

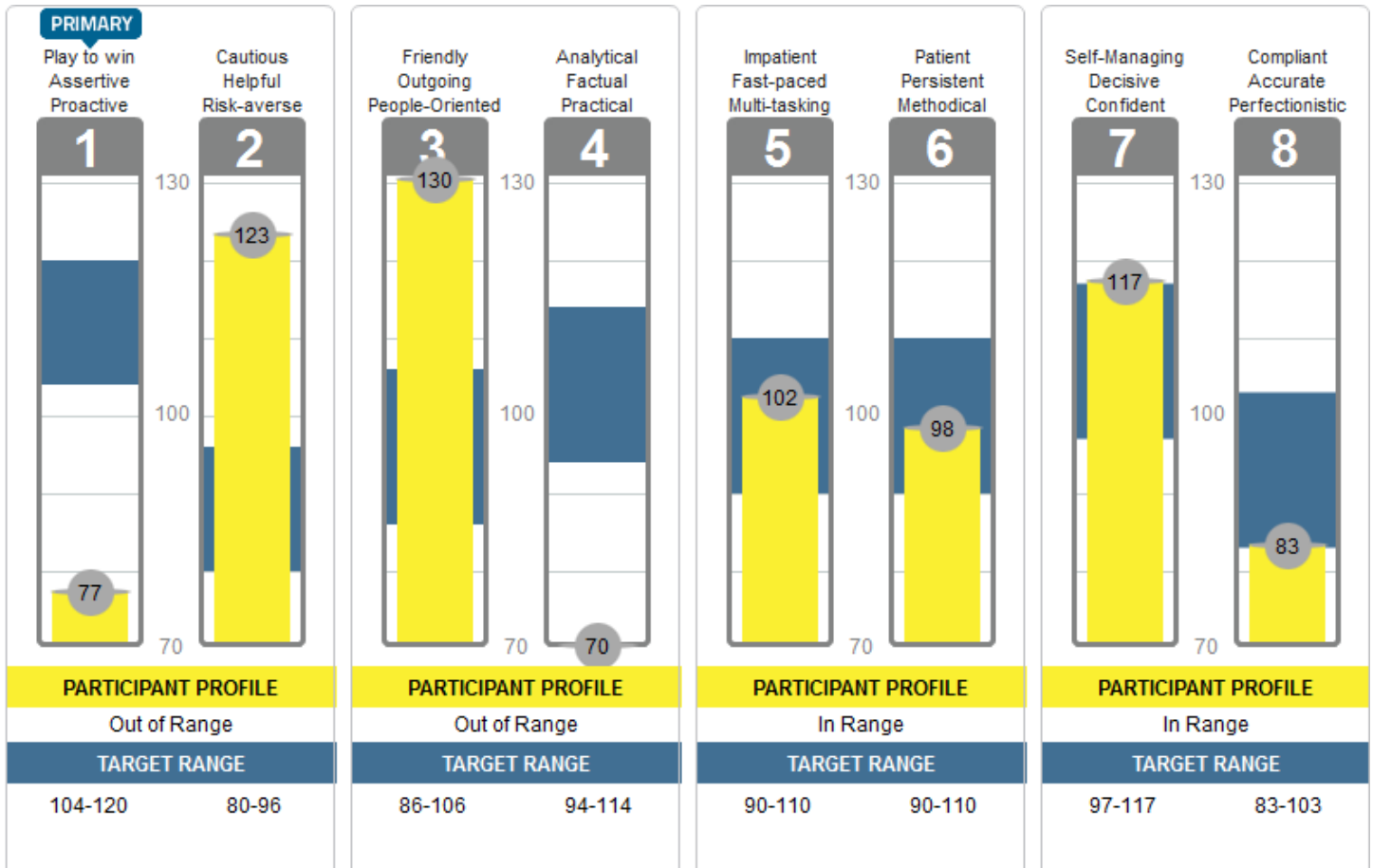
Client Name: **The Omnia Group Inc**
 Client Number: **11-36**

Participant Name: **Sara Sample**
 Job Target: **Collections (Aggressive)**
 Target Number: **203016**
 Profile Number: **902844WB**

Report Date: **February 05, 2014**
 Dept./Div.:
Compatibility Rating: Low
 Primary Behavioral Col. **1**

Rating Summary:

