total Matches
22

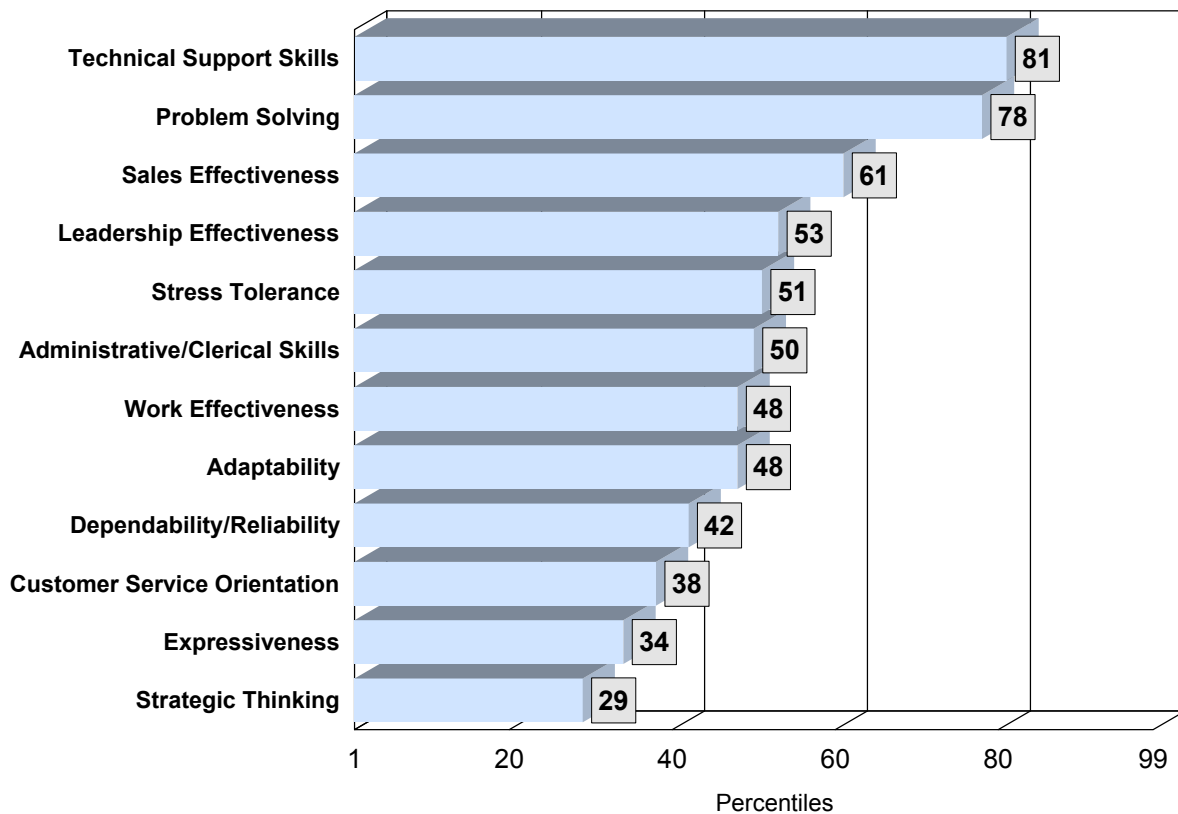
Top 11 Behaviors
4

Middle 11 Behaviors
9

Bottom 11 Behaviors
9

Average number of matches for this Success Profile is 23.

