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Through People.



Pharmaceutical Sales Assessment Report

Candidate: Patrick Brady

Date: 06/19/2008



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Prepared For: Employers

Prepared by: John Lounsbury, Ph.D. & Lucy Gibson, Ph.D., Licensed Industrial-Organizational Psychologists

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, 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: ◆

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

| | Low | Below Average | Average | Above Average | High |
|----------------------------|-----|---------------|---------|---------------|------|
| Closing Ability | | | ◆ | | |
| Competitiveness | | | | ◆ | |
| Customer Service | | | ◆ | | |
| Dependability | | | ◆ | | |
| Emotional Stability | | | | ◆ | |
| Extrinsic Motivation | | | | | ◆ |
| Extroversion | | ◆ | | | |
| Image Management | | | | | ◆ |
| Optimism | | | ◆ | | |
| Sales Boldness | | | | | ◆ |
| 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 percentile rankings -- 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 lower the Overall Cognitive Aptitude score, 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 higher the Overall Cognitive Aptitude score, 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 has an average level of assertiveness when compared to other salesmen/women. He can be expected to address tough situations in a straightforward manner and stand up for what he believes is the truth about the product. At the same time he can be mild-mannered and willing to accommodate to the preferences and demands of customers.
- Patrick often likes to compete against other sales people and to demonstrate that he is a high performer. He is fairly focused on results, accomplishments, and sales numbers that allow his performance to be positively compared to other sales people.
- Patrick has a reasonably solid customer service commitment. He can be expected to stay in touch with the customers and to maintain a good knowledge base about the customer's business in general as well as each particular customer's individual buying preferences.
- Patrick is generally dependable at work. Patrick, however, also uses a fair amount of personal discretion and judgment in deciding when and how he will fulfill his obligations to customers and duties to his employer.
- He has an above-average level of emotional stability. Patrick should be able to handle effectively the stressors associated with a sales role.
- Strongly motivated by tangible rewards, Patrick highly values opportunities for pay raises as well as sales commissions and bonuses for attaining his sales goals. He is highly motivated by recognition, status and money.
- Patrick is comfortable in situations where he interacts with customers and coworkers. In business situations where he has to work quietly on the tasks at hand, he can respond flexibly to both interpersonal and task demands.
- He is attuned to what is the right thing to say and do in sales situations. Patrick is very observant, shrewd, and inclined to evaluate the consequences of his decisions before making a sales presentation.
- Guardedly optimistic in his approach to most sales opportunities, Patrick will trust most situations and prospective customers, but not blindly so. He has a healthy amount of skepticism about what could happen.
- Patrick is very bold and venturesome in sales situations. He has no problem letting others know how excellent his product is and how outstanding he is as a salesperson.
- He is confident, but not overconfident, about his selling ability. Patrick has faith in his own sales abilities and approaches most potential new customers with assurance that he can make the sale and overcome resistance or problems that arise.
- 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.

Developmental Concerns:



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- Patrick could sometimes be more assertive in a sales role. He may need help in learning how to exert more influence in selling settings and be more persuasive in presenting his product and service to customers.
- You may need to spend some time in order to strengthen #Name's# customer service orientation. He may need to be more willing to go the extra mile in order to meet the needs and special requests of present customers and new leads.
- Patrick should more consistently honor his commitments to customers and obligations to his employer. He could, at times, more reliably do everything he says he will do for customers and following through on his pledges and promises to them.
- Patrick is so motivated by money, status, and recognition that he may not be happy with this job unless it meets his expectations for extrinsic rewards. He may continually look for other jobs that pay more or offer better financial incentives.
- Patrick could be more attuned to non-verbal communications and more responsive to social input in sales situations. He should be more consistently sociable, cheerful, and engaging when interacting with customers and coworkers.
- He can sometimes be too concerned with his public image and how he comes across to customers in sales situations. Patrick may need to be coached on how to present himself in a more sincere, genuine manner.
- Patrick could be slightly more optimistic and inclined toward positive outcomes in some sales situations. He can occasionally limit himself by modest sales expectations.
- He may sometimes act too quickly and make snap decisions in sales situations when holding back a little might have been more successful. Patrick may need to guard against impulsivity and think through his decisions carefully before implementing them. He may come across to some people as being a bit arrogant.



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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?
- * How would you handle it differently in the future?

- **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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