The Sales Personnel Report

prepared for

ABC Company

RONNY SAMPLE

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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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PRIMARY PERSONALITY FACTORS (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.

PERFORMANCE FACTORS (SALES)

Problem-Solving Ability: More Concrete More Abstract

Score = 3

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

Problem-Solving Ability reflects the salesperson's approach to solving problems. It measures a person's ability to quickly grasp verbal concepts and ideas and work through data and information. High scores usually equate to people who grasp things quickly and enjoy being intellectually challenged. Low scores usually equate to people who learn in a hands on fashion. In roles that are more challenging, complex or even highly technical in nature, people with low scores may have trouble conceptualizing and even getting up to speed in areas where they may be unfamiliar. This performance factor has a high correlation with school grades and education. As noted under Areas of Potential Concern, 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. If scores are low explore levels of education, grades, GPA, favorite subjects in school, type and depth of education (community college vs. Ivy League school or Associate's Degree vs. MBA).

Self-Control: More Casual More Constrained

Score = 4.6

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

Self-Control measures a person's behavior related to planning, organizing, goal-setting and following through with commitments. It measures their consistency of behavior-will they do what they say they will do? It also measures their consistency regarding follow-through and follow-up. People in pure Business Development roles (Hunters) tend to score in the middle to lower range on this dimension and people in Account Management roles (Farmers) tend to score middle to higher. Mr. Sample scored in the questionable range on this composite estimate of behavioral self-control and reliability.

PERFORMANCE FACTORS (SALES)

Workplace Coping Skills: Less Resilient More Resilient

Score = 2.6

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

Workplace Coping Skills reflects a person's resilience, including how well they manage the stress and rigor of being faced with frustration and disappointment. It is related to how well they remain cool under fire and bounce back from setbacks. People who score higher tend to be less inclined to get upset easily and are likely to bounce back quicker from setbacks or challenging situations. People who score lower tend to be more emotional and may not always handle stress or bounce back as quickly as they should. His score on this global factor is below average, implying potential concerns in his capacity to adjust to job demands. There may be gaps in his ability to function in a stable, predictable manner.

He might benefit from training directed at improving his stress management and conflict management strategies.

His worrying, as described under Areas of Potential Concern, can distract him from using his energy wisely. He may benefit from efforts to learn how to convert his worrying into deliberate action and productive thinking.

Impatience can cost sales opportunities, especially because it can lead to wanting to get it over with, and Mr. Sample may need to develop a productive way to channel his understandable desire to reach his goals.

Interpersonal Skills: More Introverted More Extraverted

Score = 5.5

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

Interpersonal Skills measures a salesperson's approach to people and relationships. It also measures how comfortable they are in social settings and assesses their communication style. It presents a basis for how likely they are to listen and ask questions or more inclined to tell and sell. Very high scores represent individuals who are so social they may not always push back on the customer for fear of jeopardizing the relationship, and low scores may be too detached from building the relationships necessary to grow the business. He is a somewhat introverted person for whom sales may require an effort to engage others.

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.

PERFORMANCE FACTORS (SALES)

Drive/Influence: More Accommodating — More Independent

Score = 7.2

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

Drive/influence relates to the competitive attitude with which people approach tasks. It includes how comfortable they are in social situations and how they will approach, persuade and influence others. It also speaks to how oriented to change they are, and whether they will be innovative and willing to challenge conventional wisdom. People in pure Business Development roles (Hunters) tend to score higher on this dimension, and people in Account Management roles (Farmers) tend to score in the middle to lower range. Individuals with too low scores may be better suited in customer service or inside sales roles as they may not be comfortable moving the sales process along faster. He presents a reasonable and useful degree of sales competitiveness.

Tough-Mindedness: More Intuitive — More Practical

Score = 3.6

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

This performance factor identifies whether they will be more comfortable and inclined to enjoy selling concepts, ideas and intangibles or are more comfortable with facts, figures, numbers and data and gravitate to features and benefits. High scorers tend to enjoy dealing with facts, figures, numbers, and data and are more analytical. Low scorers prefer to use their imagination and tend to be more creative and interested in feelings. He may be reasonably comfortable with both concrete and abstract products.

His sensitivity probably enhances his engagement with customers, but he may need training on distancing himself from the emotional side of sales.

As described under Areas of Potential Concern, his impracticality may be a problem. He may need training in tailoring his sales approaches to the practical demands of his and his customers' actual situations.

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 4 areas of potential concern that need to be evaluated and understood before making a decision. More than one area of concern is quite unusual in successful employees, so these should be considered carefully, especially in light of the demands and responsibilities of this particular job. There should be supportive material from other sources (e.g., background investigation, second interviews, and reference checks) to validate a positive hiring decision.

1. Factor B (Score = 3) **Verbal facility (below average)**

   Poor grasp of concepts and poor verbal reasoning ability is suggested. This employee will likely have difficulty learning new things quickly. He may often make errors due to poor conceptualization. These concerns may not be as significant if the job is highly structured with minimal decision-making required.

