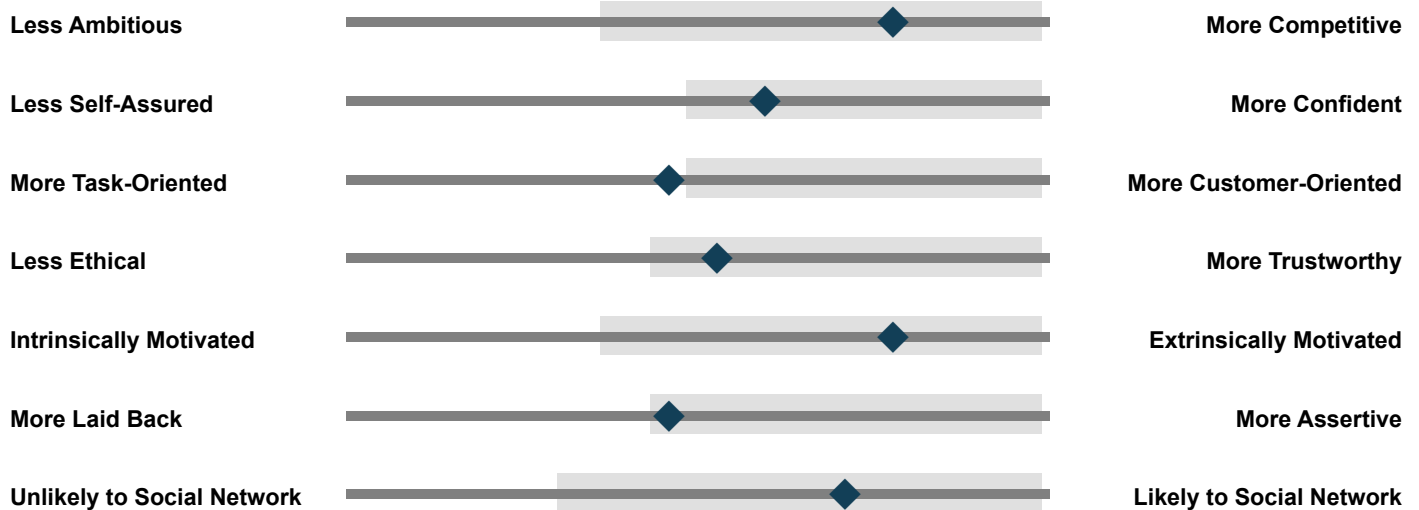




ASSESSMENT RESULTS SUMMARY

Personality Assessment*

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 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: ◆



Aptitude Assessment*

	Percentile Range									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
General Reasoning						X				

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

*Score interpretations follow on next page.

Sales Consultant / Customer Service Representative - 20 Assessment Report

Candidate: Jane SamplePerson
Date: September 08, 2022

Page 1 Aptitude Scores Explained

	Percentile Range									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
General Reasoning						X				

Score Interpretation: Aptitude

Aptitude is a predictor of how well people can handle complexity in the job and the degree to which they can expand their range of duties to take on additional assignments. If the job you seek to fill is mentally challenging, and/or if you expect this person to multitask, make solid independent decisions, and learn new things on their own, then you should place a high premium on strong aptitude scores. If the job in question can be learned fairly quickly and if the tasks are consistent with what the candidate has done successfully in previous jobs, then high scores on the aptitude section are not as critical.

NOTE: Some aptitude test results are presented as "percent correct" and some are presented as "percentiles." Please make sure you read the explanations, below, so that you understand the difference in these two terms.

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.

