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Luxury Products Sales Assessment Report

Candidate: Brian Dodson

Date: 06/30/2008



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Prepared For: Employers

Prepared by: John Lounsbury, Ph.D. & Lucy Gibson, Ph.D., Licensed Industrial-Organizational Psychologists

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
Agreeableness			◆		
Closing Ability				◆	
Competitiveness					◆
Conscientiousness		◆			
Customer Service / Responsiveness			◆		
Emotional Stability / Resilience	◆				
Empathy					◆
Extroversion		◆			
Impression Management					◆
Money Motivation					◆
Optimism/Enthusiasm			◆		
Relationship Sales			◆		
Selling Confidence			◆		
Teamwork			◆		
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 Brian'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 80-89%ile

Brian 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. Dodson's Responses
<i>Responsibility at work...</i>	is important for everyone.
<i>Most of the official rules at work...</i>	is easy to follow.
<i>I get annoyed at work when...</i>	we dont have enough customers to go around.
<i>Sometimes employers can place too much emphasis on...</i>	being at work at a certain time even though there might have been extenuating circumstances.
<i>When I make a mistake and someone criticizes me for it, I...</i>	try to accept the criticism and make adjustments in how I do things in the future so I wont make mistakes.
Customer Service	Mr. Dodson's Responses
<i>My approach to customer service is...</i>	is to learn as much as I can about them so that I can make good suggestions to meet their needs.
<i>Dealing with difficult customers...</i>	is always a challenge but one that I enjoy to see if I can get them in a good mood.
<i>What customers really want from me is...</i>	my ability to help them meet their needs.
<i>When I am training a new staff on customer service, I emphasize...</i>	I urge them to ask a lot of questions and listen well to the answers.
<i>I am least effective with certain customers...</i>	thoes who want a quick sale but dont want to stop and think about what would be best for them.
<i>Compared to other types of job tasks I enjoy, customer service is...</i>	the heart of what we do to make a living.
Demotivators	Mr. Dodson's Responses
<i>What annoys most workers...</i>	unfair pay, unfulfilled promises.
<i>I would quit my job if...</i>	I felt I could not make the income I needed.
<i>At work I feel tense when...</i>	there are no customers coming through the door.
<i>I don't like to work with people who...</i>	are not customer-oriented and are underhanded in dealing with co-workers.
<i>My work performance suffers when...</i>	I have to work when I am really tired or feeling unwell.
<i>I would really dislike a supervisor who...</i>	was inconsiderate, unwilling to adjust the work schedule for individual needs, and wont respond to questions.
Job Satisfaction	Mr. Dodson's Responses
<i>The kind of assignment I like best is...</i>	training the rest of the staff on a new product and helping them gain an appreciation of the features and benefits.
<i>I enjoy working with people who...</i>	are warm, friendly, customer-oriented, team-players.
<i>I would turn down a job if...</i>	I did not feel right about the products I was representing.
<i>The best way to get ahead in an organization...</i>	is bring in good sales.
<i>The most fulfilling job I had...</i>	was the one where I learned the most.



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<i>My greatest satisfaction in a job...</i>	is seeing happy satisfied customers and enjoying good pay as a result.
<i>A boss deserves loyalty if...</i>	he is loyal and considerate of employees.
<i>What I want most from a job is...</i>	good products, supportive management, fair pay structure, and a good flow of customers.
<i>The best type of supervisor for me would be someone who...</i>	An ideal manager for me would be one who is competent as a leader, respects employees, tries to build a strong team where everyone in the department coordinates well with each other, keeps our focus on the end customer, and we enjoy working together.
<i>Working closely with other people...</i>	is enjoyable and builds good friendships.
Sales	Mr. Dodson's Responses
<i>The most common ethical decisions I make in sales involve...</i>	delicately dealing with customers who offer me bribes.
<i>Being effective at sales in a particular industry is based on...</i>	knowing that product line extremely well.
<i>The reason I will be successful in a sales role is...</i>	I am hard working, customer-oriented, and good at making sales.
<i>People say that I am a successful salesperson because of my...</i>	persistence and creativity with each type of customer.
<i>My sales style is best described as...</i>	customer-oriented.
Teamwork	Mr. Dodson's Responses
<i>To me, being a good team player means...</i>	being on the lookout for how I can help fellow employees.
<i>I enjoy teamwork when...</i>	we have common goals.
<i>The optimal split between team and independent work is...</i>	based on the issues at that company at that time.
<i>Most team meetings are...</i>	a way for us to share ideas and help each other be successful.
<i>My experiences with being on a team...</i>	have been good for the most part.
<i>In most companies teams are...</i>	not utilized to the full benefit.
Work Drive	Mr. Dodson's Responses
<i>I will take on extra responsibilities in my job if and when...</i>	I feel that it will benefit our customers and it is something I feel capable of handling.
<i>Working long hours every week...</i>	is sometimes necessary to meet each customer's particular needs.
<i>It's hard to do good work when...</i>	we don't have enough information about our product specifications.
<i>When my suggestions at work are turned down I...</i>	look for another opportunity to make suggestions that might improve things.
<i>Having to work on the weekend...</i>	is an important part of selling our products because that is when a high percentage of our customers are available.
<i>Overnight travel...</i>	is not going to be part of this job - - except occasionally when we might go to a trade show to learn about new products we might represent.



