

The Sales Achiever

Assessment For: Joe Applicant
Phone: 555-555-5555
Email: japplicant@isp.com

Position: Inside Sales

Company: ABC Company
Report Type: General

Assessment Date: 8/10/2007

For More Information
Please Contact:

Milt Cotter
Candidate Resources, Inc
2100 N Hwy 360 Suite 400B
Grand Prairie, TX 75050
972.641.5494 ext 199
mcotter@criw.com

----- **Mental Aptitudes** -----

Mental Acuity

- ① ② ③ ④ ⑤ ⑥ ⑦ **⑧** ⑨

Mr. Applicant is high in Mental Acuity, indicating he is a very fast thinker with a high degree of critical thinking ability. He has excellent problem solving capabilities; therefore, he can comprehend customer or prospect needs quickly, and present a product or service which will meet those needs effectively. He will not only enjoy, but will require, mentally challenging work for job satisfaction.

Business Terms

- ① ② ③ ④ ⑤ **⑥** ⑦ ⑧ ⑨

Joe has an average understanding of business terminology obtained either on the job or in a business class. This should enable him to understand the specialized language associated with his business, thus being able to communicate business matters with customers and prospects.

Memory Recall

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ **⑨**

Mr. Applicant has a superior knowledge of events happening in the world around him and should be strongly aware of competitive trends, as well as the economy's affect on his sales.

Vocabulary

- ① ② ③ ④ ⑤ ⑥ **⑦** ⑧ ⑨

Mr. Applicant's language skills are above average, enabling him to communicate effectively with customers, prospects and others. He is capable of highly complex interchanges and will exhibit confidence in his ability to interact with others.

Numerical Perception

- ① ② ③ ④ ⑤ ⑥ ⑦ **⑧** ⑨

Joe's exemplary Numerical Perception score indicates that he can process data quickly and accurately; therefore, he should effectively handle tasks such as calculating orders and writing up contracts.

Mechanical Interest

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant's level of interest in mechanical devices is average and he should be willing to put forth effort to learn any technology necessary in his sales position.

----- Personality Structure -----

Energy

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant has a good level of energy and takes an energetic approach to prospecting and developing new business. He has a high drive level, but is generally able to control his energy level sufficiently to concentrate and remain focused during sales presentations.

Flexibility

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is an ethical sales rep with a good sense of integrity, but is also creative, adaptable to change and able to handle multiple demands and assignments. He will stick to the "tried and true" on certain occasions, but can also be inventive and generate new ways of utilizing current applications of products or services. He remains focused on his goals, committed to quality and interested in providing good service to customers, but is innovative enough to look for new techniques which could advance the company in the marketplace.

Organization

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant does not exhibit a great deal of interest in planning his time and activities. Although he does have good intentions, his plans are not always thorough and he may not take full advantage of the time and resources he has available. Because of this, he could overlook important appointments, fail to follow-up on prospects and otherwise handle matters less effectively. A high score in Mental Acuity may compensate for a low score in this dimension.

Communication

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is a very interactive, sharing communicator. He can openly share his own ideas, feelings and knowledge with customers and prospects, and express his thoughts easily to people. At times, since he is so open, he may talk too much and not listen as carefully as he should. He thoroughly enjoys a position that requires constant contact with people.

Emotional Dev

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant has a good level of self-confidence and self-esteem, but not so much as to be unrealistic. He is willing to wait a reasonable time for sales to close or other results to occur without becoming upset or frustrated.

Assertiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe can take control, maintain order, and express his opinions to customers and prospects, but will not actively seek out conflict. He will attempt to influence and direct the buying decision and will ask for the sale, but not to the point of appearing unnecessarily demanding.

Competitiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant has a strong competitive drive and desire to compete, and takes pride in winning. Although he will participate in a team competitive effort, he particularly enjoys sales situations where he competes on his own. He will be a strong competitor, always prepared to meet or exceed his sales goals and win.

Mental Toughness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe can empathize with customers, prospects and others, but has enough mental toughness to deal with the negative aspects of sales, i.e., sales rejection, having to meet a quota, etc. He can work long or unusual hours without becoming unduly discouraged, and only occasionally will need reinforcement and support.

Questioning / Probing

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is basically trusting, but not gullible. Although he tends to accept most information at face value, he will do a moderate amount of probing to better understand his customer's or prospect's needs or desires.

Motivation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is motivated by challenge and recognition for increased sales, and will take personal action to accomplish more when the right rewards are offered. He will accept a risk when the potential for profit and recognition exists. He is willing to work long hours and put in extra effort, even if it means sacrificing his family life to achieve success.

Name: Joe Applicant
Company: ABC Company

Date: 8/10/2007
Page: 4

----- **Validity Scales** -----

Distortion

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant is reasonably fair in assessing his strengths and weaknesses. He has some characteristics that he is not completely happy with and tends not to show others. The validity may be slightly affected by his indirect answers.

Equivocation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

He has scored within our acceptable equivocation range.

This report is confidential and is an opinion based on test results and other available data. In the selection process it may count up to one third (1/3) of the decision process along with the interview, reference check, education and experience.