Competencies





Competency Breakouts

- 81% Technical Support Skills** *(Application of knowledge & skills related to work specialization)*
Always aware of leading industry standards and new developments; eagerly shares technical knowledge with others.
- | | | |
|---------------------|-------------------------|-------------------------|
| Concentration (4) | Detail Orientation (6) | Learning (6) |
| Negotiating (9) | Closure (6) | Self Responsibility (5) |
| Task Completion (4) | Emotional Composure (4) | |
- 78% Problem Solving** *(Ability to define complex problems & bring about viable solutions)*
Works to keep oneself focused on issues, causes and solutions, but may allow some diversion from objectives.
- | | | |
|-------------------------|-------------------------|--------------|
| Communications (4) | Creativeness (5) | Learning (6) |
| Negotiating (9) | Closure (6) | Planning (4) |
| Self Responsibility (5) | Emotional Composure (4) | |
- 61% Sales Effectiveness** *(Ability to persuade through relationships based on mutual trust & commitment)*
Balances persuasiveness and product knowledge to convince others and achieve results/"get the order."
- | | | |
|---------------|-----------------|----------------------|
| Ego (3) | Negotiating (9) | Aggressiveness (4) |
| Closure (6) | Sociability (3) | Goal Orientation (4) |
| Influence (5) | | |
- 53% Leadership Effectiveness** *(Ability to integrate resources to meet objectives & ensure competitive advantage)*
Strives to delegate, balance workloads and achieve consensus; has a flexible yet effective management style.
- | | | |
|---------------------|---------------------|----------------------|
| Decisiveness (4) | Initiative (4) | Aggressiveness (4) |
| Competitiveness (6) | Time Competency (5) | Goal Orientation (4) |
| Influence (5) | | |
- 51% Stress Tolerance** *(Balanced reaction to duress needed to sustain expected performance levels)*
Recognizes stress indicators and works toward balancing reactions to duress.
- | | | |
|------------------|-------------------------|---------------------|
| Decisiveness (4) | Emotional Composure (4) | (Inv) Intensity (2) |
| Learning (6) | Response to Change (3) | Vitality (3) |
- 50% Administrative/Clerical Skills** *(Transactional, clerical & organizational expertise used to process information)*
Resourceful in processing, storing and retrieving information quickly; efficient work skills.
- | | | |
|--------------------------|-----------------------------|---------------|
| Closure (6) | Commitment (5) | Listening (4) |
| Schedule Orientation (5) | Authority Relationships (4) | Structure (4) |
| Task Completion (4) | Communications (4) | |
- 48% Work Effectiveness** *(Efficiently executes tasks to achieve desired results)*
Completes most assignments in a timely manner, but does not follow consistent scheduling and organizing systems.
- | | | |
|--------------------------|-------------------|---------------------|
| Closure (6) | Concentration (4) | Listening (4) |
| Schedule Orientation (5) | Structure (4) | Task Completion (4) |
- 48% Adaptability** *(Willingness to deal with unexpected challenges or circumstances)*
Is amenable to change, but prefers self-determined approaches when undertaking new endeavors.
- | | | |
|------------------|-------------------------|-------------------------|
| Decisiveness (4) | Emotional Composure (4) | Learning (6) |
| Mobility (5) | Response to Change (3) | Self Responsibility (5) |



42% Dependability/Reliability *(Predictability in conforming to expectations for completing work)*

Inconsistent adherence to directed procedures, schedules and other protocols.

Commitment (5)	Concentration (4)	Schedule Orientation (5)
Self Responsibility (5)	Authority Relationships (4)	Structure (4)
Task Completion (4)	Listening (4)	

38% Customer Service Orientation *(Readily initiates actions to meet or exceed the needs of others)*

Treats customers with care and respect, but may not perceive underlying customer needs.

Conflict Management (4)	Emotional Composure (4)	Instructiveness (3)
Intimacy (6)	Communications (4)	Listening (4)
Self Responsibility (5)	Influence (5)	

34% Expressiveness *(Strong human relationship & interpersonal abilities)*

Is businesslike in communication style/manner; does not always convey reasons behind decisions.

Communications (4)	Instructiveness (3)	Intimacy (6)
Listening (4)	Presentation Style (4)	Sociability (3)

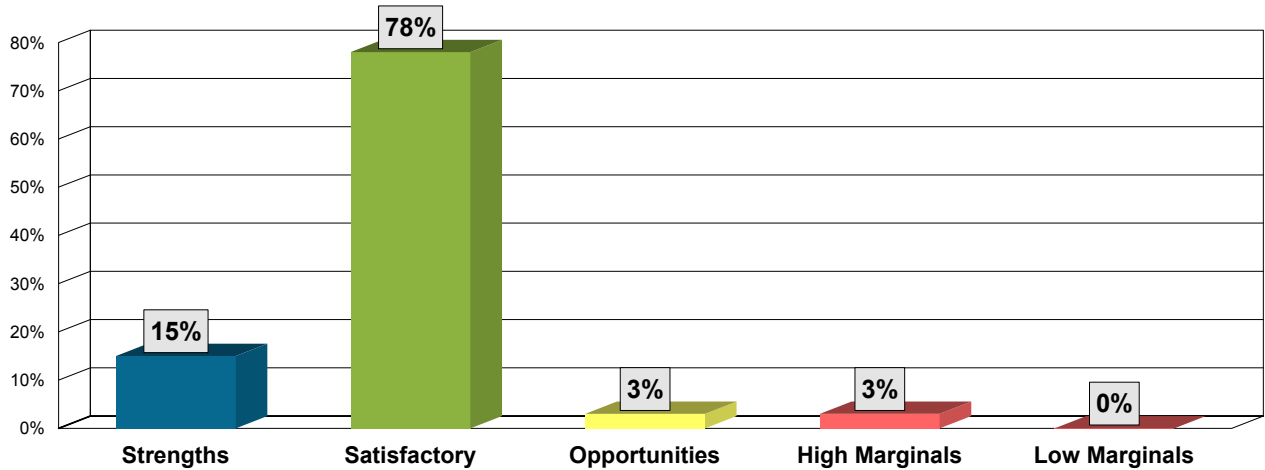
29% Strategic Thinking *(Develops broad, long-ranged objectives & plans that meet contingencies)*

