

The Sales Personnel Report

prepared for

XYZ Company

MR. IKE SAMPLE

March 25, 2005

This report is designed for use by persons familiar with its compact presentation of information and its language. Its purpose is to evaluate personnel on important work-related personality factors. Please note that personality test data are of questionable validity one or two years after they were obtained.

*The information contained in this report should be treated **confidentially and responsibly**. Final decisions about applicants or employees should be based on several sources of input, such as actual experience, background investigation, and personal interview.*

This report should not be the sole basis for denying employment or promotion. This is not intended to be used for applicant or employee feedback. For assistance or consultation, please call the Executive Group at 219.477.6378.

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The Executive Group

Linking Human Capital with Strategic Intent

80 E US Hwy 6 – Valparaiso, IN 46383

Phone 219-477-6378 – Fax 219-477-6379

assessment@theeg.com – www.theeg.com

XYZ SCALES (SALES)

		1	2	3	4	5	6	7	8	9	10		
A	RESERVED Unengaging, distant					X						SOCIABLE Engaging, friendly	A
B	LOW VERBAL FACILITY Poor grasp of concepts				X							HIGH VERBAL FACILITY Good grasp of concepts	B
C	EASILY UPSET Job should fit needs								X			MANAGES FRUSTRATION Can adapt to job	C
E	SUBMISSIVE More passive, humble					X						ASSERTIVE Confident, competitive	E
F	SERIOUS Sober, somber		X									ENTHUSIASTIC Happy, energetic	F
G	UNCONVENTIONAL Ignores expectations										X	CONVENTIONAL Follows rules	G
H	SOCIALLY RESTRAINED Shy, avoids spotlight					X						SOCIALLY BOLD Needs to impress others	H
I	TOUGH-MINDED Realistic, no-nonsense			X								SENSITIVE Susceptible to feelings	I
L	TRUSTING Accepting, naïve		X									SUSPICIOUS Skeptical, blaming	L
M	PRACTICAL Focus on solutions		X									IMPRACTICAL Focus on ideas	M
N	DIRECT WITH OTHERS Self-disclosing, open						X					INDIRECT WITH OTHERS Discreet, diplomatic	N
O	UNCONCERNED Casual, untroubled		X									WORRYING Fear of mistakes	O
Q1	RESISTS CHANGE Prefers the familiar				X							OPEN TO CHANGE Experimenting	Q1
Q2	WORKS IN GROUPS Collaborative									X		WORKS ALONE Not a team player	Q2
Q3	LESS ORDERLY Can be undisciplined							X				MORE ORDERLY Perfectionistic	Q3
Q4	PATIENT Relaxed, calm			X								IMPATIENT Tense, driven	Q4

Scores in the generally most desirable range for sales positions fall in the shaded areas. Scores outside the shaded areas may indicate a mismatch with the sales position.

XYZ SCALES (SALES)

These special scales are composed of the items that distinguished the top performers in the validation study in each of these jobs. These scores are among several aspects of The Sales Personnel Report related to performance ratings, and not a composite of all the predictive features of the report. They should be applied to potential employees only if they would otherwise likely be hired, since they were developed on employees who were, in fact, hired. In most cases, scores above 5.0 suggest that the candidate will resemble the top performers from that job category in the validation study, provided that no issues are raised in other areas, including work history.

The Sales Rep and Territory Rep scales were not computed for Mr. Sample, as he did not score sufficiently like most successful employees in those two categories on the following factors:

Interpersonal Skills Independence

However, his scores on these factors were not that different from some of the top performing Account Representatives, so that scale is presented below.

Sales Rep Scale:	Less like top performers	More like top performers																				
Score =	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #cccccc;">potential concern</td> <td style="background-color: #cccccc;">question</td> <td colspan="8" style="background-color: #cccccc;">desirable</td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> <td style="text-align: center;">9</td> <td style="text-align: center;">10</td> </tr> </table>	potential concern	question	desirable								1	2	3	4	5	6	7	8	9	10	
potential concern	question	desirable																				
1	2	3	4	5	6	7	8	9	10													

Account Rep Scale:	Less like top performers	More like top performers																				
Score = 8.8	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #cccccc;">potential concern</td> <td style="background-color: #cccccc;">question</td> <td colspan="8" style="background-color: #cccccc;">desirable</td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> <td style="text-align: center;">9</td> <td style="text-align: center;">10</td> </tr> </table>	potential concern	question	desirable								1	2	3	4	5	6	7	8	9	10	
potential concern	question	desirable																				
1	2	3	4	5	6	7	8	9	10													

Territory Rep Scale:	Less like top performers	More like top performers																				
Score =	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #cccccc;">potential concern</td> <td style="background-color: #cccccc;">question</td> <td colspan="8" style="background-color: #cccccc;">desirable</td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> <td style="text-align: center;">9</td> <td style="text-align: center;">10</td> </tr> </table>	potential concern	question	desirable								1	2	3	4	5	6	7	8	9	10	
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AREAS FOR DEVELOPMENT (SALES)

These areas for development are identified for a wide variety of personality traits. Some of these may be discussed under Areas of Potential Concern, but most of them do not raise questions about suitability for the job. Instead, they are offered as areas in which an enhanced focus on development may prove beneficial. Indeed, some of these areas may reflect personality traits that are actually quite desirable for a sales position, but which still might suggest a development agenda.

