

The Sales Personnel Report

prepared for

XYZ Company

SAM SAMPLE

2008

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.

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 C (Score = 3) **Easily Upset**

As noted under Areas of Potential Concern, Mr. Sample may be susceptible to stress because of a shortage of coping skills. In his case, too many areas for development may signal a mismatch with sales, as he may need a job particularly well-suited to him. He might benefit from training directed at improving his stress management and conflict management strategies.

3. 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.

4. Factor F (Score = 9) **Very Enthusiastic**

His enthusiasm and optimism can be engaging, and his energy is probably an asset in sales, but he may occasionally need assistance in tempering his presentation to the customer's pace.

5. Factor H (Score = 9) **Socially Very Bold**

Social boldness is surely an asset in sales, even in extremes. Possibly, though, Mr. Sample could benefit from ideas about sharing the spotlight and making others feel important.

AREAS FOR DEVELOPMENT (SALES)

6. Factor L (Score = 10) **Suspicious**

As noted under Areas of Potential Concern, his vigilance can be a problem when it puts others off. He might benefit from reminders to act good-natured even when frustrated. Also, his external focus may sometimes lead him to avoid responsibility for not making sales, which in turn can undermine his efforts to improve.

7. Factor M (Score = 7) **Impractical**

He may need training in tailoring his sales approaches to the practical demands of his and his customers' actual situations.

8. Factor O (Score = 8) **Worried**

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.

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.

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 C (Score = 3) **Low frustration tolerance**

He may become easily overwhelmed by the challenges of the day, and sometimes unable to function effectively under moderate levels of stress or frequently changing priorities. He can get upset over relatively small issues at the office, and may have difficulty "bouncing back" the next day after being upset.

2. Factor L (Score = 10) **Suspiciousness**

There is a potential for him to be questioning, blaming, mistrustful, and irritable to co-workers in the work environment. He may assume he is being taken advantage of.

3. Factor O (Score = 8) **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 IM (Score = 5) **Poor impression management**

He is so little concerned with what others think of him, especially under the circumstances of the testing, that his motivation and judgment must be questioned.

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 = 3.9

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

Mr. Sample scored in the questionable range on this composite estimate of behavioral self-control and reliability.

Workplace coping skills: Less Resilient More Resilient

Score = 1.9

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

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.

Interpersonal skills: More Introverted More Extraverted

Score = 7.7

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

He is extraverted and outgoing when he is with others, implying solid interpersonal skills for a sales position.

Independence: More Accommodating More Independent

Score = 6.7

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

He presents a reasonable and useful degree of sales competitiveness.

Tough-mindedness: More Intuitive More Practical

Score = 6.9

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

He may be reasonably comfortable with both concrete and abstract products.

WORK-RELATED PERSONALITY

PERSONAL ADAPTABILITY

Problems in coping are likely to interfere with Mr. Sample's ability to meet job demands under many circumstances. Apparent strengths described below may be intermittent, while any reported weaknesses must be taken very seriously. He may require an extraordinarily good fit between his personality and the job in order to succeed. Successful past experience in a similar position may help him on the job, but extensive training and supervision may be necessary.

He has the potential to respond in an angry manner, although he frequently does so indirectly. He is typically attuned to the power dynamics in most interactions, and he can be very sensitive to both real and imagined slights to his status. He may become extremely interested in the idea of not letting others take advantage of him. The resulting posture would be one of excessive suspiciousness and quickness to blame others. People may try to keep clear of him because of his potentially hostile attitude.

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.

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

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. His enthusiasm for new projects and for new challenges can be an asset if properly harnessed. Otherwise, he may have a tendency to move on to new things too quickly, as he is hard to keep satisfied. This can lead to jumping to conclusions without getting all the facts.

WORK-RELATED PERSONALITY

--CONTINUED--

He scored about average on warmth, assertiveness, and working in groups. 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 much a team player as most people.

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 is unusually energetic and enthusiastic, so much so that he occasionally strikes others as happy-go-lucky. His optimistic outlook can affect his decision-making, and he is prone to taking action before considering all the realistic consequences. This is a particular liability when steadiness and caution are called for; likewise, circumspection and reflection are not typical characteristics of his thinking when there is something to be done. On the other hand, in certain occupations requiring high energy and entrepreneurship, and when lost opportunities can be costly, his high activity level can more than make up for any tendency to act without due consideration.

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 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 impulsivity, his apprehensions, and his possible attempt to look bad.

WORK-RELATED PERSONALITY

--CONTINUED--

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 sees himself as being a bit less practical than most people. He may not always monitor the practical consequences of ideas before embracing them. His supervisors may find it useful to develop decision-making protocols with him, to ensure that his rationales are sensible, and to ensure that he keeps the organizations goals in mind.

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. 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.

PROFILE VALIDITY

With regard to his test-taking attitude, his percentile scores were 5 on impression management, 47 on the tendency to answer true-false items "true," and 78 on the tendency not to answer some items that most subjects do answer. His raw scores were 4, 56, and 3, respectively. The validity scales indicate that he paid attention and understood the items. For whatever reason, he acknowledged more negatives about himself than most people do, especially in a personnel selection situation. Consequently, his motivation and judgment must be questioned.