



We Improve Productivity
Through People.



Field Sales I Assessment Report

Candidate: Curtis Blane

Date: 06/04/2009



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Prepared For: Employers

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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: ◆

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	Low	Below Average	Average	Above Average	High
Closing Ability				◆	
Competitiveness					◆
Customer Service			◆		
Dependability			◆		
Emotional Stability	◆				
Extroversion				◆	
Image Management					◆
Money Motivation					◆
Optimism	◆				
Relationship Sales				◆	
Selling Confidence	◆				
Travel Tolerance					◆
Work Drive				◆	
Overall Cognitive Aptitude					◆



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Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Curtis's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	Top 10%ile

Curtis has a high level of general cognitive aptitude. He can learn new information quickly, solve complex problems efficiently, and be able to handle a heavy information-processing load on this job.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect percentile rankings -- 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 lower the Overall Cognitive Aptitude score, 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 higher the Overall Cognitive Aptitude score, 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.



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Personality Assessment

Strengths:

- His level of assertiveness is above average. Curtis is able to exert significant influence and control in most sales situations and promote his product in a straightforward manner. As a result, he will not be intimidated when faced with tough selling situations or resistant customers.
- Curtis is very results-oriented for himself and motivated to do better than others in similar sales roles. His competitive nature motivates him to perform at a high level and to want flattering feedback that compares his performance to that of his peers.
- Curtis registers as having a fairly dedicated level of customer responsiveness. He will usually take the time to learn about customer preferences and their unique situations and can be counted on to provide additional help or information when requested.
- Curtis is moderately reliable with customers in sales situations. You can also expect him to use his own judgment to determine how he will carry out his job responsibilities and commitments.
- Curtis is a fairly outgoing, socially-involved individual who likes to interact with customers and other people on his job. He is usually gregarious, talkative, and amiable. In a sales setting, Curtis is likely to be attuned to customer buying cues and to interpersonal dynamics.
- He is very concerned with adjusting his speech and behavior to make others think highly of him. Curtis tailors his image to what he believes is effective with each customer.
- For Curtis, making money and consistently increasing his income are the key factors of a desirable sales job. You can expect Curtis to work especially hard for salary increases and year-end bonuses. He is highly motivated by goals with tangible rewards that increase his status in the company.
- He regularly keeps his guard up and does not let emerging or potential problems escape his attention in sales situations. Curtis will not take anything for granted or at face value, preferring instead to look for what he regards as the truth of the matter, despite appearances.
- Curtis prefers to use a relationship-oriented sales approach. He will try to build rapport patiently with customers, capitalize on opportunities to introduce products, and guide the customer toward a sale within the context of a personal relationship.
- Curtis can readily handle the stress of travel and is inclined to make the most of it. He looks for ways to make work-related travel enjoyable.
- Curtis is energized by travel and comfortable with the demands it makes on him. He will be more willing than most to engage in overnight travel for his job.
- Curtis responds well to travel requirements on the job. He will travel readily and find ways to make the experience enjoyable.
- With an average work drive, Curtis works industriously with customers during regular job hours. He is not, however, a workaholic and tries to balance job demands for sales production with his personal and family life.



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Developmental Concerns:

- Curtis may sometimes focus so heavily on his own sales numbers as an individual performer that he neglects the other important functions of a sales team, such as communications, morale, and contributing to group efforts and achievements.
- Curtis may need to develop a stronger customer service orientation. He could probably benefit from training or coaching on how to increase his attention to the needs and preferences of customers and how to match customer requests for tailored service to your company's sales products and process.
- Curtis may need to be more dependable in the way he fulfills some job expectations and obligations. He can sometimes act in ways that others, particularly customers, perceive as unreliable.
- In terms of personal adjustment and ability to handle stress, Curtis does not appear to be a good candidate for a sales job. He scores low on emotional stability and resilience. The demands and pressure of this job from customers, coworkers, quotas and deadlines are likely to overwhelm and incapacitate him.
- He may sometimes act in ways that others perceive as phony or disingenuous. Curtis 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.
- Curtis may be too concerned with money and other tangible rewards. If his employer does not offer significant sales incentives and earnings opportunities, Curtis may feel that he is not getting a good return on his investment in the job. Before making a hiring offer, you should try to give Curtis a realistic sense of the job's earning potential and financial incentives.
- Curtis could be a lot more optimistic in a sales role. He could look more for what is good and hopeful in sales situations instead of being focused on negative possibilities.
- Curtis's selling confidence is low. He worries about his ability to sell and has doubts about his personal effectiveness as a salesperson. If you hire Curtis, you may have to provide training and ongoing coaching so that he does not communicate this low self-assurance to a potential customer and lose the sale.
- Because his work drive is modest, you may need to motivate Curtis to be more willing to extend himself when long hours or an irregular work schedule are required to meet sales goals. He may be reluctant to make personal sacrifices for his job.



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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?
- * How would you handle it differently in the future?

COMPETITIVENESS

- Describe a time when you won a sales contest or competition.
- Tell me about how you typically respond to sales competitions and contests. Are they more motivating or demotivating for you?
- To what extent do you prefer your sales earnings to be based on commission versus salary?

EMOTIONAL STABILITY

- 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.

MONEY MOTIVATION

- Describe your earnings goals for the next five years.
- Tell me which what factors define success for you in a job.
- Describe how your feelings of self-worth are affected by how much money you make.
- Describe the kind of lifestyle you want to achieve.



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OPTIMISM

- Sometimes it helps to prepare for the worst and try to anticipate potential problems at work. Describe a time when your concerns about possible future problems were justified.
- What would you say to a coworker whom you felt was being naïve or gullible about some new job they were considering? If asked, what advice would you give?
- How do you personally guard against unrealistically high expectations at work or being blindsided by unanticipated problems?

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?

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