test center

by People Systems

Inside Commission Sales Assessment Report
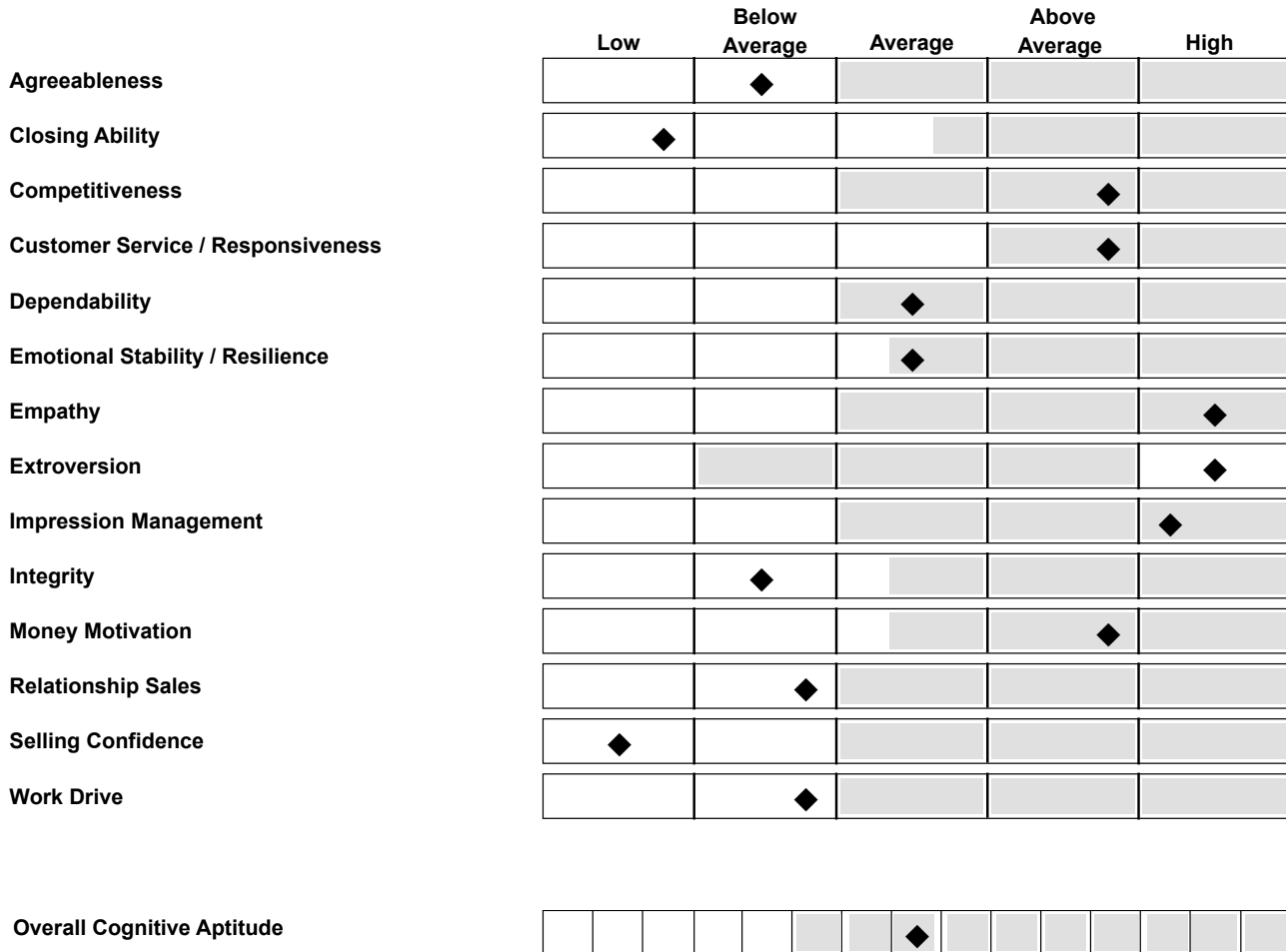
Candidate:	XXXXXXXXXXXX
Username:	XXXXXXXXXXXX
Date:	XXXXXXXXXXXX

Sample Report

test center
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The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Above Average, and High) and with norms for high performers in the type of job for which the candidate is applying (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol : ◆