1. Factor B (Score = 4) **Below Average Verbal Facility**

Mr. Sample's verbal facility is not an apparent strength. He may benefit from enhanced training on understanding and explaining what he is selling, and on external structures for tracking his responsibilities.

2. Factor E (Score = 5) **Unassertive**

Although his subdued approach may keep him from rubbing others the wrong way, he may need assistance developing assertiveness in the sales process.

3. Factor F (Score = 2) **Too Serious**

His lack of emotional energy, as noted under Areas of Potential Concern, can be a drawback. He may need to learn to show more enthusiasm and excitement in the sales process.

4. Factor G (Score = 9) **Very Rule-Oriented**

Following rules and understanding conventional modes of conduct are generally positive attributes. Sometimes, though, he may follow procedures so carefully that it stifles his creativity, and exposure to more innovative approaches to sales might help him.

5. Factor H (Score = 5) **Shyness**

He may need training in how to overcome his shyness by getting used to initiating connections and by learning to feel comfortable in the spotlight.

AREAS FOR DEVELOPMENT (SALES)

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6. Factor L (Score = 2) **Trusting**

His trusting nature may make him susceptible to accepting the representations of others at face value. He might benefit from training on critical thinking seeking objective data.

7. Factor M (Score = 2) **Very Practical**

Because he is so identified with working in practical terms, he may benefit from some exposure to strategic thinking, ingenuity, and innovation.

8. Factor O (Score = 2) **Unworried**

While not worrying is typically a plus in sales, Mr. Sample may sometimes be a bit carefree. He may need training in setting objective sales goals so that external benchmarks can be used for self-evaluation.

9. Factor Q1 (Score = 4) **Change Resisting**

His preference for tried and true experiences may mean that he needs to learn to put more emphasis on developing new sales opportunities rather than just maintaining his route.

10. Factor Q2 (Score = 8) **Self-Sufficient**

Self-sufficiency is desirable, especially in sales, but it can also lead to miscommunication with management. Mr. Sample may need guidance around when to ask for help, and how to keep management up to date with what he is doing.

AREAS FOR DEVELOPMENT (SALES)

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11. Factor Q4 (Score = 3) **Patience**

Sometimes salespeople with this much patience do not feel a sense of urgency about meeting goals. He might benefit from setting up structures to help himself set targets, especially around developing (rather than maintaining) sales opportunities.

AREAS OF POTENTIAL CONCERN

This section is designed to help you spot certain behaviors that could impact productivity and bring into question someone's ability to perform ANY job. This profile yielded one area of potential concern. One such area is not that unusual in successful employees, but its relevance to the particular job should still be considered.

1. Factor F (Score = 2) **Low energy**

He can be somber and pessimistic about what life can offer. This can lead to progressively lower standards of performance, and can have a negative effect on others.

PERFORMANCE FACTORS (SALES)

Problem-solving ability: More Concrete More Abstract

Score = 4

potential concern					desirable					
1	2	3	4		5	6	7	8	9	10

Verbal problem solving may not be a significant strength.

Self-control: More Casual More Constrained

Score = 9.2

potential concern				question	desirable					question
1	2	3	4	5	6	7	8	9	10	

Mr. Sample scored very high on this composite estimate of behavioral self-control, implying some rigidity.

Workplace coping skills: Less Resilient More Resilient

Score = 9.9

potential concern				question	desirable					
1	2	3	4	5	6	7	8	9	10	

His score on this global factor is in the desirable range, implying an ability to function in a stable and predictable manner.

Interpersonal skills: More Introverted More Extraverted

Score = 3.3

potential concern			questionable	desirable						
1	2	3	4	5	6	7	8	9	10	

He is an introverted person who may lack many of the interpersonal skills needed for sales.

Independence: More Accommodating More Independent

Score = 3.9

potential concern				question	desirable				questionable	
1	2	3	4	5	6	7	8	9	10	

He does not acknowledge much interest in guiding events to his own ends, so his ability to influence others and close deals should be examined.

Tough-mindedness: More Intuitive More Practical

Score = 8.6

questionable			desirable				questionable		
1	2	3	4	5	6	7	8	9	10

Some sales people who are as practically oriented as he is feel comfortable selling concrete goods, and uncomfortable selling concepts, approaches, or processes.

WORK-RELATED PERSONALITY

PERSONAL ADAPTABILITY

Mr. Sample exhibits excellent emotional control and the ability to take job demands and changing priorities in stride, outside of the one area of potential concern noted on page two. The relevance of this one area to this specific job must be considered carefully. In other areas, Mr. Sample has good resilience which partly offsets any weaknesses described below.

He shows clear signs of good workplace coping ability. In general, he can be expected to maintain a steady and resilient presence across many different kinds of job circumstances. Reality seems to him to be potentially positive and gratifying, so he does not try to ignore it when problems arise. Thus, avenues of escape hold little appeal for him, and he is less likely than many people to turn to fantasy-based preoccupations. He probably has a firm sense of self, which structures and directs his responses to events; he is not overly susceptible to variations in mood, and his focus is not easily swayed by changes in short term consequences. No problems with tension are immediately apparent.

