



**Sales Manager Assessment
Report**

**Candidate:
Shaun Sampleuser**

**Date:
03/05/2020**

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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
Assertive Leadership					◆
Competitiveness				◆	
Customer Service					◆
Dependability					◆
Emotional Stability					◆
Extrinsic Motivation				◆	
Extroversion					◆
Impression Management				◆	
Integrity				◆	
Managerial Human Relations					◆
Managerial Task Structuring					◆
Optimism					◆
Relationship Sales					◆
Sales Boldness			◆		
Selling Confidence			◆		
Teamwork					◆
Visionary Leadership					◆
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 Shaun's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning Top 5%ile

Verbal Reasoning 80-89%ile

Shaun 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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Narrative Responses Provided by This Candidate

In reading through the candidate's responses, you should look for general themes that reflect the person's attitudes, values, and beliefs about work. Insights can help you generate probing interview questions. From another perspective, the way in which candidate responses are constructed demonstrate sophistication of communication skills.

Career Growth	Mr. Sampleuser's Responses
<i>My career goal for five years from now...</i>	Answer not included in public website samples.
<i>To better myself I...</i>	Answer not included in public website samples.
<i>Working with coworkers who do not know as much as I do...</i>	Answer not included in public website samples.
<i>If I feel underutilized in my job...</i>	Answer not included in public website samples.
<i>To get ahead in most companies you have to...</i>	Answer not included in public website samples.
<i>I sometimes felt my career advancement was limited by...</i>	Answer not included in public website samples.
<i>My ideal job would be...</i>	Answer not included in public website samples.

Demotivators	Mr. Sampleuser's Responses
<i>What annoys most workers...</i>	Answer not included in public website samples.
<i>I would quit my job if...</i>	Answer not included in public website samples.
<i>At work I feel tense when...</i>	Answer not included in public website samples.
<i>I don't like to work with people who...</i>	Answer not included in public website samples.
<i>My work performance suffers when...</i>	Answer not included in public website samples.
<i>I would really dislike a supervisor who...</i>	Answer not included in public website samples.

Job Satisfaction	Mr. Sampleuser's Responses
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Sales Manager Assessment Report

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Date: March 05, 2020

<i>The kind of assignment I like best is...</i>	Answer not included in public website samples.
<i>I enjoy working with people who...</i>	Answer not included in public website samples.
<i>I would turn down a job if...</i>	Answer not included in public website samples.
<i>The best way to get ahead in an organization...</i>	Answer not included in public website samples.
<i>The most fulfilling job I had...</i>	Answer not included in public website samples.
<i>My greatest satisfaction in a job...</i>	Answer not included in public website samples.
<i>A boss deserves loyalty if...</i>	Answer not included in public website samples.
<i>What I want most from a job is...</i>	Answer not included in public website samples.
<i>The best type of supervisor for me would be someone who...</i>	Answer not included in public website samples.
<i>Working closely with other people...</i>	Answer not included in public website samples.

Leading a Team	Mr. Sampleuser's Responses
<i>The way I get people to work together is...</i>	Answer not included in public website samples.
<i>I get people to participate in team discussions by...</i>	Answer not included in public website samples.
<i>Creating a strong team is not as important as...</i>	Answer not included in public website samples.
<i>Content of my team meeting typically consists of...</i>	Answer not included in public website samples.
<i>Team meetings are best used for...</i>	Answer not included in public website samples.

Management Style	Mr. Sampleuser's Responses
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Sales Manager Assessment Report

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Date: March 05, 2020

<i>As a manager, my greatest satisfaction at work...</i>	Answer not included in public website samples.
<i>Effective leadership...</i>	Answer not included in public website samples.
<i>Mentoring employees who report to me...</i>	Answer not included in public website samples.
<i>When I have to make a decision quickly...</i>	Answer not included in public website samples.
<i>Giving performance feedback...</i>	Answer not included in public website samples.
<i>When I have to reprimand or discipline an employee...</i>	Answer not included in public website samples.
<i>Besides supervising other people, a manager should...</i>	Answer not included in public website samples.
<i>The average employee...</i>	Answer not included in public website samples.
<i>An employee who brings personal problems to work...</i>	Answer not included in public website samples.
<i>The key to my success as a manager...</i>	Answer not included in public website samples.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	Answer not included in public website samples.
<i>The best way to motivate people...</i>	Answer not included in public website samples.
Work Drive	Mr. Sampleuser's Responses
<i>Responsibility at work...</i>	Answer not included in public website samples.
<i>Working long hours every week...</i>	Answer not included in public website samples.

Sales Manager Assessment Report

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Date: March 05, 2020

<i>It's hard to do good work when...</i>	Answer not included in public website samples.
<i>When my suggestions at work are turned down I...</i>	Answer not included in public website samples.
<i>Having to work on the weekend...</i>	Answer not included in public website samples.
<i>Overnight travel...</i>	Answer not included in public website samples.

