

Team Leader Face to Face Simulation

Developmental Report



Results for:

John Doe
ID# 123-45-678
July 29, 2008



Overview

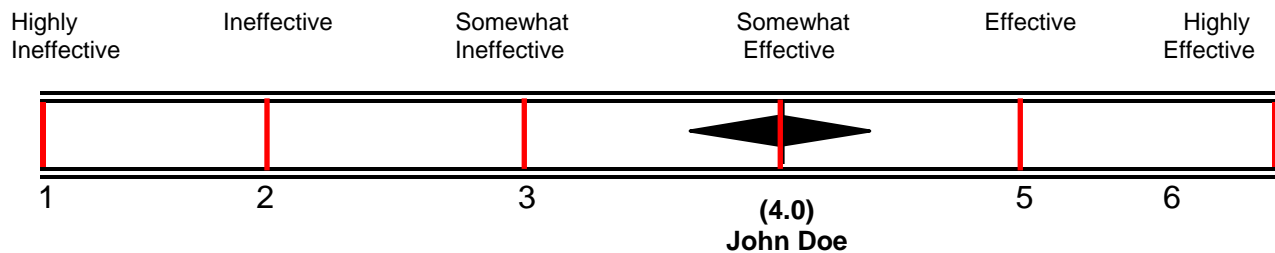
The Team Leader Face to Face Simulation requires a participant to demonstrate team leader job skills in a live interaction with a person playing the role of a call center agent. This simulation is designed to measure the participant's ability to conduct a coaching session with an agent, provide constructive performance feedback, develop an appropriate action plan for improvement, and increase the agent's satisfaction with the company. An evaluator assesses the participant's performance in eight skill areas and provides feedback about the participant's strengths and areas for improvement.

This report provides the following information:

- **Overall Simulation Rating**, located on this page. This provides an overall numerical rating of performance in this simulation.
- **Individual Skill Feedback**, located on pages 2 to 4. This contains information about the skills that are measured and provides numerical ratings of performance in each skill area.
- **Behavioral Feedback**, beginning on page 5. This provides feedback from the evaluator regarding specific behaviors that were demonstrated during the simulation.

Overall Simulation Rating

The scale below represents how well John Doe performed in the Team Leader Face to Face Simulation. The thin line running through the center of the diamond represents the overall simulation rating. The six numbers on the scale describe varying degrees of effectiveness in the simulation. The rating below represents John Doe's overall effectiveness in coaching and motivating the agent during the simulation.



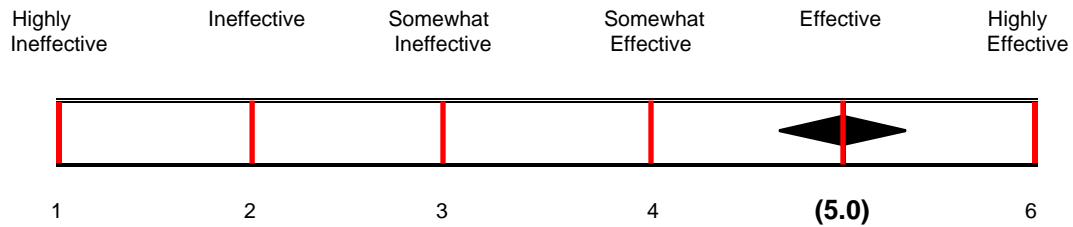
Individual Skill Feedback

The Team Leader Face to Face Simulation is designed to measure eight job skills that are important for success as a team leader. This report provides an effectiveness rating for each of the eight job skills. This information can be used to identify individual skill strengths and areas for improvement. However, it is important to remember that these ratings are based on performance in only one type of situation, coaching an employee. This feedback should be considered in context with other information about John Doe's performance, including on-the-job performance and results from other types of assessments.

During the simulation, the evaluator took notes to document John Doe's actions and comments during the meeting with the agent. This information was entered into the simulation scoring software and used to obtain ratings on each of the seven skills. It is important to understand that the effectiveness rating for each skill is only one part of the entire assessment and that John Doe's overall effectiveness is more accurately reflected as a combination of all eight skills.

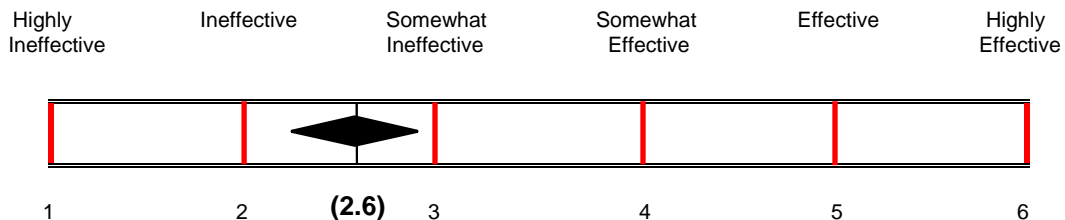
Analytical Thinking

Analyzing and interpreting statistical data, focusing on details, relating various pieces of information together, identifying trends, and understanding the reasons behind problems as well as successes.



