



**Luxury Products Sales
Assessment Report**

**Candidate:
Susana Sampleuser**

**Date:
01/17/2020**

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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				◆	
Conscientiousness			◆		
Customer Service / Responsiveness				◆	
Emotional Stability / Resilience				◆	
Empathy	◆				
Extroversion					◆
Impression Management		◆			
Integrity				◆	
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 Susana's overall level of general intellectual aptitude to be in the **60-69 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 60-69%ile

Numeric Reasoning 80-89%ile

Verbal Reasoning 50-59%ile

Susana has a slightly above-average level of general cognitive aptitude. She 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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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	Ms. Sampleuser's Responses
<i>Responsibility at work...</i>	Answer not included in public website samples.
<i>Most of the official rules at work...</i>	Answer not included in public website samples.
<i>I get annoyed at work when...</i>	Answer not included in public website samples. Answer not included in public website samples.
<i>Sometimes employers can place too much emphasis on...</i>	Answer not included in public website samples.
<i>When I make a mistake and someone criticizes me for it, I...</i>	Answer not included in public website samples.
Customer Service	Ms. Sampleuser's Responses
<i>My approach to customer service is...</i>	Answer not included in public website samples.
<i>Dealing with difficult customers...</i>	Answer not included in public website samples.
<i>What customers really want from me is...</i>	Answer not included in public website samples.
<i>When I am training a new staff on customer service, I emphasize...</i>	Answer not included in public website samples.
<i>I am least effective with certain customers...</i>	Answer not included in public website samples.
<i>Compared to other types of job tasks I enjoy, customer service is...</i>	Answer not included in public website samples.
Demotivators	Ms. Sampleuser's Responses
<i>What annoys most workers...</i>	Answer not included in public website samples.
<i>I would quit my job if...</i>	Answer not included in public website samples.
<i>At work I feel tense when...</i>	Answer not included in public website samples.
<i>I don't like to work with people who...</i>	Answer not included in public website samples.
<i>My work performance suffers when...</i>	Answer not included in public website samples.
<i>I would really dislike a supervisor who...</i>	Answer not included in public website samples.

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Job Satisfaction	Ms. Sampleuser's Responses
<i>The kind of assignment I like best is...</i>	Answer not included in public website samples.
<i>I enjoy working with people who...</i>	Answer not included in public website samples.
<i>I would turn down a job if...</i>	Answer not included in public website samples.
<i>The best way to get ahead in an organization...</i>	Answer not included in public website samples.
<i>The most fulfilling job I had...</i>	Answer not included in public website samples.
<i>My greatest satisfaction in a job...</i>	Answer not included in public website samples.
<i>A boss deserves loyalty if...</i>	Answer not included in public website samples.
<i>What I want most from a job is...</i>	Answer not included in public website samples.
<i>The best type of supervisor for me would be someone who...</i>	Answer not included in public website samples.
<i>Working closely with other people...</i>	Answer not included in public website samples.
Sales	Ms. Sampleuser's Responses
<i>The most common ethical decisions I make in sales involve...</i>	Answer not included in public website samples.
<i>Being effective at sales in a particular industry is based on...</i>	Answer not included in public website samples.
<i>The reason I will be successful in a sales role is...</i>	Answer not included in public website samples.
<i>People say that I am a successful salesperson because of my...</i>	Answer not included in public website samples.
<i>My sales style is best described as...</i>	Answer not included in public website samples.
Teamwork	Ms. Sampleuser's Responses
<i>To me, being a good team player means...</i>	Answer not included in public website samples.
<i>I enjoy teamwork when...</i>	Answer not included in public website samples.
<i>The optimal split between team and independent work is...</i>	Answer not included in public website samples.
<i>Most team meetings are...</i>	Answer not included in public website samples.
<i>My experiences with being on a team...</i>	Answer not included in public website samples.
<i>In most companies teams are...</i>	Answer not included in public website samples.
Work Drive	Ms. Sampleuser's Responses
<i>I will take on extra responsibilities in my job if and when...</i>	Answer not included in public website samples.
<i>Working long hours every week...</i>	Answer not included in public website samples.
<i>It's hard to do good work when...</i>	Answer not included in public website samples.
<i>When my suggestions at work are turned down I...</i>	Answer not included in public website samples.
<i>Having to work on the weekend...</i>	Answer not included in public website samples.
<i>Overnight travel...</i>	Answer not included in public website samples.

