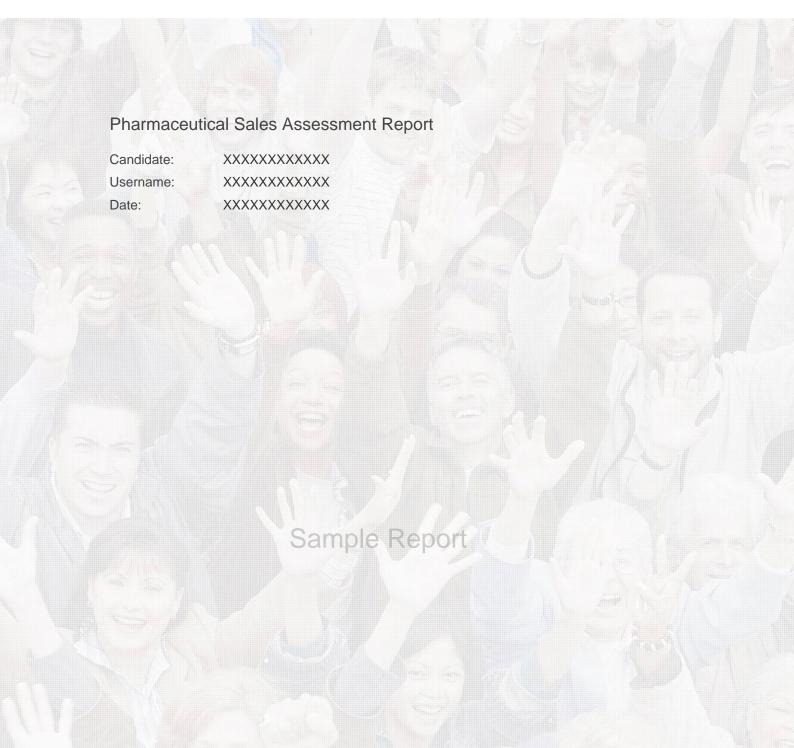
test center

by People Systems



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, 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:

	Below Low Average			Av	Above Average Average			High		
Closing Ability			7.0.0	J-		4)			
Competitiveness							4	>		
Customer Service						4)			
Dependability						4	>			
Emotional Stability							•	>		
Extrinsic Motivation									4	•
Extroversion					♦					
Image Management									•	
Optimism						♦				
Sales Boldness									4	•
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 Patrick's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning 80-89%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning 80-89%ile

Patrick 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 <u>percentile rankings</u> -- 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 <u>lower the Overall Cognitive Aptitude score</u>, 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 <u>higher the Overall Cognitive Aptitude score</u>, 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:

- Patrick can usually assert himself when he feels it will not interfere with making a successful sale. He is not, however, overbearing or aggressive and can be counted on to approach customers in a respectful, low-key manner.
- Patrick is motivated by opportunities that show he is performing at a high level in a sales role, especially
 when compared to others who have a similar job or challenge. He is fairly competitive and often likes to
 measure his success in gross sales against other salesmen and saleswomen.
- Patrick registers as having a fairly good customer service orientation. He can be counted on to convey to
 the customer how his needs can best be met with your products. Patrick will likely respond when the
 customer makes requests that require extra time and effort.
- He is usually a person who keeps his word to customers and does what he says he will do when he says
 he will do it. Patrick is typically dependable and reliable in his work, but he also shows some discretion in
 how quickly, fully, and consistently he meets his commitments to customers and responsibilities to his
 employer.
- He is stable and well-adjusted. Patrick can work well under conditions of normal sales stress and not succumb to the pressure of quota, schedules, and order fulfillment.
- For Patrick, making money and consistently increasing his income are the key factors of a desirable sales job. You can expect Patrick 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.
- Patrick will communicate with others as needed while also concentrating on his own tasks and duties. He is generally cordial and pleasant, but not socially distractible.
- Patrick readily changes the way he acts toward other people in an effort to influence their perception of him. He carefully manages the image he presents to potential customers and support staff.
- Although fairly trusting and accepting of others, Patrick does not have blind faith in the people he works
 with. He trusts sales situations to a point, but at the same time monitors what goes on so as not to be
 blindsided.
- He is very bold and enterprising. Patrick will take advantage of situational opportunities and act decisively
 to make a sale. Also, he will not miss a chance to sing the praises of his product or let others know about
 his own sales success.
- Patrick is usually sure of himself and what he can do as a sales representative. He will approach most sales situations with confidence, projecting a can-do image to most of his customers.
- Patrick 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.

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Developmental Concerns:

- Patrick could benefit by being more directive and assertive in his sales style. Patrick made need
 additional training or coaching on how to be more influential and forceful in presenting his product and
 dealing with customer resistance to closing.
- He may need more training and coaching to understand what it takes to achieve a solid base of satisfied
 customers. Instruction on how to develop a strong relationship with the buyer, how to probe for the
 customer's buying signals, and how to evaluate after-sale satisfaction to achieve repeat sales may prove
 useful.
- Patrick could enhance his dependability with customers and staff somewhat. He could be more reliable in doing what he says he will do and honoring his job commitments and promises.
- Patrick may continually expect greater earnings and rewards. If this job does not regularly meet his need for money, status and recognition, he may put less effort and dedication into his assignments.
- Patrick could be more consistently sociable, gregarious, and outgoing with customers and coworkers. You may have to counsel him on how to enhance his communication skills in sales situations.
- Others may sometimes see Patrick 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.
- He may sometimes fail to have high enough expectations in sales situations. Patrick could be more consistently optimistic and hopeful about his prospects for positive selling outcomes.
- He can be too brazen and rash at times. To correct this, Patrick may need to slow down at times and think things through more carefully before committing himself or others to a course of action. Also, he needs to guard against over-selling and un-selling his product and himself.

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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?

EXTRINSIC MOTIVATION

- 1. Describe your earnings goals for the next five years.
- 2. Tell me which what factors define success for you in a job.
- 3. Describe how your feelings of self-worth are affected by how much money you make.
- 4. Describe the kind of lifestyle you want to achieve.

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