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Through People.



Telemarketing Assessment Report

Candidate: Martin Jeffries

Date: 08/23/2008



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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			◆		
Customer Service				◆	
Dependability				◆	
Emotional Stability				◆	
Image Management					◆
Introversion		◆			
Money Motivation					◆
Optimism				◆	
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 Martin's overall level of general intellectual aptitude to be in the **60-69 percentile** range. His individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	50-59%ile
Verbal Reasoning	50-59%ile

Martin has a slightly above-average level of general cognitive aptitude. He should be able to handle most of the problem-solving demands of this job in a satisfactory manner.

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:

- Martin is mildly assertive in most sales situations, although he is by no means aggressive or overbearing with even difficult customers. He will bring his influence to bear in sales situations in a low-key manner.
- He brings a generally dedicated customer service orientation to the sales situation. Martin will go to some lengths to satisfy the customer's needs; getting things accomplished on the customer's behalf will be a priority for him.
- He is a fairly dependable, trustworthy person who has pride in fulfilling his job responsibilities in a conscientious manner. You can expect that Martin will follow through on his commitments to the customer while at the same time fulfilling his obligations to his employer.
- He has a sound level of emotional stability. Martin will be able to take most forms of job stress in stride. He typically works with composure when confronted with unexpected problems and demanding conditions in a sales role.
- He is highly aware of what is the correct thing to say and do in formal and informal sales situations. Martin is discreet and careful about how he presents himself to potential customers and when trying to initiate or close a sale.
- Martin is usually outgoing, talkative, and congenial in his interactions with other people. He will likely be an effective communicator on the job.
- Martin registers as being very motivated by money, recognition, prestige, and status. He is likely to be energized by selling contests and by getting rewards for meeting specific sales goals. Martin considers work a means to achieving personal goals, rather than an end in itself.
- He usually expects favorable outcomes in sales situations and on his job. Martin tends to look for success with most sales prospects.
- Martin has an above-average work drive. He will be seen as a fairly hard worker who is usually willing to work overtime and otherwise extend himself to meet customer demands and sales goals.

Developmental Concerns:

- Martin could be more assertive in some sales situations. He may need guidance in how to make more persuasive presentations and how to deal with customer resistance and objections in a more determined manner.
- Others may sometimes see Martin 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.
- Martin may be too involved in the social side of work. He may spend time chatting and interacting with others when he should be concentrating on his own work obligations.



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- Martin is so motivated by money, status, and recognition that he may not be happy with this job unless it meets his expectations for extrinsic rewards. He may continually look for other jobs that pay more or offer better financial incentives.
- Martin is somewhat insecure and lacking in self-confidence as a salesman. He can sometimes worry too much and waver about what decision to make or action to take in sales situations. You will probably have to coach Martin in how to be effective in promoting and selling your company's products.



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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?

INTROVERSION

- This test describes you as somewhat introverted. Do you agree with that?
- Describe a job in which you felt overloaded with social stimulation. What was the situation and what made it unpleasant for you?

EXTRINSIC 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.

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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