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Personality Assessment

Strengths:

- She will usually be agreeable and congenial in her interactions with other people. Unless she is particularly upset about something at work, you can expect her to avoid arguments and contentious interactions.
- Susana has an average level of assertiveness when compared to other salesmen/women. She can be expected to address tough situations in a straightforward manner and stand up for what she believes is the truth about the product. At the same time she can be mild-mannered and willing to accommodate to the preferences and demands of customers.
- Susana likes to know that she is doing as well as or a little better than others with this type of job. She is moderately competitive about relative results and performance. Susana is usually motivated by feedback that compares her performance with that of her peers.
- Susana is fairly results-oriented and will often be motivated to do better than her work peers. Her somewhat competitive nature will motivate her to perform at a slightly higher level than them. If hired, Susana will be interested in feedback that shows how she is performing compared to other company salesmen and saleswomen.
- Susana can sometimes be motivated by opportunities to show that she is performing at a high level on this job, especially when compared to others who have this type of job. She is fairly competitive and often likes to measure her success against other company employees.
- Susana is generally conscientious in the way she performs her job. Susana also uses a fair amount of personal discretion and judgment in deciding how she will meet her obligations and duties.
- She has a sound level of emotional stability. Susana will be able to take most forms of job stress in stride. She will remain reasonably calm during work crises.
- She is very objective and unsentimental in the way she appraises information, situations, and people. Susana is not swayed by personal feelings or the anticipated feelings of other people when making decisions.
- Susana is extroverted, gregarious, warmhearted, and expressive. She will be an effective communicator who is attuned to social cues and interpersonal dynamics in the workplace. Susana will make an effort to establish and maintain contacts with other areas in the organization.
- She is a fairly genuine and straightforward person in all areas of her life. In sales, Susana will present her self to customers in a consistent, positive manner regardless of the situation she is in.
- Susana scores above-average in terms of being honest and rule-following. She will internalize and promote company norms, values, and policies on her job.
- She is motivated by intrinsic work factors as job challenge, responsibility, variety, freedom, and autonomy. These are somewhat more important to Susana than are extrinsic motivators such as sales bonuses and commissions.

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- She consistently anticipates favorable outcomes in the workplace, both for herself and her employer. Susana has positive job expectations, even when faced with problems.
- Susana will try to develop a personalized relationship with a customer if she feels it is the right strategy in that situation. She understands that sometimes it is appropriate to take the time to get to know a customer's unique perspective, attitudes, and concerns in order to maximize sales results.
- Her level of self-assurance as a sales representative is above-average. Susana is typically secure with her selling skills and knowledge. She can make most decisions promptly without wavering about the best course of action.
- Susana is balanced with respect to teamwork versus individual contributor roles. She can alternate between working closely with others and working independently.
- With an above-average work drive, Susana works energetically and persistently to fulfill job responsibilities. She is usually willing to extend herself, when necessary, to meet heavy or irregular job demands, including working long hours.

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Developmental Concerns:

- Susana can sometimes be viewed as unpleasant or difficult to deal with. She may need some constructive feedback on the importance of being consistently courteous and agreeable in all work situations.
- Susana could benefit by being more directive and assertive in her sales style. Susana may need additional training or coaching on how to be more influential and forceful in presenting her product and dealing with customer resistance to closing.
- Susana may occasionally be unreliable or inattentive to details in the way she performs her job. She could sometimes be more conscientious about performing job tasks as expected and on time.
- She could strengthen her customer service orientation. Susana may need to be more responsive to the needs and preferences of customers in her area of responsibility.
- She may sometimes come across as callous and unfeeling at times in her relations with customers. Susana could try to develop more insight and empathy in her interactions with them. She may have trouble understanding the emotions and "subjective" responses of other people.
- Susana may sometimes become too involved in socializing and talking with other people. She may need to stay more focused on the work at hand and spend less time fraternizing.
- Susana can sometimes be too frank and candid to customers about her feelings and opinions. She may need training on how to be more circumspect and polished in her interactions with customers.
- Her expectations for the future can sometimes be unrealistically positive and even naïve. Susana may need to be more skeptical, at times, when evaluating people, plans, and proposals. She needs to guard against wasting valuable company resources working on what others consider to be unsolvable problems.
- She could place greater emphasis on group unity, cohesion, and a shared sense of purpose with her fellow employees. Susana may need to be encouraged to be more actively team-minded, especially in work settings where close cooperation and interdependence are required.

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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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EMPATHY

- Tell me about a time when you were able to establish rapport with a "difficult" person.
- 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?

EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.
- 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?
- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

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.

OPTIMISM

- Describe a situation where you were more optimistic than your coworkers or boss about the feasibility of a project or deadline. Was it justified? How did others respond to your initial high level of confidence?
- Tell me about a time when you had unduly high expectations about a project or problem at work and did not adequately estimate the difficulty level or prepare for possible difficulties that arose .

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