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Through People.



Field Sales II Assessment Report

Candidate: Matthew Payne

Date: 06/16/2010



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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				◆	
Integrity					◆
Money Motivation				◆	
Optimism			◆		
Passion for Work					◆
Relationship Sales				◆	
Self-Directed Learning		◆			
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 Matthew'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	60-69%ile
Verbal Reasoning	Top 10%ile

Matthew 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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Narrative Responses Provided by This Candidate

In reading through the candidate's responses, you should look for general themes that reflect the person's attitudes, values, and beliefs about work. Insights can help you generate probing interview questions. From another perspective, the way in which candidate responses are constructed demonstrate sophistication of communication skills.

Conscientiousness	Mr. Payne's Responses
<i>Responsibility at work...</i>	is central to every job in any company.
<i>Most of the official rules at work...</i>	are designed to improve performance or keep people safe, etc.
<i>I get annoyed at work when...</i>	I see people or processes that are not optimized.
<i>Sometimes employers can place too much emphasis on...</i>	doing certain procedures even though they are outdated and cumbersome.
<i>When I make a mistake and someone criticizes me for it, I...</i>	I try to learn from it and not make the same mistake again.
Customer Service	Mr. Payne's Responses
<i>My approach to customer service is...</i>	is to do my best to keep our customers happy and satisfied.
<i>Dealing with difficult customers...</i>	takes more time to figure out what their problems are and then come up with an appropriate solution.
<i>What customers really want from me is...</i>	an understanding of their problems and needs so that I can do my best to fulfill them.
<i>When I am training a new staff on customer service, I emphasize...</i>	customer service, product knowledge, empathy, and strategies for how to best present our products and services.
<i>I am least effective with certain customers...</i>	those who won't talk to me.
<i>Compared to other types of job tasks I enjoy, customer service is...</i>	a big reason why I like sales.
Demotivators	Mr. Payne's Responses
<i>What annoys most workers...</i>	feeling that not everyone is pulling their own weight in the company.
<i>I would quit my job if...</i>	I felt the job was no longer well matched with my career goals.
<i>At work I feel tense when...</i>	I am behind schedule and need to catch up.
<i>I don't like to work with people who...</i>	don't have the personal ethics to do a good job and who fail to support our customers.
<i>My work performance suffers when...</i>	I have to work when I am sick -- but I still do good well even then its just harder and I am slower when I don't feel well.
<i>I would really dislike a supervisor who...</i>	was unconsiderate of employees.
Job Satisfaction	Mr. Payne's Responses
<i>The kind of assignment I like best is...</i>	one that fits well with my skill set.
<i>I enjoy working with people who...</i>	are collegial and who have a passion for doing excellent work.



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<i>I would turn down a job if...</i>	I felt the company could not stand behind the product or who did not follow-through with good service after the sale.
<i>The best way to get ahead in an organization...</i>	do your very best, work hard, get to know people around the company, learn other jobs besides your own, and let people know what other career opportunities are appealing to you.
<i>The most fulfilling job I had...</i>	was a field sales job at my last company.
<i>My greatest satisfaction in a job...</i>	seeing results, knowing that my customers and happy and my company is thriving.
<i>A boss deserves loyalty if...</i>	a boss always deserves respect and loyalty, but I might go around a boss who was doing something unethical.
<i>What I want most from a job is...</i>	satisfaction and opportunity to get ahead.
<i>The best type of supervisor for me would be someone who...</i>	makes sure I have the appropriate information and training needed to perform well, who is willing to listen to problems and help me brainstorm successful solutions.
<i>Working closely with other people...</i>	is very enjoyable and satisfying.
Sales	Mr. Payne's Responses
<i>The most common ethical decisions I make in sales involve...</i>	not giving in to customers requests for special deals.
<i>Being effective at sales in a particular industry is based on...</i>	knowign the industry and knowing your products / services so that you can present them well and understand the issues the customers will face when they make a purchase.
<i>The reason I will be successful in a sales role is...</i>	my dedication, drive, people skills, and my desire to help my company be profitable.
<i>People say that I am a successful salesperson because of my...</i>	hard work, charisma, empathy for our customers.
<i>My sales style is best described as...</i>	customer-centric.
Teamwork	Mr. Payne's Responses
<i>To me, being a good team player means...</i>	is a necessary part of every job I can think of.
<i>I enjoy teamwork when...</i>	we all coordinate well.
<i>The optimal split between team and independent work is...</i>	it depends on what is going on at the time and what tasks are associated with a particular job.
<i>Most team meetings are...</i>	time well spent.
<i>My experiences with being on a team...</i>	have been positive. I enjoy the camaraderie and the group problem solving.
<i>In most companies teams are...</i>	underutilized.
Work Drive	Mr. Payne's Responses
<i>I will take on extra responsibilities in my job if and when...</i>	there is a project that needs to get done.
<i>Working long hours every week...</i>	is not that uncommon.
<i>It's hard to do good work when...</i>	you dont have necessary information from other departments / co-workers.



