

The Sales Personnel Report

prepared for

ABC Company

TIM 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 I (Score = 6) **Sensitive**

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

2. Factor L (Score = 9) **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.

3. Factor M (Score = 8) **Impractical**

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.

4. Factor N (Score = 8) **Indirect**

His preference for discreet communication can backfire at times if he comes across as insincere or guarded. He might need to learn how to judge when to share information.

5. 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)

6. Factor Q3 (Score = 2) **Less Orderly**

As described under Areas of Potential Concern, there may be problems with staying organized. He may benefit from training on nailing down the details of sales agreements and on organizing his time.

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 3 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 L (Score = 9) **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.

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 Q3 (Score = 2) **Disorganized**

He is often inconsistent, with below average potential for goal-directed behavior in meeting responsibilities. He may also lack good habits and organizational strengths.

PERFORMANCE FACTORS (SALES)

Problem-solving ability: More Concrete More Abstract

Score = 7

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

He scored somewhat above average on this measure of verbal facility, indicating some strength in problem-solving and abstract thinking.

Self-control: More Casual More Constrained

Score = 3.2

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

This composite estimate of Mr. Sample's behavioral self-control falls in the lower range, raising concerns about his reliability.

Workplace coping skills: Less Resilient More Resilient

Score = 5.4

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, outside of the areas of concern noted on page two.

Interpersonal skills: More Introverted More Extraverted

Score = 4.3

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

He is a somewhat introverted person for whom sales may require an effort to engage others.

Independence: More Accommodating More Independent

Score = 7.7

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 = 3.1

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

Some sales people who are as intuitively oriented as Mr. Sample feel comfortable selling concepts, approaches, and processes, but get bored with concrete products.

WORK-RELATED PERSONALITY

PERSONAL ADAPTABILITY

With so many areas of potential concern, other measures of adjustment have to be discounted (including his apparently adequate resilience) since there is so much chance of finding him operating in one of his potential areas of concern at any given time.

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.

At times, he may get so disorganized as to lose track of his priorities. Largely without the sets of orderly habits that can sustain one's direction and focus, his initiative and drive can become diffused and scattered. His ideas, even the good ones, may often come to nothing when he fails to put the finishing touches on them that can make the difference. Supervisors may have to put in a great deal of time helping him get organized, developing a regimen with him, and helping him prioritize demands on his time. He may lack many of the behaviors and habit strengths associated with self-control.

On the whole, his current above average workplace coping ability seems to depend somewhat on his having found circumstances that do not overly tax his personal resources. Although his resilience is apparently excellent, he does not always possess a reliable degree of self-control to fall back on in difficult situations. To maintain his positive workplace coping ability, he will need to keep coming up with unique solutions to the demands made on him. No problems with tension are immediately apparent.

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.

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

WORK-RELATED PERSONALITY

--CONTINUED--

to be. He may need some training in cultivating and maintaining good working relationships.

He scored about average on warmth and assertiveness. 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.

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.

PROBLEM-SOLVING AND COMMUNICATION

He demonstrates above average verbal facility, with a capacity for grasping concepts and processing complicated information.

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 more indirect in his communicative style than most people, meaning he generally prefers the tact and diplomacy of careful conversation to the forthright bluntness of information exchange. Sometimes his tact may be taken for insincerity, especially if it is later discovered that he knew things he was not saying. As a manager, he may need

WORK-RELATED PERSONALITY

--CONTINUED--

encouragement to talk openly with subordinates, who typically appreciate knowing what is on the boss's mind.

He reports a lively interest in trying new things and considering new ideas. This implies some flexibility in responding to novel contingencies and changing conditions, and an ability to value new approaches as they occur to himself or to others.

PROFILE VALIDITY

With regard to his test-taking attitude, his percentile scores were 64 on impression management, 88 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 14, 67, 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.