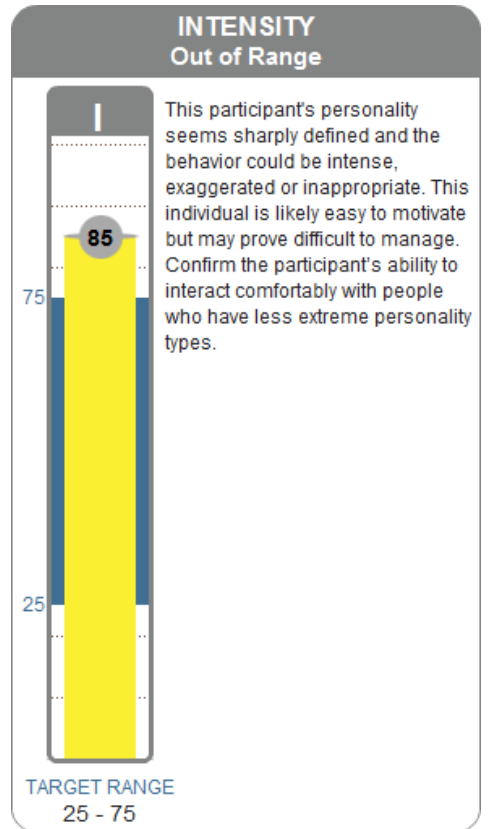
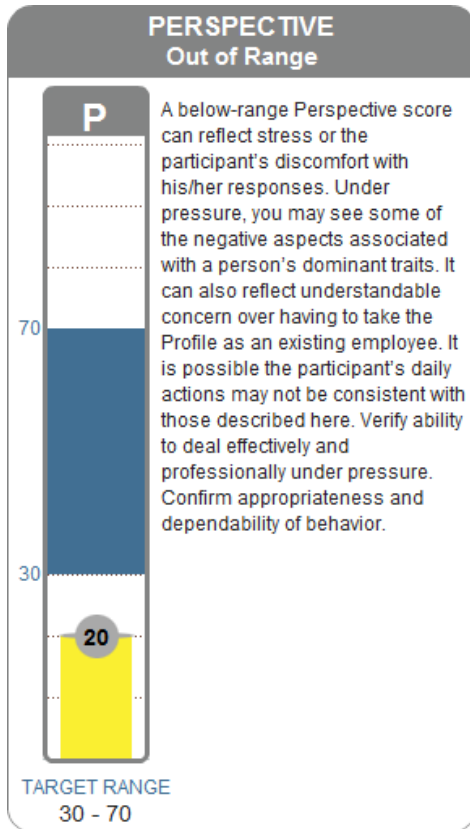
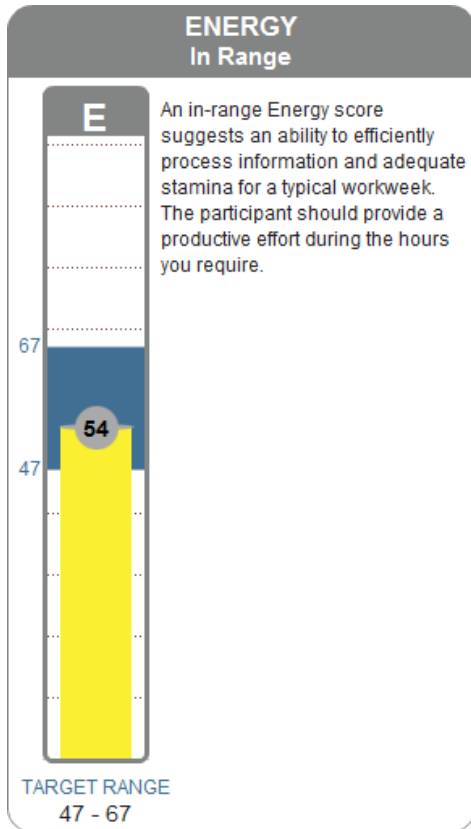
This participant scored Low against your target profile. A Low rating occurs when behavioral and/or performance measurements do not fall within your target range. A low also occurs when the primary behavioral column drops below the target range even if all other measurements are in range. Significant management concerns may exist; for more information see the "Comparison to Target" section.