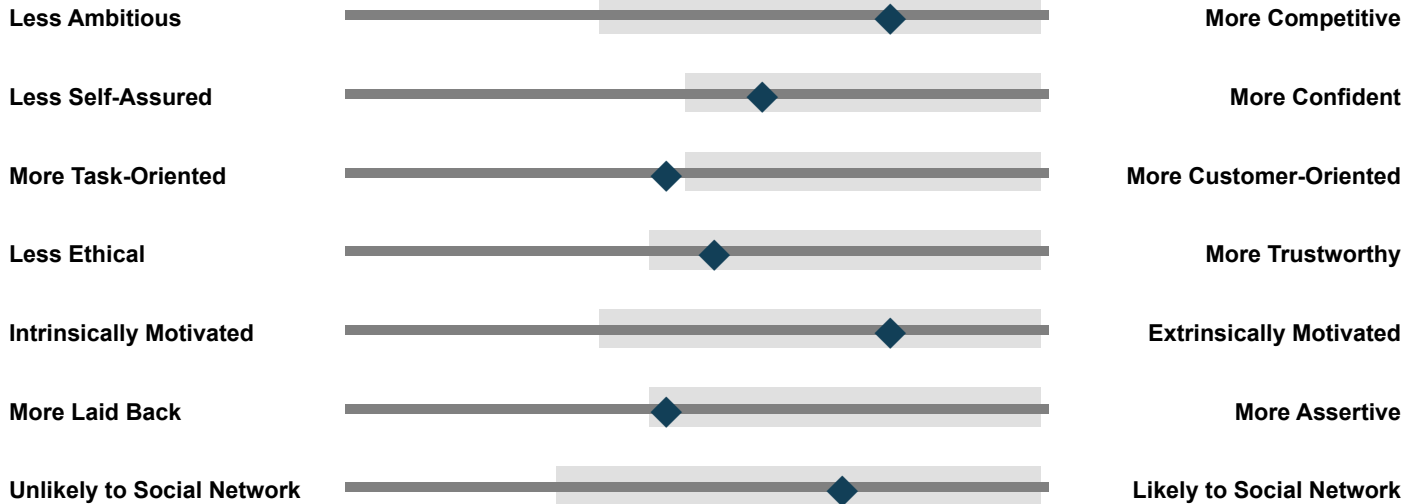
The lower the Aptitude score, we predict that the candidate will have difficulty learning new information and making decisions. For example, if they are well experienced in their occupation, they may be able to continue to perform well practiced tasks adequately, but have difficulty learning new things. 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 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.

Sales Consultant / Customer Service Representative - 20 Assessment Report

Candidate: Jane SamplePerson
Date: September 08, 2022

Page 1 Personality Scores Explained



Score Interpretation: Personality Traits

The scores for each dimension measured in the assessment are summarized in the table, above. Once you get familiar with how the dimensions are defined, you will be able to draw your own conclusions just by looking at this score summary. The candidate's score is represented by a diamond. The gray bars represent the desirable range. Scores outside of the desirable range should be viewed as an indicator of potential problems. Not necessarily "deal breakers" but issues worthy of additional investigation.

"Strengths"

Each score in the graphical display that appears in the desirable range will have a statement in the "Strengths" section. Sometimes, a personality strength can also be a weakness disadvantage, depending on job demands. So a particular score on the assessment might produce two statements: one in the "Strengths" section and another statement in the "Developmental Concerns" section.

"Developmental Concerns"

Each score in the graphical display that appears outside the desirable range will have a statement in the "Developmental Concerns" section. Statements in this section reflect potential problem behaviors in the work setting. They may describe personal characteristics that do not seriously detract from overall job performance, or they may predict a critical concern. Each company and each job is a little different, so you need to read the statements, then come to your own conclusion to determine whether a potential problem is a fatal flaw or not.

Follow up interviews are always recommended in a "short listed" candidate to explore any questions or concerns these test results suggest.

Sales Consultant / Customer Service Representative - 20 Assessment Report

Candidate: Jane SamplePerson
Date: September 08, 2022

Personality Assessment

Strengths:

- Jane can exert influence in sales situations, but it will not be perceived by the customer as aggressive. Her sales approach is more indirect, focusing on customer inquires and offering suggestions rather than making forceful assertions and directive recommendations.
- Jane is fairly results-oriented and will often be motivated to do better than her work peers. Her moderately competitive nature will motivate her to bring in sales numbers at a higher level than most others in her group. If hired, Jane will be interested in feedback that shows how well she is performing compared to other company salesmen and women.
- Jane registers as having a fairly dedicated level of customer responsiveness. She will usually take the time to learn about customer preferences and their unique situations and can be counted on to provide additional help or information when requested.
- Jane will perform her work tasks and duties in a manner consistent with company rules and policies. She is honest and ethical in her job behavior.
- Usually motivated by external, tangible rewards, Jane is motivated – though not preoccupied – by opportunities for pay raises, sales commissions, and bonuses for attaining sales goals. She looks for ways to make more money on her job and maximize each sales situation.
- She understands the value of creating a broad social network to help her meet the goals of her job and enhance her company's potential for success. As such, she will be fairly attuned to various people in her profession, in other companies, in government positions, etc. who could be instrumental to her.