Sales Manager Assessment Report

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Personality Assessment

Strengths:

- He is directive and assertive in his leadership style. Shaun will seize the initiative and bring his influence to bear in group settings. He can confront problems and challenges to his authority.
- Shaun is somewhat competitive and often energized by opportunities to compete against others who hold similar jobs. He typically wants to be successful and to do better than his peers.
- Shaun has a strong customer service orientation. He will respond appropriately to the customer's general business needs and individual buying signals. He will strive to fulfill customer needs and expectations and to provide a high level of service and customer satisfaction.
- He is a very dependable and trustworthy employee. Shaun will fulfill his commitments to the customer and to his manager reliably and conscientiously. Shaun will follow through on his promises and do what he says he will do to complete a sale.
- He is quite resilient in the face of job stress and strain. Shaun can handle demanding conditions and performance pressure in a sales role, even on a continuing basis.
- He is more motivated by a job's tangible, extrinsic rewards than by its personal, intrinsic factors. Shaun likes to be recognized for a job well done with money and perks. He is attracted to financial rewards that boost his career-related status, but not to the exclusion of other inter-personal motivators.
- Shaun is a cheerful, extroverted person who is attuned to social cues of customers and the interpersonal dynamics in the workplace. He has a very amiable, gregarious, and outgoing style that helps engage the customer and maintain a good conversational flow.
- Shaun is inclined to adjust the way he presents himself to a customer. Shaun tries to project a positive image to others on sales calls.
- Shaun is above-average in terms of honesty and integrity on the job. He can be trusted to perform his job in a rule-following manner, consistent with company rules, ethical codes, and values.
- Shaun is very considerate and respectful of the needs and concerns of subordinates. They are likely to see him as someone who is in touch with what they are feeling. Shaun will look for ways to ensure high levels of employee morale and satisfaction in his work group. He is inclined toward coaching and mentoring employees.
- He anticipates favorable outcomes in sales situations and on his job. Hopefulness is the usual state for Shaun. He will look for the best in new sales prospects.
- Shaun has a strong preference for building personalized relationships with customers within which he patiently builds rapport and guides customers toward a sale without coming across as pushy or aggressive. Developing a strong bond with a customer over a period of time is how Shaun prefers to develop customer loyalty and generate a strong pattern of sales.
- Shaun strives to set up a sound organizational structure where subordinates know what is expected of them and how well they are performing. He clarifies expectations, keeps track of what employees are doing, and gives contingent performance feedback to them when needed.

Sales Manager Assessment Report

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Date: March 05, 2020

- He is very team-minded. Shaun encourages subordinates to work together cooperatively and supportively of each other. His leadership style focuses on group, rather than individual, goals and accomplishments.
- As a leader, Shaun likes to plan ahead for organizational outcomes and ways to achieve them. He is very concerned with envisioning future possibilities and formulating ways for the organization to move toward and actualize those possibilities. Shaun interprets facts and data to develop company strategies.
- Shaun works very energetically and persistently to fulfill the job responsibilities and demands of a salesperson. He has a strong work drive and will not mind putting in the long hours necessary for job success.

Sales Manager Assessment Report

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Date: March 05, 2020

Developmental Concerns:

- Shaun can sometimes come on too strong and behave in ways that others perceive as aggressive or overbearing. He may need to tone down his style when making requests of subordinates or pushing his ideas among other managers.
- Shaun may occasionally talk too much with customers about extraneous issues when he should be listening for buying cues and moving toward sales closure. He may be so easily influenced by socializing and opportunities for interaction that he becomes distracted and loses his sale focus.
- He may occasionally act in ways that customers perceive as misleading or lacking in candor. Shaun may need to be trained on how to appear more genuine and sincere in his interactions, particularly with long-term customers and others in the company whom he must work closely with.
- He has a tendency to see things as more positive than they really are. Shaun could occasionally benefit from trying to foresee and prepare for the downside of some sales situations and prospects.

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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?

ASSERTIVE LEADERSHIP

- Describe the way you establish your authority among the people who report to you.
- Tell me about a situation where you had to be especially forceful in dealing with a problem or difficult situation.
- Describe how you deal with a subordinate who refuses to do things the way you want them done.

EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.
- Tell me how much time you would ideally like to spend each day in meetings and discussion groups on the type of job for which you are applying.
- All of us have different styles of interacting and communicating with other people. Describe a situation where your style did not mesh well with that of another employee. [Probe: How did your styles differ? What problems did this lead to? What adjustments did you make?]
- Give me an example of a presentation that you have made where the audience was not particularly interested in the topic. What did you do? What were the results?
- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

OPTIMISM

- Describe a situation where you were more optimistic than your coworkers or boss about the feasibility of a project or deadline. Was it justified? How did others respond to your initial high level of confidence?

Sales Manager Assessment Report

Candidate: Shaun Sampleuser

Date: March 05, 2020

- Tell me about a time when you had unduly high expectations about a project or problem at work and did not adequately estimate the difficulty level or prepare for possible difficulties that arose .

STRUCTURED VERSUS PARTICIPATIVE MANAGERIAL STYLE

- Describe your approach as a manager of setting goals and objectives for the people who report to you.
- As a manager, tell me about your approach for monitoring the performance and accomplishments of the people who report to you.
- Describe whether you empower the people who report to you to function independently, and if so, how.

VISIONARY LEADERSHIP

- Tell me about a time when you were asked to introduce a new corporate vision or goal to your direct reports. How did you gain their support? What were the results?
- Describe what you see as the key aspects of being a successful leader.
- As a leader, describe your preference for dealing with day-to-day issues, responsibilities, and problems versus planning, strategizing, and creating a vision for the future.

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