RELATING TO OTHERS

He prefers working alone to working in groups, which may affect his ability to be a team player. In a supervisory role, he may expect subordinates to be as self-sufficient as he tries to be. He may need some training in cultivating and maintaining good working relationships.

He is such a trusting, adaptable individual that he can sometimes find himself being taken advantage of. In other words, he rarely questions other people's motives, and because he prefers to make room for the needs of others, he can on occasion let them have their way just to avoid friction. Other people, of course, find this particular trait quite pleasant, so he is less likely to be disliked than many people are.

He scored about average on warmth, assertiveness, and social boldness. He is no more inclined to spend time alone than the average person. He stands up for himself and for his ideas in groups about as much as most people. He is about as adept as most people at crossing interpersonal distances and making contact with others.

WORK-RELATED PERSONALITY

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PERSONAL RESPONSIBILITY

He is extremely attuned to the expectations of others and prides himself on doing the right thing. He has a solid work ethic and he shows signs of conscientious self-control.

Because his self-esteem is related to following conventional standards of behavior, he can at times invest these standards with moralistic and rigid value, which in turn can put off others who do not always adhere to them. In a supervisory role, his dedication to the rules can sometimes stifle the initiative and creativity of others; tolerance of others' foibles may be a good focus for his own supervision. His interest in conforming to group norms makes him a good worker who wants to identify with the organization. His understanding of societal norms can guide him past many incidental temptations.

He is an unusually somber, serious person whose pessimistic outlook can color his judgment, as he rarely imagines things going smoothly. His minimal interest in fun-loving activities suggests a disheartened mood. His pessimism can dampen the enthusiasm of those around him, especially if he is in a position that requires others to get positive support out of him for their ideas. Outside of the risk of his energy level dropping to a level that would interfere with his output, he can generally be counted on not to get caught up in impulsive decision-making or fanciful expectations. Although he may lack the optimism and excitement to be optimally effective in a growth enterprise, he may be well-suited to "holding the fort" under adverse conditions.

He presents as a calm, self-assured individual, who does not often worry about getting into trouble or making mistakes. It may be that he is merely on very good terms with his own conscience. This hypothesis is supported by his overall score on personal responsibility and self-control. However, one must consider that on occasion, he may readily forgive in himself things that others might wish he felt more obligation to improve.

He can be quite well-organized at times, with a good base of habit strengths to draw on when confronted with unexpected challenges. As a result, he is rarely at a loss in managing novel situations, since he can fall back on previously successful approaches. His orderly style usually leads to consistent priorities, which in turn helps him maintain a focus on his objectives since his goals are not constantly changing in response to transient interests. He is the type of person who can usually excel at executing routines and following a regimen, as he is not easily distracted.

WORK-RELATED PERSONALITY

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PROBLEM-SOLVING AND COMMUNICATION

He scored below average on a measure of verbal facility. While this scale is not really diverse enough to constitute an intelligence test, it does measure one cognitive skill, namely, the ability to manipulate verbal concepts. In this area, his thinking may strike others as plodding and concrete at times. He may not always grasp what is expected of him especially if he is told and not shown.

He is a rather tough-minded, no-nonsense individual as compared to most people. His efficiency is rarely affected by emotional concerns in the sense that he does not spend a lot of time wondering how his actions and decisions will feel to himself or to others. He is not so averse to expressing his emotions, however, that he considers feelings to be silly, but he does tend to avoid the emotional side of things. As a manager, he may need some guidance around communicating respect for and attending to the importance of other people's feelings. In a supervisory role, he would be at his best training task performance rather than, say, trying to cultivate an alliance with subordinates. He is the kind of person who tends to keep his poise under duress.

He has a clear sense of himself as being a practical person. He is not much given to "flights of fancy," and has little tolerance for ideas whose pragmatic applications are not immediately apparent. As a manager, he may need to be encouraged not to give up too quickly on good ideas whose utility takes time to develop. He is objective and pragmatic in his thinking, rarely giving undue heed to his subjective responses.

He is not particularly forthright and direct in his communications, but neither is he given to keeping such close counsel on what he really thinks that people feel manipulated.

He reports less interest in trying new things than most people do. His caution is likely based on his pessimism and sense of being unlucky. Supervisors might want to spend some extra time helping him acclimate to changes. As a manager himself, he may need to be reminded at times that old solutions do not always apply to new problems.

WORK-RELATED PERSONALITY

--CONTINUED--

PROFILE VALIDITY

With regard to his test-taking attitude, his percentile scores were 97 on impression management, 4 on the tendency to answer true-false items "true," and 51 on the tendency not to answer some items that most subjects do answer. His raw scores were 22, 40, and 0, respectively. The validity scales indicate that he paid attention and understood the items. In an effort to make a good impression, he has tried to present himself in the best possible light. This is expected, under the circumstances, and may even indicate good judgment. Still, some of the positive qualities represented in the report may be somewhat exaggerated.