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Personality Assessment

Strengths:

- Brian has an average level of assertiveness when compared to other salesmen/women. He can be expected to address tough situations in a straightforward manner and stand up for what he believes is the truth about the product. At the same time he can be mild-mannered and willing to accommodate to the preferences and demands of customers.
- Brian likes to know that he is doing better than other salesmen/women. He is very competitive about relative results and performance. Brian is highly motivated by feedback that compares his performance with that of other sales representatives.
- Brian is very competitive and highly energized by opportunities to be successful in comparison to others who hold this job. He is very concerned with doing better than his peers.
- Brian can sometimes be motivated by opportunities to show that he is performing at a high level in a sales role, especially when compared to others who have this type of job. He is fairly competitive and often likes to measure his success against other salesmen and saleswomen.
- Brian functions effectively in less structured situations where the answers to problems and guidelines for behavior are not clearly defined. He often uses his own judgment about how best and when to perform job tasks and achieve work goals.
- He has a high level of empathy. Brian can resonate to the feelings, concerns, and emotions of other people. He will be viewed by those he works with as someone who is understanding, perceptive, and easy to relate to.
- Brian is fairly introverted in his interpersonal style. He will usually have good concentration for his work and does not mind working quietly on the tasks at hand.
- He is attuned to what is the right thing to say and do in sales situations. Brian is very observant, shrewd, and inclined to evaluate the consequences of his decisions before making a sales presentation.
- He is highly motivated by financial rewards in a sales role. Brian appreciates recognition in the form of money or perks, and he is also attracted to rewards that boost his career status.
- Although fairly optimistic in his outlook most of the time, Brian is not naïve or unrealistic. He tempers his positive expectations with an awareness of the potential for problems and difficulties.
- Where he feels it is appropriate, Brian will try to use a relationship-oriented sales approach. In those situations, he will try to build personalized relationships to gain some insights that can be used to adjust his presentation and close sales in a persistent, but non-aggressive, manner.
- Brian likes a balance of independent and interdependent work. He can work closely with others, but he can also switch gears and function well on his own.
- With an average work drive, Brian usually works industriously during regular job hours. However, he is not a workaholic and tries to balance job demands and his personal/family life.

Developmental Concerns:

resource associates, inc.

7044 Lake Bluff Ct, Knoxville, TN 37920

Ph. (865) 980-0630 FAX (865) 579-1269



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- Brian could benefit by being more directive and assertive in his sales style. Brian made need additional training or coaching on how to be more influential and forceful in presenting his product and dealing with customer resistance to closing.
- By becoming too focused on his individual competitiveness, Brian may overlook the need to realize group goals and team-based accomplishments. Also, he may neglect areas of his job that are hard to measure and document, such as coaching, mentoring, and developing employees.
- Brian can be too selfish and self-centered. He may be so concerned with being competitive that he turns off other employees and undermines group cohesion and morale.
- He is below-norm in terms of work dependability and quality. Brian could try harder, at times, to fulfill his work responsibilities in a conscientious manner. He could be more consistent in following through on his commitments and meeting company performance standards.
- He could enhance his level of customer service orientation. Brian may need to show more concern for customer satisfaction on a consistent basis.
- His level of emotional stability is low. Brian is not likely to have much control over his emotions and would probably have a hard time handling the pressure and frustration associated with a demanding job. He will have difficulty maintaining normal efficiency at work while trying to manage personal problems at home.
- Brian can sometimes identify too strongly with the feelings and emotions of the people he works with. This can cause him to get caught up in their problems and to lose perspective of what is the best course of action. Brian may need to become more objective and professional in some situations.
- He could be more outgoing, sociable, and personable. Brian may not share his ideas and communicate his views frequently enough to coworkers.
- Others may sometimes see Brian as putting on a false front or as trying to manipulate them. He may need to be coached on how to be more genuine and candid in the way he interacts with customers and co-workers.
- Brian has such a high need for tangible rewards and making money that it may not be possible to keep him satisfied over the long haul. Before hiring him you may want to give him a realistic preview of the job's reward system, including a timetable (if available) to make sure that it would be motivating for him on a continuing basis.
- He could more actively cooperate and collaborate with other employees. There may be times when Brian places too much emphasis on individual contribution rather than group accomplishment.
- Brian may, at times, need to be more willing to work long hours or an irregular schedule. He may have to go above and beyond normal effort levels to meet intense demands and/or deal with unexpected problems.



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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?

CONSCIENTIOUSNESS

- Describe a time when you have taken a shortcut or bypassed some steps at work to get something done quicker, better, or more efficiently?
- Flexibility is important in many jobs. Describe a situation where it would be advantageous to bend or ignore a company rule or policy to improve job effectiveness.
- Describe how you deal with situations where the best course of action is not covered by company policies and procedures.
- Describe a situation where you feel that organizational bureaucracy or red tape made your job difficult or significantly slowed you down.

CUSTOMER SERVICE

- No matter how hard you try, some customers are rude, annoying, or impossible to please. Describe the most difficult customer you have had to deal with and what efforts you made to accommodate him or her.
- Describe a situation where you went above and beyond your job description to make a customer satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- Tell me about a time when you had to reconcile competing demands from the customer with company demands or needs.
- Tell me about a time when a customer gave you a difficult problem to solve.
- There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.



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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

- Describe a situation when your ability to communicate made a difference in the outcome of a project, assignment, or task at work.
- 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?

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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