Sales Consultant / Customer Service Representative - 20 Assessment Report

Candidate: Jane SamplePerson
Date: September 08, 2022

Developmental Concerns:

- Jane could benefit by being more directive and assertive in her sales style. Jane may need additional training or coaching on how to be more influential and forceful in presenting her product and dealing with customer resistance to closing.
- Jane may need to develop a stronger customer service orientation. She could probably benefit from training or coaching on how to increase her attention to the needs and preferences of customers and how to match customer requests for tailored service to your company's sales products and process .
- Jane scored at an average level on our measure of integrity. Even though this score is in the acceptable range, it is advisable to provide her clear and unambiguous messages about the need to adhere to company rules and policies, as well as to conduct herself in an ethical manner in all work situations.

Sales Consultant / Customer Service Representative - 20 Assessment Report

Candidate: Jane SamplePerson
Date: September 08, 2022

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?

CUSTOMER SERVICE

- No matter how hard you try, some customers are rude, annoying, or impossible to please. Describe the most difficult customer you have had to deal with and what efforts you made to accommodate him or her.
- Describe a situation where you went above and beyond your job description to make a customer satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- Tell me about a time when you had to reconcile competing demands from the customer with company demands or needs.
- Tell me about a time when a customer gave you a difficult problem to solve.
- There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.

INTEGRITY

- What would you do if you discovered that a coworker had been taking home office supplies without permission and without telling anyone?
- Under what conditions would it be acceptable to ignore or bend a company rule or policy?
- Describe what you would do if your boss asked you to keep quiet about some data he or she was falsifying for the annual company report.
- Under what circumstances would it be OK to claim a sick day (even though you were not sick) to deal with a personal problem at home?

Sales Consultant / Customer Service Representative - 20 Assessment Report

Candidate: Jane SamplePerson
Date: September 08, 2022

SELLING CONFIDENCE

- Describe your typical frame of mind or mindset when cold-calling.
- Tell me how you deal with the loss of a big sale you were expecting to get.
- How does customer resistance affect your confidence about making a sale?

Sales Consultant / Customer Service Representative - 20 Assessment Report

Candidate: Jane SamplePerson
Date: September 08, 2022

GLOSSARY OF TERMS: TRAIT DEFINITIONS & SCORE INTERPRETATIONS

- **Assertiveness / Closing Ability**—refers to an assertive and persuasive personal style. High scorers are willing to initiate conversations with new people to push their agenda, voice an opinion, or make suggestions. They are more likely to “bump up” a sale or engage in “suggestive selling.” Low scorers are more accommodating, very polite, unobtrusive, and cooperative. They avoid doing things that would offend others or change the status-quo.
- **Competitiveness**—this dimension measures a person’s tendency to want to compete with and do better than others. They want to get ahead in life and are determined to be the best. High scorers have a keen desire for public recognition and like to demonstrate that they are performing at a higher level than their peers. Low scorers tend to not be interested in competing with and measuring their performance against work peers; as a result, they are harder to motivate using sales competitions, contests, and games. They enjoy success, but not if they believe their efforts will come across as arrogant or conceited.
- **Customer Service Orientation** —means striving to provide highly responsive, personalized, quality service to (internal and external) customers; trying to make sure the customer is satisfied, even if it means going above and beyond the normal job description or policy. Compared to low scorers, high scorers are more likely to be attuned to customer needs and preferences, put forth more effort into addressing customer requests and concerns, and do more to increase customer retention and loyalty.
- **Integrity/Trustworthiness**—refers to an individual behaving in ways on the job which reflect prosocial, ethical values, honesty, and adherence to societal norms that define “good” conduct. High scores reflect lower likelihood and low scores reflect greater likelihood of engaging in antisocial and delinquent acts on the job (e.g., theft, pilferage, sabotage, embezzlement, larceny, misrepresentation, falsification of information, cheating, etc.).
- **Money Motivation**— Refers to an individual’s strong desire to achieve a high income . High scorers will be motivated by money, wealth and prestige, and will enjoy demonstrating their success in terms of financial status. Low scorers will be more likely to consider many other things of greater importance than money, such as pride in accomplishments or gratification from a job well done. They tend to be less motivated by financial incentives or rewards and do not necessarily expect a big income from their job.
- **Selling Confidence**—refers to self-assurance and confidence concerning sales prospects, selling, and sales outcomes; reflects a positive belief in one’s ability make a sales pitch and close a sale . People with high scores consider themselves confident, while those with low scores are unsure.
- **Social Networking**—refers to expanding one’s business contacts , networks, and alliances by personal relationships with other individuals and groups. High scorers tend to understand the importance creating broad social connections to benefit company goals—such as generating leads and acquiring knowledge about competitors. Low scorers are not as likely to see the value in making social contacts to enhance performance and produce results. They may see social functions and reaching out to others outside of the organization as an unnecessary distraction to the job at hand.