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Retail Store Commission Sales Assessment Report

Candidate: Laura Davis

Date: 06/19/2008



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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
Agreeableness			◆		
Closing Ability			◆		
Competitiveness				◆	
Customer Service / Responsiveness		◆			
Dependability			◆		
Emotional Stability / Resilience			◆		
Empathy					◆
Extroversion			◆		
Impression Management					◆
Money Motivation					◆
Relationship Sales			◆		
Selling Confidence			◆		
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 Laura's overall level of general intellectual aptitude to be in the **80-89 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	80-89%ile

Laura has a high level of general cognitive aptitude. She 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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Cashier Related Math

88% Correct



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Personality Assessment

Strengths:

- Laura is mildly assertive in most sales situations, although she is by no means aggressive or overbearing with even difficult customers. She will bring her influence to bear in sales situations in a low-key manner.
- Laura is fairly results-oriented and will often be motivated to do better than her work peers. Her moderately competitive nature will motivate her to bring in sales numbers at a higher level than most others in her group. If hired, Laura will be interested in feedback that shows how well she is performing compared to other company salesmen and women.
- Laura tends to be moderately conscientious, reliable, and dependable on the job. Yet, she can also act on her own judgment and go against the grain when she feels it useful to do so. Laura will decide when and how she meets her responsibilities and fulfills her work commitments.
- She is moderately well-adjusted and stable. Laura can handle most everyday forms of job hassles and stressors without losing her composure.
- She makes an effort to understand and resonate to the feelings and problems of other people. Laura should be good at reading the moods and concerns of customers. She is an empathetic, considerate person who can get close to the people she works with and will offer a helping hand to those in need.
- Laura tends to be cordial and sincere in her work-based interactions. She won't be swayed by social factors when making decisions or attending to her own job tasks and duties.
- She is very inclined to adjust the way she presents herself to fit the situation she is in. Laura tries to say and do things that she thinks others want to hear so that they will look at her favorably. Laura will consistently present a positive image of her self and the company she represents.
- Tangible rewards are much more appealing to Laura than other types of incentives. Salary increases, sales bonuses, and prizes are highly motivating for Laura.
- Laura is not averse to using personalized customer relationships as a mainstay of her sales approach. Where she feels it fits that situation, she will spend time getting to know each customer and learning about their attitudes, values, preferences, and concerns in order to adjust her sales approach.
- Laura has an above average work drive. She invests considerable time and energy into meeting the demands of her job and career.

Developmental Concerns:

- Laura could be more persuasive and influential in her selling style. If chosen for this position, Laura may need training or coaching on how to take charge of selling situations and confront objections in a way that leads to a sale.
- She could strengthen her commitment to providing responsive, high-quality service to customers. Laura needs to work on placing more emphasis on activities that lead to customer satisfaction and retention.



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- Laura may occasionally be too lax in the way she fulfills her sales commitments and her timeliness in doing so. She could be more consistently dependable in a sales role.
- Laura may have trouble coping with extensive or intensive job stress. She may not bear up as well under heavy pressure as many others who hold this job.
- It may be hard for Laura to critically evaluate information about other people and to make objective decisions which affect them. She may need to put more psychological distance between herself and other people at times. Laura can so strongly identify with the emotional experience of her customers or clients that she can confuse their feelings with her own.
- In job situations calling for good social skills, Laura could be somewhat more sociable, gregarious, and outgoing on her job. She may need to communicate more frequently and effectively at times.
- She may sometimes act in ways that others perceive as phony or disingenuous. Laura needs to learn how to be more genuine in her job-based interactions, particularly among people with whom she must work closely on a day to day basis.
- Laura has such a high need for tangible rewards and making money that it may not be possible to keep her satisfied over the long haul. Before hiring her you may want to give her a realistic preview of the job's reward system, including a timetable (if available) to make sure that it would be motivating for her on a continuing basis.



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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?

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.

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.



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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.)

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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