



**Retail Store Commission Sales
Assessment Report**

**Candidate:
Laura Davis**

**Date:
04/02/2012**

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Prepared For: Resource Associates

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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.

Cashier Related Math

88% Correct

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Personality Assessment

Strengths:

- She tends to have smooth working relationships with most people on the job. Laura is usually viewed as being courteous and agreeable, unless she has to work with someone who is very difficult and demanding.
- Laura can exert influence in sales situations, but it will not be perceived by the customer as aggressive. Her sales approach is more indirect, focusing on customer inquires and offering suggestions rather than making forceful assertions and directive recommendations.
- Laura likes to know that she is doing as well as or a little better than others in a sales role. She is moderately competitive about her sales results and performance in the short and long term. Likewise, Laura is usually energized by feedback that favorably compares her sales performance with that of her peers.
- Laura is usually reliable on her job. She fulfills most work commitments and expectations, though Laura also makes up her own mind about how she will do so.
- She should be able to withstand most of the stressors associated with this job. Laura is unlikely to lose her temper, have emotional outbursts on the job, or experience a lot of anxiety over unresolved work problems.
- 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.
- Laura readily changes the way she acts toward other people in an effort to influence their perception of her. She carefully manages the image she presents to potential customers and support staff .
- Laura strives for tangible rewards in a sales role. Cash prizes for winning company contests and bonuses for reaching sales goals are likely to motivate her highly. Laura works hard if there are financial incentives to do so.
- Where she feels it is right for that situation, Laura will try to use the power of personalized customer relationships to create sales results. She has some understanding that taking time up front to learn about customers' needs and unique situations will pay off in terms of sales over the long haul .
- Laura has an above-average work drive. She usually works hard and does what it takes, including putting in overtime or working long hours, to meet the demands of her job.

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Developmental Concerns:

- Laura 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.
- Laura could sometimes be more assertive in a sales role. She may need help in learning how to exert more influence in selling settings and be more persuasive in presenting her product and service to customers.
- Laura's customer service orientation is not high compared to most candidates for this job . If hired, her supervisor should encourage her to address customers' preferences and concerns more consistently . Laura could be more focused on trying to make customers highly satisfied.
- Laura could be somewhat more dependable and conscientious in her work habits. She could be more consistent in her follow through and fulfillment of job commitments and responsibilities.
- High levels of job stress and chronic pressure may undermine Laura's ability to handle her emotions in a stable, mature manner. She may need to develop more effective coping skills for such situations .
- Laura may not be objective or dispassionate enough when analyzing information or making decisions which affect others. Her conclusions and interpretations can sometimes be biased by her own emotional identification with the other person. Also, Laura may sometimes offer advice and help which is not wanted.
- 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 come across to customers and staff as insincere or calculating . Laura may need to learn how to verbally and facially project a more authentic approach in dealings with others so she can achieve her goals.
- 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?

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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