

test center

by People Systems

Luxury Products Sales Assessment Report

Candidate: XXXXXXXXXXXX
Username: XXXXXXXXXXXX
Date: XXXXXXXXXXXX

Sample Report

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 : ◆

| | Low | Below Average | Average | Above Average | High |
|--|-----|---------------|---------|---------------|------|
| Agreeableness | | | ◆ | | |
| Closing Ability | | | | ◆ | |
| Competitiveness | | | | | ◆ |
| Conscientiousness | | ◆ | | | |
| Customer Service / Responsiveness | | | ◆ | | |
| Emotional Stability / Resilience | ◆ | | | | |
| Empathy | | | | | ◆ |
| Extroversion | | ◆ | | | |
| Impression Management | | | | | ◆ |
| Money Motivation | | | | | ◆ |
| Optimism/Enthusiasm | | | ◆ | | |
| Relationship Sales | | | ◆ | | |
| Selling Confidence | | | | ◆ | |
| Teamwork | | | | ◆ | |
| Work Drive | | | ◆ | | |
| Overall Cognitive Aptitude | | | | | |

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Brian's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning 80-89%ile

Brian has a high level of general cognitive aptitude. He 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.

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.

| | Mr. Dodson's Responses |
|---|--|
| <i>I will take on extra responsibilities in my job if and when...</i> | I feel that it will benefit our customers nad it is something I feel capable of handling. |
| <i>Working long hours every week...</i> | is sometimes necessary to meet each customers particular needs. |
| <i>It's hard to do good work when...</i> | we dont have enough information about our products specifications. |
| <i>When my suggestions at work are turned down I...</i> | look for another opportunity to make suggestions that might improve things. |
| <i>Having to work on the weekend...</i> | is an important part of selling our products because that is when a high percentage of our customers are available. |
| <i>Overnight travel...</i> | is not going to be part of this job - - except occasionally when we might go to a trade show to learn about new products we might represent. |
| <i>My approach to customer service is...</i> | is to learn as much as I can about them so that I can make good suggestions to meet their needs. |
| <i>Dealing with difficult customers...</i> | is always a challenge but one that I enjoy to see if I can get them in a good mood. |
| <i>What customers really want from me is...</i> | my ability to help them meet their needs. |
| <i>When I am training a new staff on customer service, I emphasize...</i> | I urge them to ask a lot of questions and listen well to the answers. |
| <i>I am least effective with certain customers...</i> | thoes who want a quick sale but dont want to stop and think about what would be best for them. |
| <i>Compared to other types of job tasks I enjoy, customer service is...</i> | the heart of what we do to make a living. |
| <i>To me, being a good team player means...</i> | being on the lookout for how I can help fellow employees. |
| <i>I enjoy teamwork when...</i> | we have common goals. |
| <i>The optimal split between team and independent work is...</i> | based on the issues at that company at that time. |
| <i>Most team meetings are...</i> | a way for us to share ideas and help each other be successful. |
| <i>My experiences with being on a team...</i> | have been good for the most part. |
| <i>In most companies teams are...</i> | not utilized to the full benefit. |
| <i>The kind of assignment I like best is...</i> | training the rest of the staff on a new product and helping them gain an appreciation of the features and benefits. |
| <i>I enjoy working with people who...</i> | are warm, friendly, customer-oriented, team-players. |
| <i>I would turn down a job if...</i> | I did not feel right about the products I was representing. |
| <i>The best way to get ahead in an organization...</i> | is bring in good sales. |

| | |
|---|--|
| <i>The most fulfilling job I had...</i> | was the one where I learned the most. |
| <i>My greatest satisfaction in a job...</i> | is seeing happy satisfied customers and enjoying good pay as a result. |
| <i>A boss deserves loyalty if...</i> | he is loyal and considerate of employees. |
| <i>What I want most from a job is...</i> | good products, supportive management, fair pay structure, and a good flow of customers. |
| <i>The best type of supervisor for me would be someone who...</i> | An ideal manager for me would be one who is competent as a leader, respects employees, tries to build a strong team where everyone in the department coordinates well with each other, keeps our focus on the end customer, and we enjoy working together. |
| <i>Working closely with other people...</i> | is enjoyable and builds good friendships. |
| <i>What annoys most workers...</i> | unfair pay, unfulfilled promises. |
| <i>I would quit my job if...</i> | I felt I could not make the income I needed. |
| <i>At work I feel tense when...</i> | there are no customers coming through the door. |
| <i>I don't like to work with people who...</i> | are not customer-oriented and are underhanded in dealing with co-workers. |
| <i>My work performance suffers when...</i> | I have to work when I am really tired or feeling unwell. |
| <i>I would really dislike a supervisor who...</i> | was inconsiderate, unwilling to adjust the work schedule for individual needs, and wont respond to questions. |
| <i>Responsibility at work...</i> | is important for everyone. |
| <i>Most of the official rules at work...</i> | is easy to follow. |
| <i>I get annoyed at work when...</i> | we dont have enough customers to go around. |
| <i>Sometimes employers can place too much emphasis on...</i> | being at work at a certain time even though there might have been extenuating circumstances. |
| <i>When I make a mistake and someone criticizes me for it, I...</i> | try to accept the criticism and make adjustments in how I do things in the future so I wont make mistakes. |
| <i>The most common ethical decisions I make in sales involve...</i> | delicately dealing with customers who offer me bribes. |
| <i>Being effective at sales in a particular industry is based on...</i> | knowing that product line extremely well. |
| <i>The reason I will be successful in a sales role is...</i> | I am hard working, customer-oriented, and good at making sales. |
| <i>People say that I am a successful salesperson because of my...</i> | persistence and creativity with each type of customer. |
| <i>My sales style is best described as...</i> | customer-oriented. |