Building Relationships

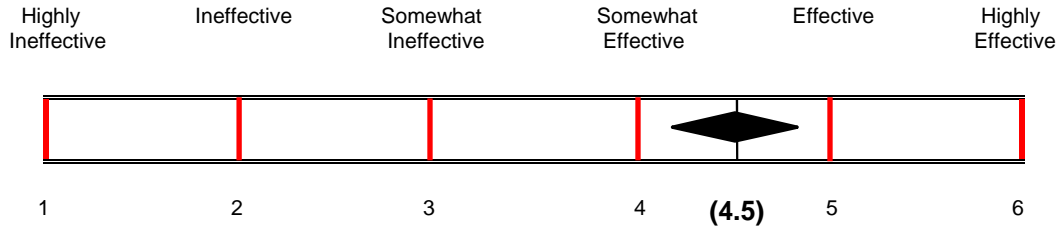
Effectively interacting with team members with diverse backgrounds and temperaments, demonstrating a genuine interest in team members, maintaining open lines of communication with team members, and being an advocate for team members.



Individual Skill Feedback

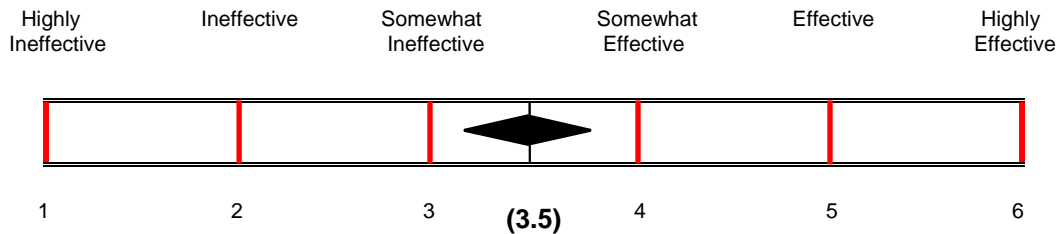
Coaching

Identifying performance problems and their solutions, communicating positive as well as negative feedback, adapting coaching style depending on the situation, providing feedback that is specific and constructive, and encouraging all team members in incremental performance improvement.



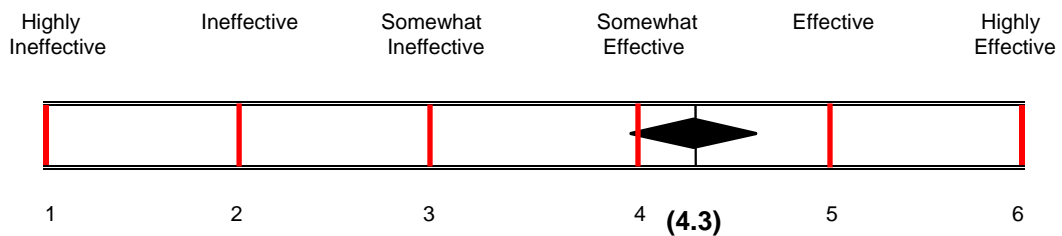
Communication

Expressing information clearly and concisely (both orally and in writing), clearly outlining expectations, communicating negative information in a tactful manner, and listening attentively.



Decisiveness

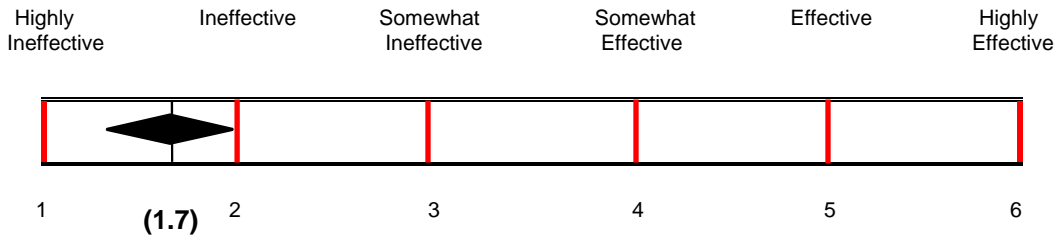
Strongly communicating expectation, quickly responding to situations, justifying decisions when challenged, and following through on decisions.



