

The Sales Achiever

**Assessment For: Jane Applicant
Phone: 555-555-5555
Email: japplicant@some-isp.org**

**Company: ABC Company
Report Type: Sales Manager (General)**

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**For More Information
Please Contact:**

**Staci Dalton
Leadership Management Inc.
4567 Lake Shore Drive
Waco, TX 76710
800-568-1241
SDalton@lmi-usa.com**

----- Mental Aptitudes -----

Mental Acuity

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Applicant is above-average in Mental Acuity, indicating she is a fast thinker with above-average comprehension skills. She has good reasoning and problem-solving capabilities and is able to determine a customer or prospect's need and present solutions to meet that need within a reasonable period of time.

Business Terms

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane has an average understanding of business terminology obtained either on the job or in a business class. This should enable her to understand the specialized language associated with her business, thus being able to communicate business matters with customers and prospects.

Memory Recall

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Applicant has a superior knowledge of events happening in the world around her and should be strongly aware of competitive trends, as well as the economy's affect on her sales.

Vocabulary

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Applicant's language skills are above average, enabling her to communicate effectively with customers, prospects and others. She is capable of highly complex interchanges and will exhibit confidence in her ability to interact with others.

Numerical Perception

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane's average Numerical Perception score indicates that she can handle detail work such as writing up contracts and orders, but her work should be checked for mistakes. A vision problem, tension, or carelessness may affect the Perception score. Generally, she will pay close attention to her work and follow directions carefully.

Mechanical Interest

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane shows some interest in machines and is probably willing to devote extra time to learn any technology associated with her sales position. Please note that this mental aptitude measures interest, not mechanical ability.

----- Personality Structure -----

Energy

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Applicant has a good level of energy and takes an energetic approach to prospecting and developing new business. She has a high drive level, but is generally able to control her energy level sufficiently to concentrate and remain focused during sales presentations.

Flexibility

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane is free-thinking, innovative and highly creative. As a sales rep, she likes to promote new and exciting applications to existing products or services, and may at times overlook the customer or prospect's real needs in order to increase sales. At times, her sense of integrity and ethics may not be as high as desired, and it is important that she avoid making promises to customers which she may be unable to keep. It is also important that she understands the company's policies regarding pricing and other matters, as well as how far outside the boundaries she is allowed to go. If she understands the rules and guidelines she must work within, the likelihood that she will be careless and unfocused in her activities will be greatly reduced.

Organization

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Applicant does not place an emphasis on organization. She prefers to react to circumstances as they present themselves, and may not make good use of the time and resources she has available to keep herself organized. Even though she can adapt to interruptions, appointment and schedule changes and other unforeseen situations with ease, she can also lose sight of priorities and overlook appointments. A high score in Mental Acuity may compensate for a low score in this dimension.

Communication

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane is a very interactive communicator who seldom tires of sharing ideas and information with customers and prospects. She may not listen to, or take seriously, what other people are saying, however. She can comfortably express herself to people, genuinely enjoys being around people and would be unhappy working alone.

Emotional Dev

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Applicant has a good level of self-confidence and self-esteem, but not so much as to be unrealistic. She is willing to wait a reasonable time for sales to close or other results to occur without becoming upset or frustrated.

Assertiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane is a forceful, assertive individual who does not hesitate to express her own opinions. She likes control and responsibility, and will attempt to influence customers' and prospects' decisions in order to increase sales. Since she can forcefully express her opinions and viewpoints, she may appear overly aggressive and demanding, at times.

Competitiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Applicant has a strong competitive drive and desire to compete, and takes pride in winning. Although she will participate in a team competitive effort, she particularly enjoys sales situations where she competes on her own. She will be a strong competitor, always prepared to meet or exceed her sales goals and win.

Mental Toughness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane is a very sensitive individual who has a great deal of empathy for customers, prospects and others. As a salesperson, she could take sales rejection too personally, and could become discouraged if she has to go out into inclement weather to make sales presentations or otherwise handle her job responsibilities. She likes comfortable work surroundings and a position where stress, rejection and discouragement are the exception, rather than the rule.

