



# Gordon Personal Profile–Inventory (Call Center)

Name: John Sample

Date Of Testing: April 13, 2012

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## Introduction

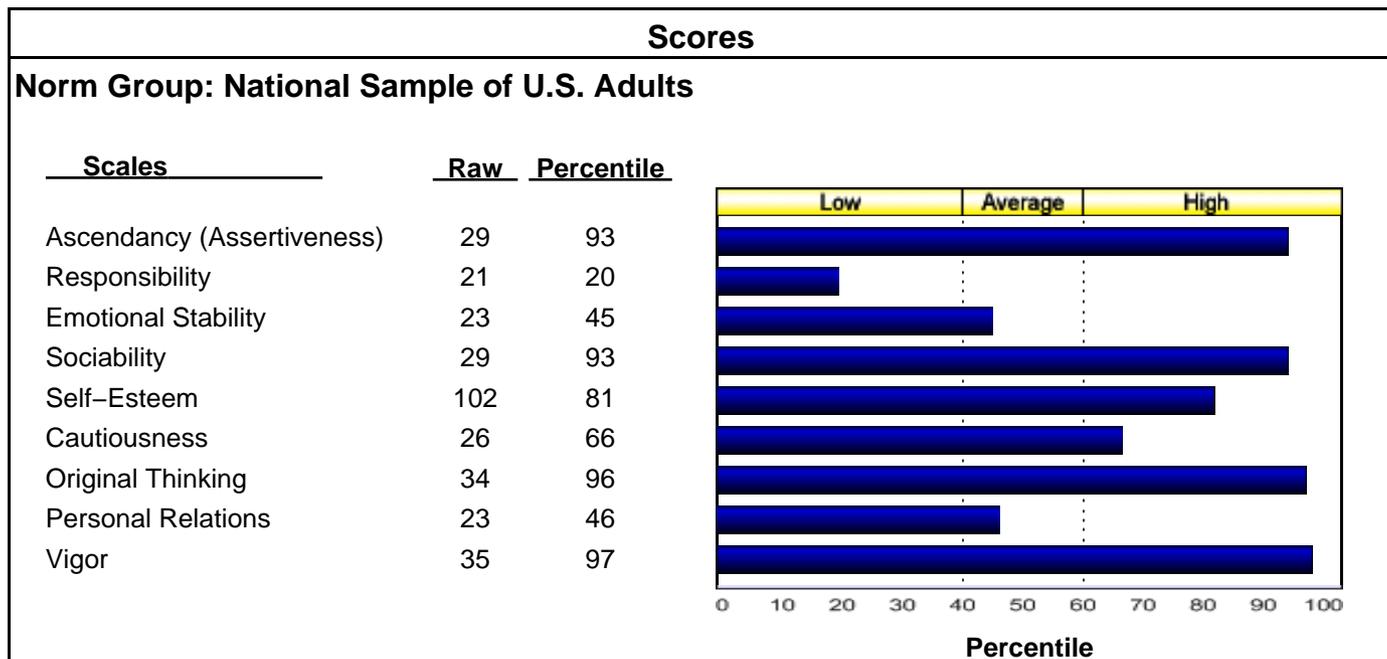
The Gordon Personal Profile–Inventory (GPP–I) is designed to measure personality traits that are predictive of job success. It has a lengthy history of use as a candidate selection tool for jobs in industrial, business, educational, military, and other settings. Previous research has shown the GPP–I to meet or exceed scientific standards established for selection tools.

## Use and Interpretation of This Report

This report provides information about John Sample, presented in a manner to help you judge John's potential for effective performance in a call center position. Specific information provided includes:

- ❖ An overview of John's standing on traits and competencies necessary for success in call center positions (page 2)
- ❖ An overview of John's overall job fit and potential for growth into positions requiring higher levels of leadership ability (page 2)
- ❖ Definitions of each trait and competency (pages 3 and 4)
- ❖ In-depth information on the implication of John's scores on each trait for John's behavior in general and performance on specific job competencies (pages 5 - 10)

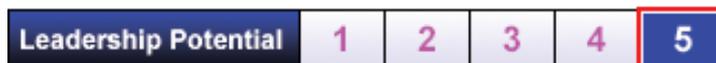
# Summary of Scales



## Call Center Job Fit



## Leadership Potential



# Trait Definitions

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## Ascendancy (Assertiveness)

To be verbally ascendant, adopt an active role in the group, make independent decisions, and be self-assured in relationships with others.