Defines problems and initiates short-term "fixes"; less focus on future implications.

(Inv) Detail Orientation (6)	Planning (4)	Concentration (4)
Creativeness (5)	Structure (4)	Goal Orientation (4)
Listening (4)		

Behavior Summary

Behavior Scores



Strengths

- Closure (6)
- Competitiveness (6)
- Detail Orientation (6)
- Intimacy (6)
- Learning (6)

Satisfactory

- Aggressiveness (4)
- Authority Relationships (4)
- Commitment (5)
- Communications (4)
- Concentration (4)
- Conflict Management (4)
- Creativeness (5)
- Decisiveness (4)
- Ego (3)
- Emotional Composure (4)
- Goal Orientation (4)
- Influence (5)
- Initiative (4)
- Instructiveness (3)
- Listening (4)
- Mobility (5)
- Planning (4)
- Presentation Style (4)
- Response to Change (3)
- Schedule Orientation (5)
- Self Responsibility (5)
- Sociability (3)
- Structure (4)
- Task Completion (4)
- Time Competency (5)
- Vitality (3)

Opportunities/Marginals

- Intensity (2)
- Negotiating (9)

= is a match with Success Profile

Devine Inventory™ Profile

TOP 11 BEHAVIORS (4 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
COMMUNICATIONS (4) Makes non-pertinent inquiries of individuals when engaged in discussion.	restrictive					▬	▬	▬		talks randomly
					●					
SOCIABILITY (3) Will develop some close work friendships because of common interests.	choosy/ selective					▬	▬	▬		contrived friendliness
				●						
<input checked="" type="checkbox"/> INTIMACY (6) Is willing to rearrange schedules and adjust priorities in order to help.	impersonal		▬	▬	▬					overly sensitive
							●			
PRESENTATION STYLE (4) Uses relevant examples, views and opinions to generate interest.	stiff					▬	▬	▬		overly dramatic
					●					
INSTRUCTIVENESS (3) Will enthusiastically share knowledge and skills as others inquire.	withholds/ self-protective					▬	▬	▬		over shares/ preaches
				●						
INTENSITY (2) Applies useful relaxation techniques on a regular basis.	laid back					▬	▬	▬		over stressed
		●								
<input checked="" type="checkbox"/> STRUCTURE (4) Responds positively to administrative/organizational changes and works with others to improve systems.	disorganized					▬	▬	▬		rigidly organized
					●					
<input checked="" type="checkbox"/> CLOSURE (6) Expresses opinions and ideas in a positive, supportive manner.	false start/ vacillates					▬	▬	▬		non-productive push on others
							●			
<input checked="" type="checkbox"/> GOAL ORIENTATION (4) Always seeks to balance material goals with high-quality relationships.	self-satisfied/ complacent					▬	▬	▬		never satisfied
					●					
LISTENING (4) Seems to listen, but is occasionally distracted and misses parts of the message.	selectively tunes out					▬	▬	▬		suspicious/ over attentive
					●					
AUTHORITY RELATIONSHIPS (4) Shows an interest in the reasoning behind directives from authority; responds openly to inquiries.	challenges/ resistant					▬	▬	▬		blind loyalty
					●					