	Low	Below Average	Average	Above Average	High
Agreeableness		◆			
Closing Ability	◆				
Competitiveness				◆	
Customer Service / Responsiveness				◆	
Dependability			◆		
Emotional Stability / Resilience			◆		
Empathy					◆
Extroversion					◆
Impression Management					◆
Integrity		◆			
Money Motivation				◆	
Relationship Sales		◆			
Selling Confidence	◆				
Work Drive		◆			

Overall Cognitive Aptitude — ◆ (center)

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Paul's overall level of general intellectual aptitude to be in the **50-59 percentile** range. His individual aptitude levels are:

Abstract Reasoning	60-69%ile
Numeric Reasoning	20-29%ile
Verbal Reasoning	80-89%ile

Paul has an average level of general cognitive aptitude. He should be able to handle most routine assignments and tasks without difficulty. He should be a satisfactory (though not outstanding) general problem-solver and information processor in this job.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect <u>percentile rankings</u> -- not percent correct on the test. With percentiles, the average is the 50%ile. Half of the people score below this score and half score above it. As another example, if a person scores 80-89%ile on a specific test in this report, it means that they scored as well as or better than 80-89% of the norm group, but not as high as 11-20% of the norm group.

The **Overall Cognitive Aptitude** is an average of the separate aptitude sections given to this candidate.

The <u>lower the Overall Cognitive Aptitude score</u>, we predict that the candidate will have difficulty learning new information and making decisions. For example, if they are well experienced in their occupation, they may be able to continue to perform well practiced tasks adequately, but have difficulty learning new things. As such, they will need additional training time and more support from supervisors. People who produce lower Overall Cognitive Aptitude scores generally prefer tasks that call for specific responses rather than ones requiring insightful solutions. They are also slower in processing information and are often easily overwhelmed by complex problems, especially ones they have not dealt with before.

The <u>higher the Overall Cognitive Aptitude score</u>, the more we predict that the candidate will learn quickly, pick up a lot of new information on their own without needing to be trained, handle a large information load easily, make decisions in an efficient manner, and show a great deal of insight about how to solve new and complex problems.

Personality Assessment

Strengths:

- Paul is fairly results-oriented and will often be motivated to do better than his work peers. His moderately competitive nature will motivate him to bring in sales numbers at a higher level than most others in his group. If hired, Paul will be interested in feedback that shows how well he is performing compared to other company salesmen and women.

- Paul emphasizes customer service and satisfaction in his work and management philosophy. He typically addresses the concerns and preferences of customers in a prompt, responsive manner.

- Paul is moderately dependable and reliable. He generally follows through on his work commitments and does what he says he will do. On the other hand, Paul also uses his discretion and judgment in deciding how to fulfill his obligations.

- He should be able to withstand most of the stressors associated with this job. Paul is unlikely to lose his temper, have emotional outbursts on the job, or experience a lot of anxiety over unresolved work problems.

- He is well able to put himself in the shoes of the people he relates to and to see things from their perspective. Paul's empathetic style will enable him to gain rapport with customers. He is likely to gain their trust with his attentiveness to their needs.

- Paul is extroverted, gregarious, warmhearted, and expressive. He will be an effective communicator who is attuned to social cues and interpersonal dynamics in the workplace. Paul will make an effort to establish and maintain contacts with other areas in the organization.

- Paul readily changes the way he acts toward other people in an effort to influence their perception of him. He carefully manages the image he presents to potential customers and support staff.

- Financial incentives and other extrinsic rewards are somewhat more appealing to Paul than are the intangible features of a job, such as how interesting or personally meaningful it is. He is fairly motivated by sales bonuses, incentives, perks, and other visible forms of recognition and appreciation.

Developmental Concerns:

- He can be fairly contentious and divisive in group settings. Paul could try to be more pleasant and congenial in his interactions with coworkers and customers.

- Paul clearly lacks assertiveness and backbone. He may needlessly give in to customer demands and may back off too quickly when he encounters nominal customer resistance.

- Paul could enhance his dependability somewhat in a sales role. He could be more reliable in doing what he says he will do and honoring his sales commitments and promises.

- Paul may have trouble coping with extensive or intensive job stress. He may not bear up as well under heavy pressure as many others who hold this job.

- Paul may have difficulty viewing other people in a realistic, objective manner. His judgment may be clouded by his own feelings and identification with them. Paul may give undue weight to the perceived emotions of other people when determining what to do. Also, he may have difficulty both giving and receiving criticism because of his sensitive nature.