## Responsibility

Tendency to stick to the job assigned to the individual; to be persevering and determined.

## Emotional Stability

The ability to exert emotional control and maintain resilience.

## Sociability

To like to be with and work with people.

## Self-Esteem

Tendency to view oneself in favorable terms. The measure of Self-Esteem is provided by the sum of the following four scale scores: Ascendancy, Responsibility, Emotional Stability, and Sociability.

## Cautiousness

To consider issues very carefully before making decisions; to be reluctant to take chances.

## Original Thinking

To generally like to work on difficult problems, be intellectually curious, enjoy thought-provoking questions and discussions, and like to think about ideas.

## Personal Relations

Tendency to have faith and trust in people; to be tolerant, patient, and understanding.

## Vigor

Tendency to be vigorous and energetic, work and move rapidly, and desire to accomplish more than the average person.

# Call Center Competency Definitions

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## Overall Job Fit

Demonstrates competencies and personality traits that have been found to be predictive of success in call center positions.

## Adaptability

Demonstrates the ability to focus despite distractions. Readily adapts to changing circumstances or unexpected events. Maintains composure under pressure.

## Attention to Detail

Demonstrates recognition of suspect or incorrect information. Readily detects discrepancies or errors in products. Demonstrates the ability to enter or code information correctly. Processes records or transactions quickly and accurately.

## Citizenship

Follows company procedures. Represents the organization in a positive light. Takes independent action when needed. Works extra hours or long periods without a break when necessary.

## Customer Focus

Takes action to exceed customer expectations. Proactively seeks to help customers. Resolves customer complaints.

## Interpersonal Skills

Builds rapport with coworkers, supervisors, and customers. Is socially perceptive. Maintains cooperative working relationships with team members.

## Sales Influence

Effectively influences the sale of new or additional products or services.

## Self-Confidence

Comfortable with self. Has a high sense of self-worth and a positive self-image. Views self in a favorable light.

## Leadership Potential

Demonstrates personality traits that have been found to be predictive of leadership success.

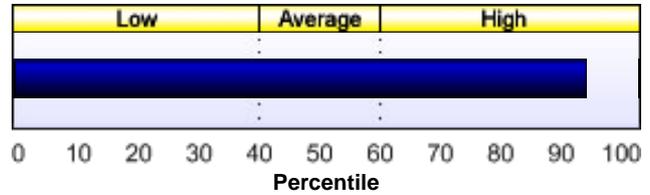
# Score Interpretation

## Ascendancy (Assertiveness)

To be verbally ascendant, adopt an active role in the group, make independent decisions, and be self-assured in relationships with others.

**Raw**  
29

**Percentile**  
93



### General Behavioral Implications

John's very high score on this Ascendancy scale suggests that John is likely to be verbally assertive and convey an impression of competence. John is likely to feel at ease in making independent decisions. On the other hand, John's inclinations to speak and take the lead may sometimes come at the expense of listening to and understanding others' perspectives. John may also overlook the need to involve important stakeholders in planning and decision making.

### Call Center Competency Implications

- ❖ *Citizenship:* While John is likely to take independent action as necessary, this may be an overused strength. For example, John may also be likely to take independent actions without following appropriate or required approval processes.
- ❖ *Customer Focus:* John is likely to avoid unnecessary escalation of customer complaints or grievances. However, John may be reluctant to escalate customer complaints even when it is clearly necessary to do so, preferring to resolve complaints through own means.
- ❖ *Sales Influence:* John is likely to display a high level of assertiveness when attempting to influence customers, which may help drive sales. However, there is a risk that some customers may perceive John's sales style as overly direct or abrasive.