2. Factor M (Score = 8) **Too impractical**

   He seems to feel almost a disdain for practical issues and everyday concerns. His evaluation of an idea or an approach to a problem may have little to do with its actual utility, but instead may depend on idiosyncratic issues.

3. Factor O (Score = 9) **Worrying (above average)**

   Excessive worrying about inconsequential issues is suggested, as well as a fear of making mistakes. He may feel compelled to share his poorly defined worries with co-workers. A fear of being blamed may keep him from voicing his ideas.

AREAS OF POTENTIAL CONCERN

4. Factor Q4 (Score = 9) **Impatience**

Tension may stem from situational factors, but his current ability to meet job demands may be reduced. His level of intensity may keep him from staying productively focused on projects.

WORK-RELATED PERSONALITY

PERSONAL ADAPTABILITY

The areas of potential concern identified on page three are combined with below average adaptive potential in this individual. Mr. Sample may not be able to find the coping skills to compensate for deficiencies. In other areas, his personal resilience is slightly below average, so he may have trouble taking job demands and changing priorities in stride, and his apparent strengths may prove to be inconsistent. Successful past experience in a similar position may help him on the job, but extensive training and supervision may be necessary.

This is an unusually apprehensive person whose degree of worrying could easily interfere with his productivity. He may need a good deal of reassurance from supervisors in order to do his best. A clear statement of what is expected of him may help offset his tendency to worry that he is not doing enough.

He appears to be much more tense than most people. He is likely to be impatient and restless and it may be difficult for him to relax. His level of tension must be understood in the context of his current employment situation; the more important his current job, the more natural it is for him to experience stress-related tension stemming from the extent of his responsibilities. Otherwise, his degree of impatience may be related to problems in his life circumstances, low self-esteem, or personality problems. Any of these could be expected to interfere with job performance on occasion.

The combination of factors that contribute to workplace coping ability produces an unfavorable outlook for this individual. The predictable, steady presentation of self, which allows others to know where they stand, may be an issue. Self-esteem problems may be indicated. Reality may be frustrating enough and disappointing enough that he does not always deal with it directly. Instead, he may seek ways to compensate for his low self-esteem by emotionally escaping from unpleasant prospects.

RELATING TO OTHERS

He is somewhat more assertive than the average person, and control over his own work is likely to appeal to him. His assertiveness will be a strength in most situations, especially when his objectives align with the organization's, as occurs in most contact outside the company. Within the organization, he may occasionally seem stubborn, especially if he feels like other people are trying to get control of his domain.

WORK-RELATED PERSONALITY
--CONTINUED--

Mr. Sample is comfortable with the spotlight on himself, which gives him a chance to satisfy his need to make an impression on other people. Since he likes being the center of attention, he can be socially bold when necessary, initiating interpersonal contact and developing new relationships. He may prefer a changing set of challenges from time to time, as he has a tendency to get restless in predictable situations.

Self-sufficiency is indicated to some degree. This is typically an asset, especially as in this case where it is not so pronounced as to signal problems with being a team player or excessive frustrations around collaborating with others.

He scored about average on warmth. He is no more inclined to spend time alone than the average person.

PERSONAL RESPONSIBILITY

Even though his score on conventionality is slightly below average, in and of itself this may represent an acceptable degree of concern with living up to the standards of others and following the rules. Gaining the good opinion of his peers is probably a reasonably strong motivating force for him, other things being equal.

He scored about average on a measure of his energy levels, suggesting that it is not a problem for him in general to summon up the enthusiasm to be enterprising when necessary. One would not expect him to strike others as immature, nor as being overly weighed down by responsibilities.

He tends to be adequately organized in facing his responsibilities, largely because a backlog of reasonably good habits keeps him from having to start completely from scratch in managing novel situations. Degree of orderliness affects task completion, in that a less orderly person's energies can become diffused and unfocused. Mr. Sample is sufficiently orderly to suggest that this component of follow through is acceptably favorable in his case.

PROBLEM-SOLVING AND COMMUNICATION

He scored well 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. On the other hand, his performance on this

measure may have been affected by other factors, including his impatience and his apprehensions.

He is no more sensitive and thin-skinned than most people, and no more tough-minded either. He does not avoid expressing his feelings, but neither is he particularly interested in doing so.

He sees himself as significantly less practical than most people. He does not always monitor the practical consequences of ideas before embracing them. His supervisors should help him develop decision-making protocols, to ensure that his rationales are sensible, and to ensure that he keeps the organization's goals in mind. He may tend to stick with unsuccessful approaches longer than he should if they are appealing in theory.

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 a lively interest in trying new things and considering new ideas. In light of his questionable coping skills, there may be a compensatory aspect to his interest in change, since change implies an escape from dissatisfaction and frustration.

PROFILE VALIDITY

With regard to his test-taking attitude, his percentile scores were 35 on impression management, 69 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 10, 61, and 0, respectively. The validity scales indicate that he paid attention and understood the items. Apparently, he did not try to present himself in a particularly good or bad light. Therefore, the information in this report is likely to be accurate.