



**Inside Commission Sales
Assessment Report**

**Candidate:
Snigdha Sampleuser**

**Date:
04/26/2020**

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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		◆			
Integrity				◆	
Money Motivation					◆
Optimism		◆			
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 Snigdha's overall level of general intellectual aptitude to be in the **70-79 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 80-89%ile

Verbal Reasoning 50-59%ile

Snigdha has an above-average level of general cognitive aptitude. She should be able to handle the problem-solving demands of this job in a capable 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:

- She tends to have smooth working relationships with most people on the job. Snigdha is usually viewed as being courteous and agreeable, unless she has to work with someone who is very difficult and demanding.
- Snigdha can usually assert herself when she feels it will not interfere with making a successful sale. She is not, however, overbearing or aggressive and can be counted on to approach customers in a respectful, low-key manner.
- Snigdha likes and needs to know that she is doing better than other salesmen/women in the company. She is very competitive about sales numbers and financial performance. Likewise, Snigdha is highly motivated by feedback that compares her performance with that of other sales representatives.
- Snigdha is generally dependable at work. But Snigdha also uses a fair amount of personal discretion and judgment in deciding when and how she will fulfill her job obligations and duties.
- She is fairly empathetic and insightful. Snigdha can usually tune into the feelings, concerns, and emotions of other people. She will be viewed by many of the people she works with as someone who is perceptive, considerate, and understanding.
- Snigdha tends to be introverted and is not one to waste words or engage in much casual, extraneous conversations in the workplace. She functions comfortably in situations that do not require extensive interaction with others.
- She typically presents her self to customers and coworkers as sincere and unpretentious. First impressions of Snigdha are likely to be consistent with later impressions by long-term customers and the people she works with on a continuing basis.
- Snigdha scores as having an above-average level of integrity. She is unlikely to lie, deceive, cheat, or engage in questionable or improper job behavior.
- Tangible rewards are much more appealing to Snigdha than other types of incentives. Salary increases, sales bonuses, and prizes are highly motivating for Snigdha.
- She is observant on the job and doesn't let emerging or potential problems escape her attention. Snigdha won't take much for granted or at face value, preferring instead to look for the truth of the matter, despite appearances.

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Developmental Concerns:

- In trying to handle situations that are particularly upsetting or aggravating, she can sometimes be disagreeable or harsh in how she comes across to others. Snigdha might benefit from feedback on maintaining consistently positive relationships with others on the job.
- Snigdha needs to be more forceful and influential in some sales situations. She may need to be more direct in the way she deals with customer objections and in closing the sale.
- In her zeal to turn in better sales numbers than anyone else, Snigdha can become too aggressive and self-centered. She may turn off other employees with her hyper-competitiveness and refusal to contribute to group-based goals, achievements and solidarity.
- Snigdha's commitment to customer service could be further developed. She could do more, at times, to sense customers' preferences, address their concerns promptly, and ensure their satisfaction.
- Snigdha could more consistently honor her work commitments and obligations. She could do a somewhat better job of doing everything she says she will do for customers and following through on her pledges and promises to them.
- Snigdha registers as having a low level of personal adjustment and ability to handle stress. She may become destabilized and even incapacitated by chronic pressure and strain at work. If hired, Snigdha may need counseling or stress-management training.
- Snigdha can occasionally become too emotionally involved with other people. This may compromise her objectivity when making decisions which affect them. Also, she may try too hard to help other people, which can be seen as too invasive or inappropriate.
- She could be more outgoing, sociable, and personable. Snigdha may not share her ideas and communicate her views frequently enough to coworkers.
- Snigdha may, at times, need to be more circumspect in her speech and behavior in sales situations. She may be a bit too candid and blunt in what she says to customers without concern for the bottom sales line.
- Because she is so focused on making money and the status and prestige of her job, Snigdha may take only minor satisfaction from the more intrinsic rewards of the position. Unless your company offers frequent pay increases or bonuses, she may become disenchanted and lose motivation to perform well or remain in the job.
- Snigdha could be somewhat more optimistic in her outlook. She may occasionally be too critical and prone to look for problems and the downside of situations, leading her to give up on problems that other employees perceive as solvable.
- Snigdha probably uses a structured sales presentation that doesn't change much across different sales environments. As someone who is not prone to using a relationship-oriented sales approach, she needs training on the value of putting effort into identifying and developing an understanding of the customer through friendly interactions.
- Snigdha is somewhat insecure and lacking in self-assurance as a salesman. She may sometimes fret and worry about things too much when approaching a sales contact or trying to make a sale. Snigdha may sometimes be indecisive in key sales situations.

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- Her work drive is below normal, suggesting that she may not be as willing to work long hours or an irregular schedule as the more dedicated incumbents in this job. Snigdha may resist, or be de-motivated by, job demands that she sees as cutting into her personal or family life. Her level of effort may fall short of expectations for job success.

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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?

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?]

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- 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?

IMAGE MANAGEMENT

- In what ways (if any) do you adjust the way you present yourself to the particular customer you are calling on?
- Describe your techniques for building rapport with coworkers and customers.
- Talk about the ways you tailor yourself and your presentations to fit the needs, resources, and interest levels of the people you are interacting with.

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?

WORK DRIVE

- Under what conditions, if any, do you think a company has a right to ask its employees to work long hours? What is the upper limit for you on how many hours/week you are willing to work on an ongoing basis to meet the demands of your job.
- Describe some ways that you think your commitment to your family or personal life away from the job may have limited your advancement opportunities or earnings potential. How do you feel about this?
- What are the potential problems associated with a company expecting too much overtime from their employees or encouraging them to become workaholics?
- Describe how you keep work separate from your home and personal life and how you keep job demands from intruding on your free time.
- Under what situations would you be willing to work overtime and weekends for your job? How long would you be willing to do so?

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