### Implications for Leadership Potential

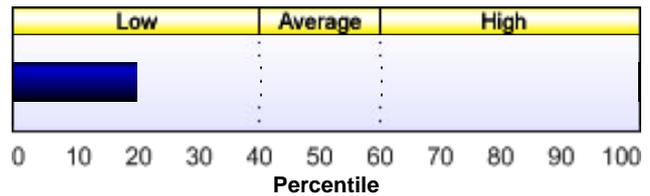
- ❖ *Leadership Potential:* John's style is likely to be perceived favorably in organizations that have cultures where dominance, assertiveness, and being outspoken are valued leadership characteristics. John's main challenge in this area is to ensure that his/her very high ascendancy is not displayed in a manner that is socially inappropriate or that alienates others.

## Responsibility

Tendency to stick to the job assigned to the individual; to be persevering and determined.

**Raw**  
21

**Percentile**  
20



### General Behavioral Implications

John's low score on this Responsibility scale suggests that John's behavior is likely to be impulsive and inconsistent. John is unlikely to stick to tasks that do not have clear personal value or incentives attached.

### Call Center Competency Implications

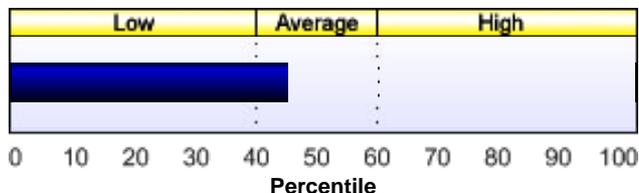
- ❖ *Attention to Detail:* John is likely to make more errors in entering and coding information than most team members. John may not consistently complete work-related documents and forms in a thorough manner.
- ❖ *Adaptability:* John is likely to be ineffective in jobs or tasks that require long periods of concentration and focus.
- ❖ *Citizenship:* John may take frequent or unauthorized breaks from work, even when there is much work to accomplish. John may also be less likely than others to consistently adhere to established procedures and routines.
- ❖ *Customer Focus:* John may miss opportunities to follow through in ensuring that customer complaints or grievances are resolved.

## Score Interpretation

### Emotional Stability

The ability to exert emotional control and maintain resilience.

Raw  
23      Percentile  
45



#### General Behavioral Implications

John's average score on this Emotional Stability scale suggests that John is able to exert emotional control in most situations. However, when under more stress than usual, John may become overly sensitive, give in to pressure, or demonstrate obvious frustration.

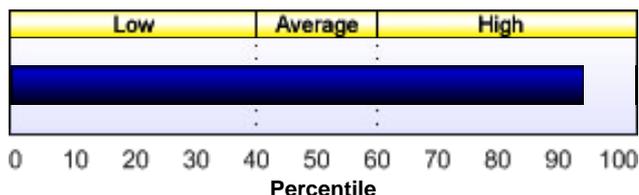
#### Call Center Competency Implications

- ❖ *Adaptability:* John is likely to be able to keep emotions under control in most situations, but may struggle to do so when under unusual stress. John is also likely to adapt actions based on changes in circumstances or events, although he/she may occasionally be reluctant or slow to do so.
- ❖ *Customer Focus:* John is likely to usually maintain poise when dealing with dissatisfied customers. However, John may occasionally show outward signs of being upset when dealing with especially difficult customers or when faced with unusual pressure.
- ❖ *Sales Influence:* John is likely to maintain resilience in the face of setbacks or rejections involving customers. However, John may occasionally take time to recover from setbacks or rejections perceived as especially upsetting to him/her.

### Sociability

To like to be with and work with people.

Raw  
29      Percentile  
93



#### General Behavioral Implications

John's very high score on this Sociability scale suggests that John's enjoyment of social interaction is well-above average. John is also likely to be skilled at building rapport with others and to have a wide range of social contacts. On the other hand, John's tendency to socialize may impede his/her ability to make progress on work assignments.