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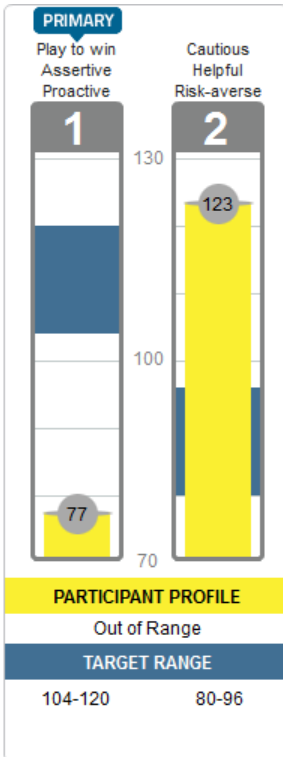
COMPARISON TO TARGET



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COMPARISON TO TARGET

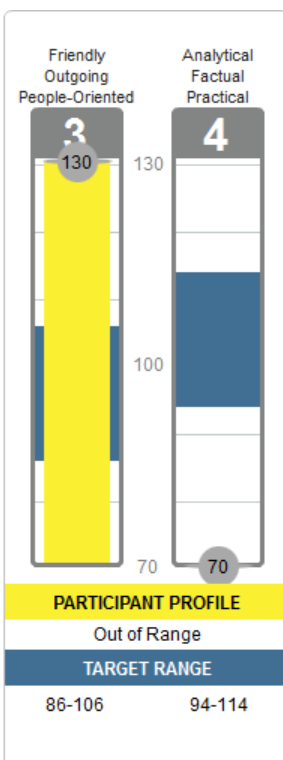


This individual is less proactive, assertive and take-charge and more cautious than most successful collection representatives.

Strengths: Working toward team goals, supporting the company's objectives, considering the needs of debtors, clients and co-workers. Providing service to customers/debtors, helping debtors find the easiest ways to make repayments, working out compromises and providing concessions.

Potential Challenges: May not speak with the authority needed to convince debtors to resume a payment schedule. Could find it difficult to negotiate, make assertive suggestions, and handle high-pressure situations or difficult calls. Look for potential to back down too quickly when asking debtors to make payments. May be uncomfortable putting pressure on debtors.

How to Manage: This person might be more comfortable in a service-oriented role where there is less confrontation, and may be a better match to taking inbound calls. Use role-playing exercises to build confidence with negotiating with debtors for repayment. Provide clear direction and low-risk, team-oriented objectives. Acceptance, a stable salary, and safe goals will probably motivate this person more than contests or incentive pay.



This person is more socially oriented and empathetic and less pragmatic than most successful collection representatives.

Strengths: Communicating with enthusiasm, building relationships, reading people's emotions. Persuading customers to resume a payment schedule by using relationship-building skills, optimism and charm. Showing empathy toward debtors and setting them at ease.

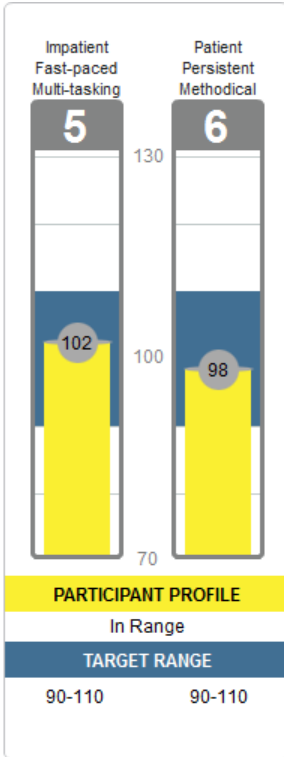
Potential Challenges: Focusing on solitary tasks such as research and documentation, analyzing all possible sources of information, communicating in a specific way. Look for possible tendency to spend more time consoling customers over their hard luck than urging them to start a payment plan. May not objectively determine customers' ability to make payments.

How to Manage: Coach this person on how to respond to typical excuses and discourage them from taking customers' promises simply at face value. Consider auditing administrative work for accuracy until you are sure the candidate is sufficiently task focused to be thorough. Monitor conversations with customers, at least initially, to ensure a sufficient focus on the business at hand. Give this person a checklist of the information that needs to be gathered from each debtor, and provide coaching on how to use this information to develop a payment plan.

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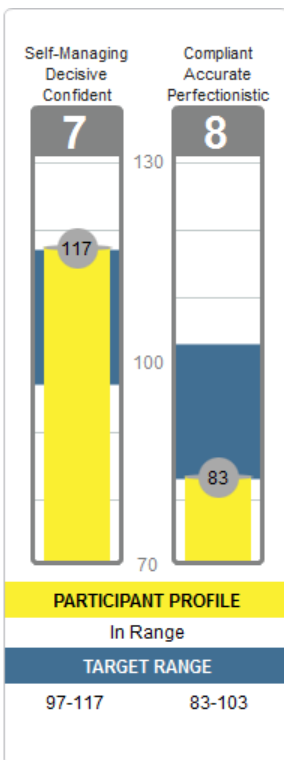


Your participant's column 5 or 6 can be moderately taller than the other, or they can be equal; however, both columns should be present.