= is a match with Success Profile

● = participant's behavior score

▬ = desired range based on Success Profile

Devine Inventory™ Profile

MIDDLE 11 BEHAVIORS (9 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
<input checked="" type="checkbox"/> TASK COMPLETION (4) Commits to completing most urgent/important tasks. Asks for help on matters that require special effort to complete.	depends on others				—	—	—			sets unrealistic standards
<input checked="" type="checkbox"/> EMOTIONAL COMPOSURE (4) Has strong convictions, but consciously stays within manageable boundaries.	volatile				—	—	—			controlled/ un-demonstrative
<input checked="" type="checkbox"/> SELF RESPONSIBILITY (5) Continuously focuses on meeting responsibilities and expectations.	dodges blame				—	—	—			burdened
CONCENTRATION (4) Prepares well for a meaningful examination of the facts while staying focused on objectives.	unfocused/ distracted				—	—	—			tunnel vision/ over focused
<input checked="" type="checkbox"/> COMMITMENT (5) Inquires about new policies and procedures; eagerly contributes to work demands.	entrepreneurial				—	—	—			loyalty to org. at all cost
<input checked="" type="checkbox"/> DETAIL ORIENTATION (6) Finds satisfaction in technical know-how, but does not always resolve root causes of issues.	disdains details				—	—	—			trivial pursuit of details
<input checked="" type="checkbox"/> RESPONSE TO CHANGE (3) Carefully evaluates changes yet ready to address new tasks.	justifies status quo		—	—	—					enamored with change
<input checked="" type="checkbox"/> INFLUENCE (5) Conveys ideas factually and openly; trusts that others will respond openly.	passive				—	—	—			forces ideas
<input checked="" type="checkbox"/> AGGRESSIVENESS (4) Acknowledges positive comments made by others before offering his or her own viewpoint.	dominated		—	—	—					dominant
EGO (3) Feels comfortable meeting with diverse groups of people but less comfortable with higher authority.	self-deprecating				—	—	—			engineers recognition
<input checked="" type="checkbox"/> INITIATIVE (4) Works efficiently and is always ready to take on new tasks.	direction required				—	—	—			oversteps boundaries

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile

Devine Inventory™ Profile

BOTTOM 11 BEHAVIORS (9 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
NEGOTIATING (9) Wants to win at any cost; often inflexible, unyielding and/or unwilling to be put at a disadvantage.	avoids/ retreats			■	■	■				win at any cost
<input checked="" type="checkbox"/> SCHEDULE ORIENTATION (5) Makes allowances for interruptions or unexpected events; learns from past failures in meeting schedules.	won't commit			■	■	■				over commits
VITALITY (3) Periodically tries to exercise or eliminate a harmful habit, but does not sustain the effort.	fatigued			●	■	■	■			compulsive energy
<input checked="" type="checkbox"/> COMPETITIVENESS (6) Tries to distract opponents to gain a competitive advantage.	group dependent			■	■	■		●		relentless push to win
<input checked="" type="checkbox"/> TIME COMPETENCY (5) Carefully evaluates the time required to complete both high and low priority tasks.	wasteful			■	■	■				rigidly manages time
<input checked="" type="checkbox"/> CONFLICT MANAGEMENT (4) Takes a middle-of-the-road position to ensure fairness for both parties.	retreats			■	■	■				orchestrates advantage
<input checked="" type="checkbox"/> PLANNING (4) Spends time finding better, faster ways to achieve results.	reactionary			■	■	■				dwells on future
<input checked="" type="checkbox"/> DECISIVENESS (4) Gives sufficient consideration and time to the facts before making a decision.	agonizes			■	■	■				risky/ impulsive
<input checked="" type="checkbox"/> MOBILITY (5) Enjoys travel, but is able to strike a productive balance with other activities.	stationary		■	■	■				wasted motion/ on-the-go	
<input checked="" type="checkbox"/> CREATIVENESS (5) Demonstrates capability to expand on new ideas; is alert to new developments.	unimaginative		■	■	■				inventive/ impractical	
<input checked="" type="checkbox"/> LEARNING (6) Seeks out opportunities to gain knowledge or skills.	resists		■	■	■				relentless pursuit	

= is a match with Success Profile

● = participant's behavior score

■ = desired range based on Success Profile

Targeted Behavioral Interview Questions

The following are behavioral interview questions designed to further probe the applicant's needs development (1, 2) or marginal (0, 9) areas.

Intensity (2)

Tell me how much effort your past jobs have required for you to get things done. Where do you find the energy?

Pick any event from the last five years of your life in which you were an example of maintaining balance and keeping stress in check despite some significant obstacles.

Negotiating (9)

Tell me about situations in your past job where negotiating was required internally (such as for resources) or externally (such as with vendors). What did you do? How did you prepare? What were the outcomes?

Tell me about a time when you "won" a negotiation by rigidly clinging to your viewpoint and the situation turned out to be unfair to the other party. How did you feel about it?