Score Sheet

General

Mental Aptitudes											
		1	2	3	4	5	6	7	8	9	
MENTAL ACUITY	Slow Learn								X		Fast Learn
BUSINESS TERMS	Uninformed						X				Knowledgeable
MEMORY RECALL	Unaware									X	Aware
VOCABULARY	Limited							X			Strong
NUMERICAL PERCEPTION	Imprecise								X		Accurate
MECHANICAL INTEREST	Indifferent						X				Interested
Personality Dimensions											
		1	2	3	4	5	6	7	8	9	
ENERGY	Restless				X						Calm
FLEXIBILITY	Flexible					X					Rigid
ORGANIZATION	Disorganized			X							Planful
COMMUNICATION	Reserved							X			Interactive
EMOTIONAL DEV	Impatient					X					Tolerant
ASSERTIVENESS	Cooperative					X					Authoritative
COMPETITIVENESS	Team Player								X		Individualist
MENTAL TOUGHNESS	Sensitive					X					Tough
QUESTIONING /PROBING	Trusting				X						Skeptical
MOTIVATION	Security									X	Recognition
Validity Scales											
		1	2	3	4	5	6	7	8	9	
DISTORTION	Frank Answer					X					Exaggerates
EQUIVOCATION	Choose Alter.					X					Choose Middle

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

NOTE: Areas with dots and brackets ([.....]) are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual.

AREAS OF CONCERN - Scores of 1 OR 2 in any of the following dimensions:
Energy, Flexibility, Emotional Development OR Mental Toughness are areas of concern.

Leadership Traits Assessment

Introduction

This report section evaluates Joe's traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Joe may or may not be one of the better people employed in a specific organization. If Joe is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.

Name: Joe Applicant
Company: ABC Company

Date: 8/10/2007
Page: 7

Leadership Potential

Summary Report

for: Joe Applicant

Joe has good leadership potential in the following area(s):

- Coaching
- Facilitating

Joe's Training & Development Needs are:

- **Planning** - learn how to better plan and organize required job functions, activities and requirements.
- **Organizing** - learn how to organize and make better use of time and assets required to successfully perform the job or job requirements.
- **Staffing** - learn how to make better staffing selections as well as how to train, motivate and lead others.

Sales Traits Assessments

Introduction

This report section evaluates Joe's traits in key areas of sales:

- Persistence and consistency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Developing rapport
- Identifying need or desire
- Presenting product/service to fill prospect's needs
- Dealing with objections
- Closing the sale
- Learning speed & efficiency
- Changing, growing and learning new concepts and ideas

Areas with good sales traits are highlighted with traits identified in which training or development would be beneficial.

Joe may or may not be one of the better people employed in a specific organization. If Joe is a top performer in your organization, when compared to top performing salespeople across America and Canada, this report segment may still highlight areas where development could make the individual a still better salesperson. Therefore, this Sales Traits Assessment should be reviewed in light of "what could make a good salesperson even better," with understanding that within human beings, there is always room for improvement.

Sales Potential

Summary Report

for: Joe Applicant

Joe has good sales potential. Strengths Include:

- Learning speed and Efficiency
- Ability to meet and communicate effectively with people
- Setting goals to win, excel and achieve
- Changing, growing and learning new concepts and ideas
- Developing Rapport
- Identifying need or desire
- Presenting Product/Service to fill prospect's needs
- Dealing with objections
- Closing the sale

Yet, further development in the following critical area(s) will be beneficial:

- Persistence and Consistency
- Ability to command respect

Name: Joe Applicant
Company: ABC Company

Date: 8/10/2007
Page: 10

Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.

Interview Questions for Mental Acuity

Mental Acuity - Measurement of how quickly an individual comprehends information and is able to reason through and solve problems.

Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present
---	--------------------------------------	--------------------------------	----------------------------------	---------------------------------------

Probes

Describe your most challenging job. What made the job so challenging?

Give me an example of a time you were faced with a problem for which there appeared to be no solution. What steps did you take to resolve the issue?

All jobs, over time, can become monotonous and routine. Tell me how you keep yourself challenged, motivated and enthusiastic about a job once you've learned and become proficient at it.

What was the last major skill or course of study you accomplished? Did you learn this skill or gain this knowledge on the job, or on your own?

Interpretive Guides

Did the candidate describe circumstances which are likely to occur in this position? Does the candidate appear to accept responsibility and find ways to keep him/herself motivated?

Does the candidate appear to have good reasoning skills and the ability to resolve problems? Does it appear the candidate takes calculated risks in order to resolve crises? Is the candidate willing to admit limitations and ask for the input of others?

Does the candidate have a way to deal with boredom and keep him or herself challenged? Are there other activities the candidate enters into in order to obtain mental challenge? Is the candidate willing to take the initiative to learn new things without being directed to do so by management?

Is the candidate willing to keep skills and knowledge honed? Does it appear the candidate functions below his or her level of capability? Does it appear the candidate realizes his or her high mental ability and uses it to full advantage?