#### Call Center Competency Implications

- ❖ *Interpersonal Skills/Teamwork:* John is likely to find it easy to build rapport with customers and co-workers. John's main challenge in this area is likely to be avoiding excessive socializing that interferes with work or meeting goals.
- ❖ *Sales Influence:* John is likely to have the social skills necessary to establish a fast connection with customers and quickly put them at ease. John may occasionally need to be reminded of the importance of making efficient use of customers' time, due to a tendency toward excessive socializing.

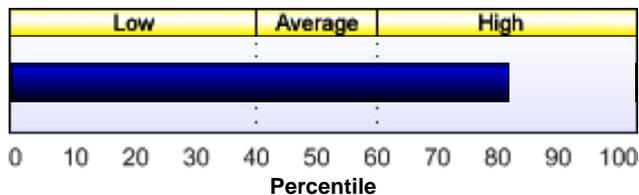
# Score Interpretation

## Self-Esteem

Tendency to view oneself in favorable terms. The measure of Self-Esteem is provided by the sum of the following four scale scores: Ascendancy, Responsibility, Emotional Stability, and Sociability.

**Raw**  
**102**

**Percentile**  
**81**



### General Behavioral Implications

John's high Self-Esteem score indicates that John has a positive self-image and is likely to display self-confidence in carrying out everyday work activities.

### Call Center Competency Implications

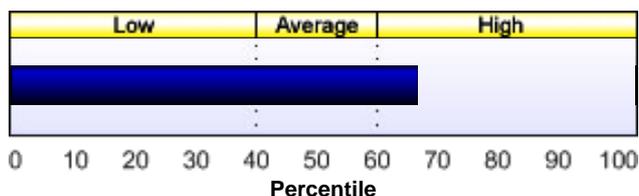
- ❖ *Self-Confidence:* John's high level of self-confidence is likely to positively impact many aspects of John's on-the-job performance, such as credibility and influence with customers.

## Cautiousness

To consider issues very carefully before making decisions; to be reluctant to take chances.

**Raw**  
**26**

**Percentile**  
**66**



### General Behavioral Implications

John's high score on the Cautiousness scale indicates that John is likely to consider issues or situations carefully before making decisions. John is also unlikely to take chances or risks.

### Call Center Competency Implications

- ❖ *Citizenship:* John is likely to follow established procedures and routines.

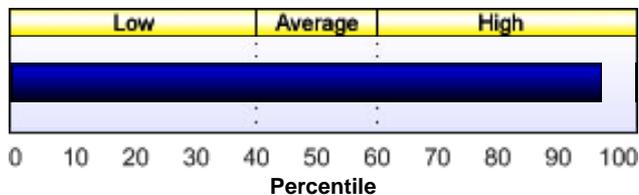
## Score Interpretation

### Original Thinking

To generally like to work on difficult problems, be intellectually curious, enjoy thought-provoking questions and discussions, and like to think about ideas.

Raw  
34

Percentile  
96



#### General Behavioral Implications

John's high score on the Original Thinking scale indicates that John is intellectually oriented and enjoys working on issues that require creative problem-solving skills to resolve. At the same time, John may become easily bored with routine and may not fully think through details when contemplating innovative ideas.

#### Call Center Competency Implications

- ❖ *Customer Focus:* John is likely to search for and generate innovative solutions for meeting non-routine customer requests or requirements. However, John may spend too much time trying to identify the best solution possible, rather than simply finding a solution that works. John may also overlook details or important implications of implementing own ideas.

#### Implications for Leadership Potential

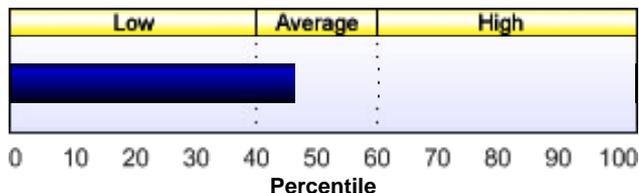
- ❖ *Leadership Potential:* John is likely to have a problem-solving orientation conducive to leadership success. John's main challenge is likely to be balancing an inclination toward thinking with the need to take timely action.