- Paul may sometimes be too socially distractible and overly influenced by interpersonal cues. He may spend too much time talking or interacting with others on the job when he should be focusing on the work at hand.

- He may sometimes act in ways that others perceive as phony or disingenuous. Paul needs to learn how to be more genuine in his job-based interactions, particularly among people with whom he must work closely on a day to day basis.

- Paul registers as having a below average score on our measure of integrity. He may act in ways that others consider to be improper, unethical, or even illegal, especially when presented with an ambiguous or tempting situation.

- Paul probably uses a structured sales presentation that doesn't change much across different sales environments. As someone who is not prone to using a relationship-oriented sales approach, he needs training on the value of putting effort into identifying and developing an understanding of the customer through friendly interactions.

- Paul registers as being insecure and lacking in self-assurance as a salesman. He may fret and worry about things too much when approaching a sales contact or trying to make a sale. Paul may be indecisive and slow to act in key sales situations.

- His work drive is below normal, suggesting that he may not be as willing to work long hours or an irregular schedule as the more dedicated incumbents in this job. Paul may resist, or be de-motivated by, job demands that he sees as cutting into his personal or family life. His level of effort may fall short of expectations for job success.

INTERVIEW QUESTIONS

After reviewing the assessment results for this candidate, you may want to conduct a structured interview to further explore and clarify some specific concerns. The interview questions listed below reflect areas of concern raised by the assessment results. You should keep asking questions until you have gained confidence in your assessment of the candidate. You can use some or all of these questions when interviewing the candidate. You will probably want to customize these questions to best fit your style and what you already know about the candidate as well as the job for which s/he is being considered. Most of these are behavioral description items which ask the candidate to describe specific behavior on the job.   Some additional probes which you might want to use with individual questions are:

* When did this take place?
* What factors led up to it?
* What were the outcomes?
* What did others in the organization say about this?
* How often has this type of situation arisen?

AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously . What did you do to help promote harmony and cohesion?

- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.

- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?

- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.

- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee? [Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

ASSERTIVENESS

- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.

- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.

- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.

- What would you do if you felt that your boss had been ignoring you or not paying attention to your ideas?

- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.

- Tell me about a time when you effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

EMOTIONAL STABILITY/RESILIENCE

- Tell me about a time when you had to keep on working despite having some problem or concern weighing on your mind. [Probes: How long did it go on? How was it resolved? How often has this kind of thing happened in the last six months?]

- Stress is a natural part of most work environments these days. Describe a situation where some significant form of stress has impacted you on your job and how you dealt with it.

- Describe a situation where you learned to live with something stressful at work.

EMPATHY

- Tell me about a time when you were dealing with a difficult person. What made them hard to take? What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)

- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?

- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result? (Listen for awareness of body language, voice tone, etc. as well as an ability to see the person in distress, not necessarily someone who is just offensive.)

EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.

- Tell me how much time you would ideally like to spend each day in meetings and discussion groups on the type of job for which you are applying.

- All of us have different styles of interacting and communicating with other people. Describe a situation where your style did not mesh well with that of another employee. [Probe: How did your styles differ? What problems did this lead to? What adjustments did you make?]

- Give me an example of a presentation that you have made where the audience was not particularly interested in the topic. What did you do? What were the results?

- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

INTEGRITY

- What would you do if you discovered that a coworker had been taking home office supplies without permission and without telling anyone?

- Under what conditions would it be acceptable to ignore or bend a company rule or policy?

- Describe what you would do if your boss asked you to keep quiet about some data he or she was falsifying for the annual company report.

- Under what circumstances would it be OK to claim a sick day (even though you were not sick) to deal with a personal problem at home?

SELLING CONFIDENCE

- Describe your typical frame of mind or mindset when cold-calling.

- Tell me how you deal with the loss of a big sale you were expecting to get.

- How does customer resistance affect your confidence about making a sale?

WORK DRIVE

- Under what conditions, if any, do you think a company has a right to ask its employees to work long hours? What is the upper limit for you on how many hours/week you are willing to work on an ongoing basis to meet the demands of your job.

- Describe some ways that you think your commitment to your family or personal life away from the job may have limited your advancement opportunities or earnings potential. How do you feel about this?

- What are the potential problems associated with a company expecting too much overtime from their employees or encouraging them to become workaholics?

- Describe how you keep work separate from your home and personal life and how you keep job demands from intruding on your free time.

- Under what situations would you be willing to work overtime and weekends for your job? How long would you be willing to do so?