Interview Questions for Organization

Organization - Measurement of the individual's desire to organize assignments and projects to better utilize time and resources.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Tell me about a time you missed a deadline, were late for a meeting or experienced other problems because you did not plan well enough in advance.

Describe how you typically kept yourself organized, and prioritized tasks in your former position. Did you use any planning tools to help keep yourself organized and if so, what were they?

Tell me about a time, in a previous job, when your ability to "wing it" saved a project from failure. What would the outcome have been had you not been able to improvise?

Describe your office or work area in your former job. Was everything neatly put in place, or did you tend to function better in chaotic surroundings?

Interpretive Guides

Was the candidate on time for this interview? If not, was the excuse justifiable? Does it appear the candidate learned from the experience he or she described in this first question?

Does the candidate have specific steps he or she takes to stay organized? Does the candidate appear to understand how to prioritize tasks? Does the candidate use planning tools to help stay organized, i.e., a daily planner, computerized schedule, etc?

Has the candidate been able to capitalize on his or her ability to improvise? Does the candidate appear to understand the importance of planning, yet also have the ability to be flexible and change plans, when necessary? Does it appear the candidate takes pride in his or her ability to "change horses in mid-stream?" Is the candidate sharp enough to keep priorities in his or her head without losing sight of them?

Is the candidate fairly tidy, or does the candidate thrive on chaos and disarray? How important is tidiness in this position? Will others come into or see the candidate's office or work area, or is it secluded?

Interview Questions for Communication

Communication - Measurement of the individual's ability to communicate and willingness to share knowledge and team with others to achieve common goals.

Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present
---	--------------------------------------	--------------------------------	----------------------------------	---------------------------------------

Probes

Describe a circumstance in a prior job when you or a team member failed to listen attentively and problems arose due to misunderstandings.

Tell me about the most difficult person you've ever dealt with in trying to build rapport. How did you finally break through and get to know that person?

Give me an example of a time when someone warned you not to talk so much. How have you learned to control your high level of sociability?

Tell me about your communication style. How have you made it serve you? Would you change or improve on your ability to communicate if it were possible?

Interpretive Guides

Does the candidate have a firm understanding of the importance of listening? During the interview, did the candidate interrupt or appear to not listen to what you were saying? Does the candidate appear enthusiastic and positive, or just loud and boisterous?

Does the candidate appear to have a skill in developing rapport with strangers? Is the candidate interesting and someone who exhibits interest in others?

Is the candidate willing to admit that at some time in the past, he or she has been cautioned about talking too much? Does it appear that this is still a problem with the candidate?

Does the candidate understand his or her own communication style? Does this style fit into the corporate culture of the company? Does the candidate feel any need to change or improve on his or her communication skills? Are these desired changes logical, mature and do they show good judgment?

Interview Questions for Competitiveness

Competitiveness - Measurement of the individual's desire to compete against others and win, versus desire to work as part of a team.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Tell me about the toughest job situation you've encountered which involved not only you, but other people. What role did you play in resolving the problem?

Describe the highest goal you have ever set for yourself and reached. How did reaching that goal affect you?

Give an example of a time when you felt it was easier to do everything yourself, rather than teach or depend on others to help you. Do you usually feel this way? If so, why?

Tell me about the last time you competed for something and lost. How did that make you feel and what, if anything, would you do differently if you were in that same situation in the future?

Interpretive Guides

Did the part the candidate played in resolving the problem exhibit good team work? Did the candidate exhibit good leadership skills and take appropriate action?

Was the goal an obvious "stretch" for the candidate? Did the candidate exhibit perseverance in reaching the goal?

Does the candidate admit to being someone who believes "no one can do anything as well as he/she?" Does it appear the candidate can also work as part of a team? Look for words indicating team spirit, i.e., "we" and "our team," as opposed to "I" and "me."

Does the candidate appear to be resentful over the loss? Does it appear the candidate can take criticism and failure in stride, or does the candidate become discouraged? Did the candidate appear to learn anything from this experience

Interview Questions for Motivation

Motivation - Measurement of the individual's achievement orientation and internal motivation to initiate changes and take risks in order to advance.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

In your prior job, what was the biggest change you were faced with and how did you adapt to that change?

Give me an example of a time you took a risk and won. How did your accomplishment make you feel? How do you believe you would have felt if you had taken that risk and failed?

Other than money, describe what really motivated you in prior jobs to do more than you were expected to do.

What type of compensation plan have you most enjoyed in the past - straight salary, commission only, draw plus, etc. What most attracts you to this type of compensation plan?

Interpretive Guides

Does the candidate seem to thrive on change? Does it appear the candidate has good skills to cope with change?

Is the candidate a big risk taker? Does it appear the risks the candidate has taken are reasonable and calculated, or does the candidate appear to be somewhat impetuous? Does it appear the candidate is able to accept occasional failure?

Does the candidate appear to understand what motivates him or her and if so, are these factors reasonable and available in this position?

In this position, will the candidate be on the same type compensation plan as the one he or she most enjoyed in the past. If not, could the compensation plan be structured to better meet the candidate's needs?

