

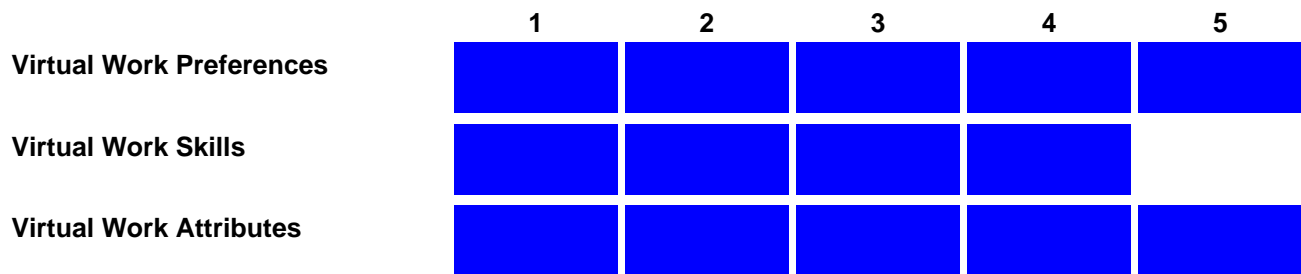
PERFORMANCE REPORT

First Name:	GT	Last Name:	Test
User ID:	EbWRFFQZ	Location:	TEST
Completion Date:	08/06/2020	Job Applied For:	Virtual Worker Current Employee

Individual's Overall Score Result

High Potential for Success in a Virtual Work Environment

The individual's overall score was 30. This score is plotted against the industry percentile in the bar graph below.



1=Well Below Average; 2=Below Average; 3=Average; 4=Above Average; 5=Well Above Average

Virtual Work Preferences

Individuals with this profile have work preferences that are a good fit with remote or virtual work settings. They are comfortable with minor supervision and are proactive about establishing relationships with others. They also tend to perform well in settings where they may have to plan their own workday or have less structured tasks. The individual's performance on Virtual Work Preferences suggest a match between the setting in which the candidate prefers to work and a remote work setting. The purpose of this question is to probe further into this match. Ask, "What strategies have you used to establish relationships with people you have not met in person?" and "What have you found to be the best way to structure your own workday?"

Virtual Work Skills

Individuals with this profile possess nearly all of the skills at a level that will allow them to be above average remote workers. Specifically, they are likely to have the communication and technology skills that are at a premium in a virtual or remote work setting. When compared to most other employees, their past work performance has been above average. The individual's performance on Virtual Work Skills suggests that they are quite skilled at communicating with others and are highly proficient and experienced with using technology. The purpose of these questions is to probe deeper into this area of strength. Ask, "How have you used technology to communicate in other jobs you have had?" or "Describe how you have used technology to facilitate communication in your job."

Virtual Work Attributes

Individuals with this profile possess all of the personal attributes that lead to success in remote work settings. Compared with other individuals, they are highly organized and are able to maintain focus in the presence of distractions. They are also very adaptable and possess the self-confidence needed to effectively operate in remote settings. The individual's performance on Virtual Work Attributes suggests that the individual possesses the focus, organizational skills, self-confidence, and adaptability required to work effectively in a remote work setting. Ask "What strategies have you used to maintain focus while you are working?" and "Describe a time when you had to accept responsibility for a project not going as planned."

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Coaching Tips

The previous report sections provide information to help guide you regarding this person's expected performance in a virtual work role. Because of the unique demands of the virtual work environment, it also is helpful to examine some specific areas related to both virtual work performance and satisfaction with the virtual work environment. Use the coaching tips below to encourage this person to be successful in the virtual work environment.

Tips for Coaching in a Virtual World

Establish ground-rules: Managing virtual teams requires setting very clear ground-rules up front. Unlike managing on-site workers, there are fewer opportunities to observe virtual workers to make on-going behavioral corrections. Consider adjusting the ground-rules that exist for onsite employees to the remote employees' environment.

Provide feedback: Take every opportunity — especially in the first few months of the employee's virtual work — to provide clear, concise, positive, and corrective feedback. Consider marking your calendar with weekly appointments to craft brief performance feedback to share with the employee.

Be accessible: Do your best to stay accessible. When you are not available, let virtual employees know where you will be and when they can expect to hear from you. Consider accessibility guidelines as a component of the ground-rules established.

Don't overmanage or micromanage: If the employee's job is measured by outcome versus process, stay focused on the results achieved, not on how he/she achieves them.

Strive for mutual trust: In working relationships, managers trust their employees to make sound decisions, keep their word, and "do the right thing" in their absence. Work toward developing trust within your group, and when something that isn't typical occurs (e.g., a virtual employee doesn't answer the phone right away), you will give benefit of the doubt before assuming the worst.

Seek to understand: When the primary source of communication is through email or phone conversations, messages can be easily misunderstood. If you are ever unsure that you truly understand what one of your employees means (in voice or email), ask for clarification in a neutral, non-confrontational way.

Reward exemplary virtual performance: Provide ample praise when someone has an accomplishment — especially if it is one seemingly difficult to achieve in a virtual environment. Consider asking these employees to share what they consider to be their "best practices" for working effectively in an offsite environment.

Encourage work/life balance: While flexibility is a benefit frequently associated with remote work, it's also easy for these employees to forget to "end" their day. The occasional evening email or voicemail probably isn't cause for alarm, but watch for patterns. Encourage employees to maintain a healthy and productive balance between their work and home lives.