A column 5 personality is usually fast-paced, multi-tasking, and quick to adjust to the unexpected. Collectors with these qualities should have a good sense of urgency for resolving payment disputes and comfortably handling the production pace of a collection call schedule.

Column 6 signals patience and tolerance for routine. Collectors with a tall column 6 can stay focused on making call after call and following through in a systematic fashion. They maintain a steady, methodical tempo and are well equipped to deal with the repetitive nature of collections calling. They can also be persistent in their efforts to get a customer to resume payments.

Equal columns 5 and 6 indicates the candidate is reasonably patient yet moderately time-sensitive. This person can tolerate some changes and interruptions as well as work within a fairly predictable routine.



Your participant's column 7 can be taller than, equal to, or almost equal to column 8.

Column 7 represents independence and an ability to brush off criticism. An individual with tall column 7 has the resilience necessary to collect on debts, even if customers become belligerent. There is also confidence to make decisions regarding further action when customers do not honor their commitments.

Column 8 represents attention to detail and concern for following procedures. A collector with a balance of columns 7 and 8 will likely be sufficiently thick-skinned to tolerate negative comments from customers, but also conscientious about ensuring accuracy with account information and compliance with collections procedures.



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PARTICIPANT'S KEY TRAITS

This summary is based on the highest of the 8 columns. This page is **ideal for use with employee coaching.**

Highly cautious, reactive, and risk-avoidant individual. Much more likely to be helpful and supportive than authoritative and demanding. For the most part, goals are likely to be conservative. May find it difficult to deal with even moderate adversity or confrontation on his/her own; at times, could come across as timid. Potentially uncomfortable showing initiative especially in unfamiliar situations, but this person's confidence can probably grow as his/her experience grows.

Extremely sociable, optimistic, and upbeat individual. A "natural" speaker, motivator, promoter, or networker; probably not a natural listener. Will generally rely much more on emotion than on detailed or technical information to persuade. Has a very strong need to work with people; may find it quite difficult to focus on tasks that require a solitary effort. Concern for maintaining a favorable image is likely to be very strong; at times may have to make an extra effort to prevent enthusiasm from becoming exaggeration. Probably not a highly analytical or technically-minded individual; likely to rely heavily upon instincts when evaluating situations or devising strategies. More subjective than objective. Motivated by public praise, titles, status symbols.

An evenly paced individual who deals well with both routine and change. Can work patiently and persistently on tasks that can't be completed quickly; can also sprint to finish short-term projects. Probably appreciates some notice of deadlines and change, but is not likely to be unusually frustrated by unexpected new priorities, timetables, or other circumstances requiring him/her to make adjustments.

Very independent decision-maker who likes doing things his/her way. Not necessarily a rules-bender, but does not want to feel controlled. Has a strong preference for general guidelines as opposed to strict, explicit rules. May be good at envisioning new ways for reaching goals. Need for regular management guidance is likely to be low unless he/she has a significant lack of knowledge about a particular situation. Deals relatively well with criticism. Much more concerned about results than processes; not naturally attentive to details or organized. May have to make an extra effort to maintain quality and motivation when handling tasks such as paper/processing work. Prefers an informal/unstructured work environment.

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DEVELOPMENT INSIGHT

The following sections provide an overview of the behavioral characteristics and preferences when a participant falls within the Target Ranges.

COMMUNICATION STYLE

Tall column 3: Persuasive, articulate and expressive. Comfortable conversing with debtors and setting other people at ease. Willing to verbally express empathy for debtors' feelings.

Tall column 4: Clearly discusses information pertaining to a particular customer's financial situation. Comes across as confident, focused on the facts, and relatively serious.

Equal columns 3 and 4: Articulate and personable, yet also practical and specific. Proactively makes conversations with debtors and gathers information.

STRENGTHS

The ability to take the initiative; the drive to convince customers to resume a timely payment schedule.

Tall column 3: Establishing rapport with debtors, working with people.

Tall column 4: A logical approach to problem-solving, focusing on tasks such as paperwork and research, evaluating a customer's financial information.

