



CASE Studies© -2000

Call by Call Description

SAMPLE EVALUATION

NAME: Cand Name- Date & Time- Company Name- Manager Name

Haven't seen the PEAC SYSTEM® results for a while- won't look until mid point. I'll try to determine the candidate's communication style in the first few phone calls, if possible, to see if there is a difference...

Call # -Time- Duration

1a 3:30

Called in without opening envelope one. Instructions to the administrator tell you to hand them the envelopes at the appointed time, tell them to open envelope 1, read the instructions and make their first call! This way, I can judge their prep time...

1b 3:31 15 mins!! *(Read envelope in under one minute! Wow!)*

Calling to start the test? Sandy Jones. Not immediately available... Left number... easy transfer to Tony Smith. Open, has definite pattern that includes his own name, company name, and who he wants to speak with. Can't seem to break it, which means if I try to pull him off the path, he goes right back to it. Reasonable communicator, but overuses 'ummm' and 'definitely.' Good inventory... Will he seek a referral? Seems to have locked on to this unplaceable candidate. Okay, good for him, he does seek a referral. Referred him to Bobby Taylor, told him Bobby was a bookkeeper, but had added duties. He replays a lot of the conversation, almost all of it, and almost all in one breath! It is as if he is trying to get it right... could be higher Conformance... certainly open, higher Extroversion, and probably low Analysis.

2 3:46 7 min

Sandy Jones. Seeks Mr. Jones.... that is usually a 'nice, polite' profile, high C and high E. He gives out far too much information, trying to be helpful. Tends to use a lot of 'ummm's. Tends to restate everything he gets, which seriously extends the length of a call. Not very efficient, and not a control guy, but friendly and easy enough to talk to. Basic, credible recruiting, so far.

3 3:53 4 min

Chris Green. He was told this was a Senior Manager, heading up the Medical Division. He is doing a basic recruiting call to me, but then tells me I am a Sr. Manager, so he is looking for a referral. Would be smarter to do that in reverse order. I was all set to jump on him when he pulled up. Still uses Fast Freddie's name, even though he gets terrible reactions, every time. Now he knows, will he try to market to me? Yes, good for him!

Could not go anywhere, but he tried! Overuses 'definitely,' too. Spends too much time trying to be overly friendly with a guy who needs to get away. Again, a strong pattern, and he sticks close to it. That will work, and he does seek referrals, so this can be a good recruiting (identify-database-network) profile, but not, so far, a closer.

A delay... first one. He has several good referrals, would he really go into envelope 2 without talking to them? Good chance to see the PEAC:

Yes, low Power, high C and high E. Fits it exactly. The pattern will be the important sticking point, because if he does not already do it YOUR way, you may have trouble pulling him off HIS way. Training has to focus on closing for action. He closes each time for an email, and that may be his preferred way of contact... can't tell from in here, of course.

4 4:00 7 min

Bobby Taylor. Missed Jack. Still using 'Mr.' Taylor. Long winded, round about way of saying things. I don't know if he is trying to buy time to get all the facts in, or just determined to drop it all on me, whether I need it or not. Does get three referrals. But I had to control the range, seeing if he would try to get that control back. Minimal try, confirms the low Power. If I do not push him away, he will rehash our conversation. Not necessarily a bad thing, but in a one hour evaluation, we don't have that kind of time.

Delay... now maybe on to envelope 2? Or he is perfecting his notes...

5 4:09 7 min

In on ad. He must have opened it at the last delay, this was too quick to return. I could not easily screen him. What happened to his leads. Instant fee objection. Misquotes it badly, at \$2500. Then he completely fumbles the ball, falls apart, can hardly talk at all! He recovers enough that he indicates he wants to start over. I keep him going, but he is seriously out of his pattern. Still barely able to talk. This is so common to high Conformance, when taken off what they know. Now, to save time, and rescue him, I hand out my requirements: *Must be from XYZ Corp. Must have 21-24 months experience. Must have better than 3.4 GPA. Must NOT be a Senior Bookkeeper. Must stay at the Bookkeeper level for one year, and I pay only \$25,000 flat.* Decent inventory of the JO, tries for wish vs. needs. That is a Robert Half thing to try to limit the requirement, will have to determine his background at the end. But I am adamant about my factors above. He is off to find one. Since he has not called any of his leads, and he missed Bobby Taylor, he has no one at this level...

Delay... Combing through his notes.

6 4:19 2 min

Tony Smith. Too high. But, more important, he already has three leads he has not pursued. Why call Tony Smith, then? Still seeking referrals. Schmoozes relentlessly, but Tony is not interested. Told him, directly, to go talk to Bobby Taylor.

7 4:21 2 min

Bobby Taylor. Jack. Presented, but looking for a referral. Again, a great opportunity to push or to close, and he walked away! Almost a Type characteristic, a one dimensional approach.

8 4:23 4 min

Sam Yellowstone. Lots of too much talk, long after he finds out I have already interviewed at GSI. He will chatter far too much, high E, low A, needs to learn efficiency...

9 4:26 3 min

David Kole. Even though I am too light, he hangs on and inventories me. Now, normally, this would not be an issue, after all, the guy is a good, but lightweight candidate. However, in this interest of limited time, he needs to move on, and I shove him away.

10 4:30 4 min

Billy Zapple. Always gives out the client name, not a good idea. Billy is interested, he gets the inventory, and is ready to move on, calling Fred DuVal. But it is too late, we are out of time.

SUMMARY:

Recruiting- Major Comptitor - majority of his time on consultants. We discussed the three most important issues: Efficiency, patterns, and closing. By getting his information on the fly, and taking the right notes, he can summarize more efficiently, and not hold the candidate up unnecessarily. He is a talker, and that is a tough thing to control. His pattern is to give out all the fact, client name, salary, years, whatever, but not a thing of value. Thus he is matching from the get-go, but not necessarily recruiting for the long term. Third item is about closing. Going for the email, and ending it there, is a weak close. He has to learn to close for the next step, or perhaps in the summary close, get confirmation that the candidate would discuss it. He almost did it, but it was weak. The same applies on the Client side. If one comes in without showing value, it sets up automatic resistance. He took a deep breath, told what my ad said, and then told me he could fill it. Most managers will not buy that. Still, not a bad performance, for he shows the basic skills and he did a lot of it right...in mechanics, but without the efficiency.

'Good score,' most likely, which is not great for experienced people... However, the computer will call it more closely...GWT

Remember, we use the CASE Studies© program to assess instincts, which should, barring some unforeseen agenda, match the PEAC evaluation profile. Then we seek the learned behaviors to add to the profile, to see if there is something you can use in whatever position you may apply the individual. For example, has the individual learned to sell, or consult, seek control, anticipate objections or recognize opportunity, and so on....