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<i>When my suggestions at work are turned down I...</i>	I support whatever the company decides, even if it was not my suggestion. I do, however, try to learn why my suggestion was deficient.
<i>Having to work on the weekend...</i>	is not something I really enjoy but I do it when needed.
<i>Overnight travel...</i>	Is not something I really want to do in my job, unless it is very occasional.



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Personality Assessment

Strengths:

- Matthew is moderately forceful and assertive, though not to the point of being perceived as aggressive or overbearing. He will not let other people take advantage of him and he can be counted on to promote his ideas, beliefs, and proposals in a straightforward manner. Likewise, Matthew will not be intimidated by sales resistance even from difficult customers.
- Matthew is fairly competitive and energized by sales opportunities to compete against others who hold similar jobs. He typically wants to be successful and turn in better sales numbers than other salesmen/women in the group.
- Matthew registers as being dedicated to providing good customer service. He can be expected to learn about customer preferences and their unique situations, and will give extra assistance when needed to close a sale.
- Matthew is usually reliable on his job. He fulfills most commitments although Matthew also tends to make up his own mind about how he will do so.
- He is a fairly emotionally resilient, hardy person who has good control over his emotions when confronted with difficult customers or pressured sales goals. Matthew can weather most forms of job stress and pressure without losing his composure.
- Matthew generally pays close attention to other people and to interpersonal dynamics in sales situations. He is a rather outgoing person who likes to interact with the customers. Matthew usually communicates effectively and is likely to be perceived by most customers as amiable and friendly.
- He is usually mindful of what is the correct thing to say and do in sales situations. Matthew is image-conscious and concerned with how he comes across to potential customers.
- Matthew appears to have a high level of integrity and code of ethics. He is not one to lie, deceive, cheat, or engage in questionable or improper job behavior. Matthew will consistently adhere to company rules and policies.
- Guardedly optimistic in his approach to most sales opportunities, Matthew will trust most situations and prospective customers, but not blindly so. He has a healthy amount of skepticism about what could happen.
- His sales style would be described by most people as based on a personalized relationship. Matthew will usually get to know the potential customer to learn about his or her needs, desires, and attitudes. He typically cultivates sales opportunities in the context of a personal relationship with the customer that is based on trust, respect, and rapport. In most selling situations, Matthew guides the customer to a buying decision rather than following a prescribed closing technique.
- Matthew has a high work drive and is very committed to meeting the sales goals and demands of his job. He works vigorously and does what it takes, including putting in overtime and irregular hours, to meet customer needs and generate sales.



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Developmental Concerns:

- Matthew should more consistently honor his commitments to customers and obligations to his employer. He could, at times, more reliably do everything he says he will do for customers and following through on his pledges and promises to them.
- Matthew can occasionally give overly positive presentations about himself, his product, and what he can do for customers during and after the sale. Matthew may need to be coached on how to project more sincerity and authenticity in sales presentations so that the customer builds trust in him and the company.
- He can sometimes be too limited in his sales expectations. If hired, Matthew could benefit from activities that raise his expectations about successful selling outcomes.
- He could be more motivated to taking personal responsibility for his own work-related training and professional development. Matthew could do more in terms of seeking out opportunities for learning new knowledge and skills, and learning them for the purpose of his career advancement.
- Matthew is somewhat lacking in self-confidence as a salesperson. He has a tendency, at times, to doubt himself and may be indecisive about what is the best course of action to take in a sales situation. You may need to provide Matthew with guidance on how to send a strong message of assurance and capability to potential customers.



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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?

SELF DIRECTED LEARNING

- Describe a time when you needed to learn something new for your job, but the company did not offer a relevant training program or support for taking courses or workshops. What was it? What steps did you take? What was the outcome? How often has this happened in the last five years?
- How do you go about researching something for which you need information to solve a work-related problem? Do you ask help from other people? What resources (e.g., the Internet, coworkers) do you use? How do you use them? How often does this tend to come up on your job?
- Tell me about a time when you took the initiative to learn new job-related knowledge, skills, or abilities (KSA's). What KSA's were they? What did you do? What was the outcome? How did you continue to improve your mastery of these KSA's?
- Describe your future plans for continued education and professional development in the next 10 years. What are they? How will these help you in your career? What would/did you do if your employer does not help pay for these or give you time off to pursue them?

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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