Tall column 5: Working under deadlines, juggling different tasks at once.

Tall column 6: Persisting in making calls, tolerating repetitive or predictable tasks.

Tall column 7: Making independent decisions regarding how to collect on an account, a thick skin for handling negative feedback and criticism.

Similar columns 7 and 8: Working autonomously while adhering to established guidelines.

CHALLENGES

Tall column 1: Might be too aggressive or confrontational with customers.

Tall column 4: May have difficulty conveying a sense of empathy for a customer's situation.

Tall column 5: Might not enjoy handling a lot of repetitive tasks, may be impatient.

Tall column 6: May feel flustered by unexpected deadlines and a fast-paced environment.

Tall column 7: May not be organized, may not carefully ensure accuracy in documentation or closely comply with operational policies and procedures.



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PACE

Ranges from fairly methodical (tall column 6) to relatively fast (tall column 5). Taller column 5 than 6: Time sensitive and able to shift gears easily. Eager to get quick results. Taller column 6 than 5: Methodical and unhurried yet still productive due to focus and perseverance. Most efficient when working within a regular routine.

ATTENTION TO DETAIL

Ranges from relatively good (if columns 7 and 8 are similar) to fair or marginal (if column 7 is taller).

Column 7 behavior is not typically meticulous. People who have a taller column 7 than 8 are results oriented and big picture minded, more focused on overall collection targets than specific details.

Column 8 slightly taller than or equal to column 7: Keeps a reasonably close track of account information, documentation and other details without being unduly perfectionistic.

MOTIVATIONAL STRATEGIES

Feeling challenged, having worthy goals to meet, being compensated based on individual performance such as through incentive programs.

Tall column 3: Receiving praise and recognition, earning perks and special awards for success in collections.

Tall column 4: Learning new information and skills, being seen as an expert.

Tall column 5: Having some variety in the work day, getting timely rewards.

Tall column 6: Having a regular routine in place, knowing about changes and deadlines in advance.

Tall column 7: Being able to adapt established collections methods and use independent judgment. Working for a manager who empowers and does not try to control.

Similar columns 7 and 8: Clearly defined expectations and guidelines that still allow some room for self-management.



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DEMOTIVATORS

Little or no chance for growth -- not having the opportunity to prove oneself, advance, or receive bonus compensation for exceeding expectations in collections results.

Tall column 3: Not being noticed or not receiving any praise. A serious environment that discourages sharing ideas and building relationships.

Tall column 4: Being given very generalized praise in public. An environment that is not serious or practical enough.

Tall column 5: Having to do the same thing over and over in the same way.

Tall column 6: Being rushed, surprised with unexpected requirements or changes, and having to juggle several activities at once.

Tall column 7: Being unable to make independent decisions in handling collections situations and working in a very structured environment or for a by-the-book manager.

ACTION PLAN

Set practical but challenging goals with but not for the individual. Provide an achievement-oriented compensation plan where individual performance is rewarded financially and career-wise. Gain agreement up front on critical policies and must-do procedures, but manage a high column 7 personality fairly loosely as long as they comply consistently with established protocols.

If column 8 is slightly taller than or equal to column 7, provide specific guidelines and be available as a resource.

Periodically offer feedback, keeping criticism diplomatic in tone. Provide positive feedback and public praise if column 3 is tall. If column 4 is tall, privately offer work-specific feedback. Coach tall column 4 candidates on how to establish rapport and verbally reassure debtors.

If column 1 is at the bottom of the range, role-play in training to help develop confidence and cultivate assertiveness.

However, if column 1 is extremely tall, ensure the candidate is not too confrontational or pushy toward debtors.

Try to keep the work day from getting repetitive if column 5 is high, but if column 6 is taller, let the collector develop and follow a routine.



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SUPPLEMENTAL QUESTIONS

The following behaviorally-based questions are a supplemental tool we provide to help you better evaluate the participant. They are not a substitute for your standard set of interview or professional development questions, but can provide additional, helpful information or prompt conversation.

1. Describe a time when not listening carefully enough kept you from collecting.

2. Do you think initiative is important? Why?

3. How do you decide what your priorities are each day? Give an example of a time you effectively established your priorities and a time when you did not.

4. Were you successful in collecting the debt? And if so, how?

5. What causes you to lose your temper?

6. What kinds of decisions do you feel comfortable making on your own when you are negotiating with debtors? Provide examples.