Personality Assessment

Strengths:

- He tends to have smooth working relationships with most people on the job. Brian is usually viewed as being courteous and agreeable, unless he has to work with someone who is very difficult and demanding.
- Brian is mildly assertive with customers, but by no means aggressive or oppositional in sales situations. He will interact with customers in a low-key, non-invasive manner which most of them should be comfortable with.
- Brian likes to know that he is doing better than others in this type of job. He is very competitive about relative results and performance. Brian is highly motivated by feedback that compares his performance with that of other employees.
- Brian likes to compete and to demonstrate that he is a high, if not the highest, performer. He is very focused on results, accomplishments, and data that allow his performance to be compared to other company employees.
- Brian often likes to compete against other people and to demonstrate that he is a high performer. He is fairly focused on results, accomplishments, and data that allow his performance to be compared to others.
- He is fairly adaptable when interpreting what needs to be done and how to deal with work challenges and problems. Brian can make on-the-spot adjustments and shift gears when needed on the job.
- He can identify closely with the feelings and concerns of other people. Brian has a high level of empathy which enables him to understand and relate to the people he works with. He is likely to be perceived by customers as someone who is very insightful, sympathetic, and helpful.
- Brian is a fairly efficient, to-the-point communicator who does not waste time in extraneous conversations or chit-chat on the job. He can usually focus on immediate problems and work comfortably in situations requiring sustained concentration.
- He is attuned to what is the right thing to say and do in sales situations. Brian is very observant, shrewd, and inclined to evaluate the consequences of his decisions before making a sales presentation.
- For Brian, making money and consistently increasing his income are the key factors of a desirable sales job. You can expect Brian to work especially hard for salary increases and year-end bonuses. He is highly motivated by goals with tangible rewards that increase his status in the company.
- He is generally optimistic about most future possibilities and contingencies. However, Brian is also somewhat wary about what can go wrong.
- He tends to approach sales contacts with a relationship-oriented style. As such, Brian will put some time into learning about customers' needs and complete sales without coming across with an impersonal, standardized approach.
- Brian prefers some independence in addition to cooperative activity in his work. He values both team player and individual contributor functions in achieving organizational goals.

- Brian is average in terms of work drive. He exerts reasonable effort to meet normal job demands, but not at the expense of compromising his personal life away from work.

Developmental Concerns:

- Brian can sometimes be viewed as unpleasant or difficult to deal with. He may need some constructive feedback on the importance of being consistently courteous and agreeable in all work situations.
- Brian could sometimes be more assertive in a sales role. He may need help in learning how to exert more influence in selling settings and be more persuasive in presenting his product and service to customers.
- Brian may sometimes focus so heavily on competing as an individual performer that he neglects other important functions, such as communications, morale, and contributing to group efforts and achievements.
- Brian can become so preoccupied with doing better than others that he alienates the people he works with and lowers morale in the workplace. He may need to think more in terms of group-based rather than personal achievements and accomplishments.
- He could be more reliable and trustworthy in the way he performs job duties and assignments. Brian could fulfill his work commitments and responsibilities in a more conscientious manner consistent with quality standards.
- He could enhance his level of customer service orientation. Brian may need to show more concern for customer satisfaction on a consistent basis.
- His level of emotional stability is low. Brian is not likely to have much control over his emotions and would probably have a hard time handling the pressure and frustration associated with a demanding job. He will have difficulty maintaining normal efficiency at work while trying to manage personal problems at home.
- Brian may have difficulty viewing other people in a realistic, objective manner. His judgment may be clouded by his own feelings and identification with them. Brian may give undue weight to the perceived emotions of other people when determining what to do. Also, he may have difficulty both giving and receiving criticism because of his sensitive nature.
- Brian may be uncomfortable with work tasks and settings requiring extensive social interaction. He may sometimes be too quiet, impersonal, or reserved.
- He may sometimes come across to customers and staff as insincere or calculating. Brian may need to learn how to verbally and facially project a more authentic approach in dealings with others so he can achieve his goals.
- Brian 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.
- He could be more inclined to work cooperatively with other employees. Brian could do more to contribute to work group cohesion and interdependence.
- He may, at times, need to invest more time and effort into his work. Long-term job success and organizational advancement may require Brian to extend himself more to meet pressing or heavy job demands.

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?

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.

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.

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?

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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