Individual Skill Feedback

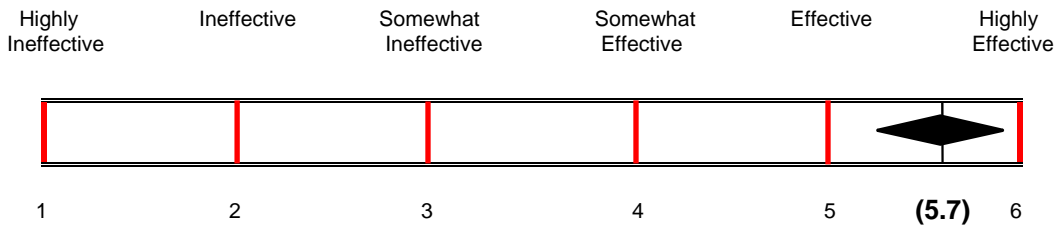
Flexibility

Working effectively in a fast-paced environment, adjusting team strategies to changing conditions, focusing on the positive aspects of change, and remaining calm during challenging situations.



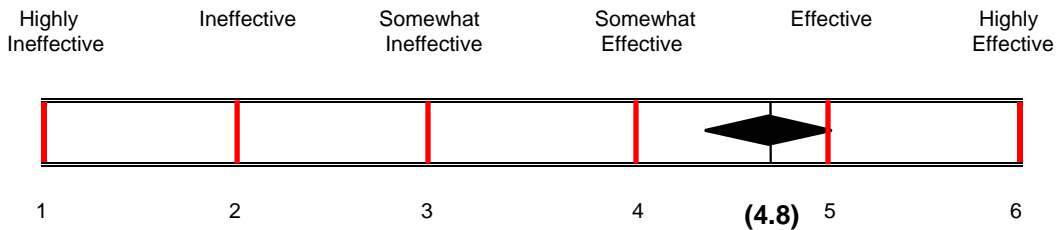
Problem Solving

Generating effective solutions to problems, considering unique aspects of situations, negotiating compromises, suggesting alternative solutions, and balancing business needs with individual needs (e.g., team member needs, customer needs).



Time Management

Prioritizing work activities, completing a variety of tasks within short timelines, meeting deadlines, effectively handling frequent interruptions, and following up on commitments in a timely manner.



Behavioral Feedback

This section provides specific information about John Doe's actions during the simulated coaching session. As mentioned earlier, the evaluator took notes to document the behaviors that were exhibited during the simulation. This section provides information about the behaviors that John Doe did particularly well and the areas for improvement. John Doe can use this information to refine his/her employee coaching process by continuing to incorporate effective behaviors in future coaching sessions and working to improve upon ineffective behaviors.

The feedback is divided into two parts: Performance Strengths and Areas for Improvement. The first part includes the most effective behaviors that John Doe exhibited during the simulation. All of the behaviors in this section were seen as somewhat effective to highly effective. The statements are ordered so that the most effective behaviors are presented first.

The next part includes any behaviors that were evaluated to be less than effective. All of the behaviors in this section were seen as somewhat ineffective to highly ineffective. The statements are ordered so that the least effective behaviors are presented first. Each section also includes optional evaluator comments to further explain John Doe's performance strengths and areas for improvement.

Performance Strengths

These behaviors were seen as effective or highly effective. These were John Doe's strengths.

- Developed an appropriate plan of action to address the situation.
- Provided specific guidance to help the agent in attaining career goals.
- Understood the key performance issues presented in the materials.
- Provided clear and constructive feedback to the agent about the performance issues.
- Acknowledged the positive aspects of the agent's performance.
- Clearly communicated expectations regarding the agent's future performance.
- Explained the reasons for the corporate decisions regarding the agent.

John Doe performed these behaviors somewhat effectively. Further development of these behaviors could transform them into strengths.

- Somewhat effectively prepared for the discussion with the agent.
- Communicated the purpose of the meeting.
- Sometimes involved the agent in the discussion about his/her performance.

Evaluator comments on performance strengths:

The participant clearly pointed out that the agent's performance was unacceptable. The feedback that was provided by the participant was helpful and to the point. He created a useful action plan that would improve Pat's deficient performance. He provided specific information on ways to improve the agent's deficient performance by saying, "these are some things you should do..."

Behavioral Feedback

Areas for Improvement

These behaviors were seen as less than effective. These behaviors indicate potential areas for improvement.

- Did not develop rapport with the agent at the outset of the meeting.
- Did not effectively handle challenges and objectives from the agent.
- Did not remain calm and focused during the meeting.
- Did not display concern for the agent's feelings regarding his/her career goals.
- Did not handle unexpected information calmly.
- Did not end the meeting positively.
- Failed to display effective listening skills.
- Failed to conduct a cordial meeting.

Evaluator comments on areas for improvement:

The participant did not start the meeting very well. He did not establish a connection with Pat in the initial minutes of the meeting. The participant became ruffled when challenged. He seemed unconcerned with Pat's feelings. The participant said, "OK, fine..." and "Yes, but..." several times when Pat talked about how unfair things were. At the end of the meeting, the participant had not created a promising or positive atmosphere about Pat's future with the company.