### Personal Relations

Tendency to have faith and trust in people; to be tolerant, patient, and understanding.

Raw  
23

Percentile  
46



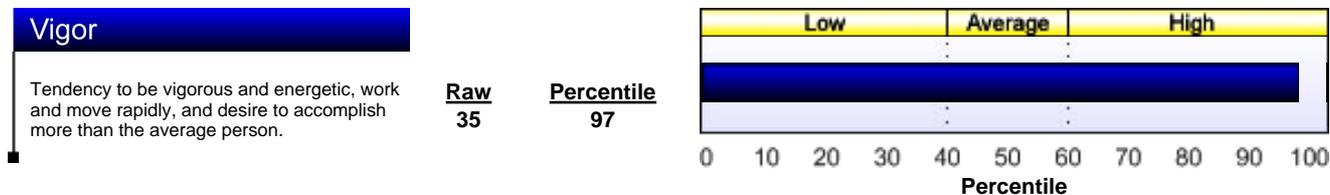
#### General Behavioral Implications

John's average score on the Personal Relations scale indicates that, in some situations, John is likely to be tolerant, patient, and understanding. However, John might occasionally tend to display reduced trust in others, or a tendency to be somewhat critical of others.

#### Call Center Competency Implications

- ❖ *Citizenship:* John is likely to represent the organization in a positive light in most communications with customers.
- ❖ *Customer Focus:* John is likely to be generally effective in resolving customer complaints or grievances in a manner that ensures customer satisfaction and maintenance of the customer relationship. John may occasionally lose patience or show signs of irritation with difficult customers.
- ❖ *Interpersonal Skills/Teamwork:* John is likely to develop and maintain cooperative working relationships with most team members. John may occasionally lose patience or demonstrate signs of irritability when working with uncooperative individuals or when under unusual stress. John is also likely to be as socially perceptive as most people, demonstrating awareness and understanding of others' reactions in most circumstances.
- ❖ *Sales Influence:* John is likely to be as effective as most people in this type of job in taking the perspective of customers when thinking through issues, including potential influence tactics. Also, while John may not be thoroughly comfortable with a high-pressure sales approach, John will attempt to convey important sales messages to the best of his/her ability.

## Score Interpretation



### General Behavioral Implications

John is likely to be dynamic, productive, and highly motivated. John's rapid pace of activity is likely to result in substantial task accomplishment. On the other hand, John's high level of energy could potentially be perceived by others negatively (e.g., as false enthusiasm or hyperactivity).

### Call Center Competency Implications

- ❖ *Sales Influence:* John is likely to be perceived as energetic and enthusiastic by customers. However, John may be perceived by some customers as overly intense or overly eager to make a sale.

### Implications for Leadership Potential

- ❖ *Leadership Potential:* John is likely to drive hard for success and accomplish a great deal. On the other hand, when working as part of a team, John may need to be reminded to attend to how well direct reports and peers are maintaining pace with all that John desires to accomplish. In addition, John's very high score in this area predisposes him/her to becoming more frustrated than most individuals when situational constraints impede progress toward goals.

**Note.** The GPP-I should never be used as the sole basis for making an employment decision. Interviews and other selection tools should be used to corroborate GPP-I results and to assess competencies not directly measured by the GPP-I (e.g., Decision Making; Oral Communication). In addition, when interpreting scores on the competencies in this report, as well as Overall Job Fit (i.e., average competency score), relevance of the competencies to the particular job and organization must be carefully considered.

For more information on best practices for using test scores in selection decisions, please consult the *GPP-I Manual*, the *Uniform Guidelines for Employee Selection Procedures*, the *Standards for Educational and Psychological Testing*, or the *Principles for the Validation and Use of Personnel Selection Procedures*.