Questioning /Probing

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane is a trusting individual who accepts most information at face value. Even though she usually exhibits a positive, enthusiastic attitude, she can accept excuses for not buying too easily, rather than asking questions to find alternatives to offer.

Motivation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Being motivated by recognition for her achievements, Jane is willing to take risks if the potential for profit and recognition exists. She will work to increase sales if she believes rewards for doing so will be made available to her.

----- **Validity Scales** -----

Distortion

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Applicant is a secure person who is not afraid to admit her weaknesses. She is also good at assessing her strengths. She tends to be open and frank.

Equivocation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

She has scored within our acceptable equivocation range.

This report is confidential and is an opinion based on test results and other available data. In the selection process it may count up to one third (1/3) of the decision process along with the interview, reference check, education and experience.

Score Sheet

Sales Manager (General)

Mental Aptitudes												
		1	2	3	4	5	6	7	8	9		
MENTAL ACUITY	Slow Learn	[X.....]									Fast Learn	
BUSINESS TERMS	Uninformed	[X.....]									Knowledgeable	
MEMORY RECALL	Unaware	[.....X]									Aware	
VOCABULARY	Limited	[...X.....]									Strong	
NUMERICAL PERCEPTION	Imprecise	X [.....]									Accurate	
MECHANICAL INTEREST	Indifferent	X									Interested	
Personality Dimensions												
		1	2	3	4	5	6	7	8	9		
ENERGY	Restless	[X.....]									Calm	
FLEXIBILITY	Flexible	X	[.....]									Rigid
ORGANIZATION	Disorganized	X	[.....]									Planful
COMMUNICATION	Reserved	[.....] X									Interactive	
EMOTIONAL DEV	Impatient	[...X...]									Tolerant	
ASSERTIVENESS	Cooperative	[.....X]									Authoritative	
COMPETITIVENESS	Team Player	[.....X]									Individualist	
MENTAL TOUGHNESS	Sensitive	X	[.....]									Tough
QUESTIONING /PROBING	Trusting	X [.....]									Skeptical	
MOTIVATION	Security	[.....X]									Recognition	
Validity Scales												
		1	2	3	4	5	6	7	8	9		
DISTORTION	Frank Answer	[.....X.....]									Exaggerates	
EQUIVOCATION	Choose Alter.	[.....X.....]									Choose Middle	

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

NOTE: Areas with dots and brackets ([.....]) are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual.

AREAS OF CONCERN - Scores of 1 OR 2 in any of the following dimensions:

*Energy, Flexibility, Emotional Development OR
 Mental Toughness are areas of concern.*

Leadership Traits Assessment

Introduction

This report section evaluates Jane's traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Jane may or may not be one of the better people employed in a specific organization. If Jane is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.

Leadership Potential

Summary Report

for: Jane Applicant

Jane has good leadership potential in the following area(s):

- Facilitating

Jane's Training & Development Needs are:

- **Planning** - learn how to better plan and organize required job functions, activities and requirements.
- **Organizing** - learn how to organize and make better use of time and assets required to successfully perform the job or job requirements.
- **Staffing** - learn how to make better staffing selections as well as how to train, motivate and lead others.
- **Coaching** - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.

Sales Traits Assessments

Introduction

This report section evaluates Jane's traits in key areas of sales:

- Persistence and consistency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Developing rapport
- Identifying need or desire
- Presenting product/service to fill prospect's needs
- Dealing with objections
- Closing the sale
- Learning speed & efficiency
- Changing, growing and learning new concepts and ideas

Areas with good sales traits are highlighted with traits identified in which training or development would be beneficial.

Jane may or may not be one of the better people employed in a specific organization. If Jane is a top performer in your organization, when compared to top performing salespeople across America and Canada, this report segment may still highlight areas where development could make the individual a still better salesperson. Therefore, this Sales Traits Assessment should be reviewed in light of "what could make a good salesperson even better," with understanding that within human beings, there is always room for improvement.

Sales Potential

Summary Report

for: Jane Applicant

Jane has good sales potential. Strengths Include:

- Learning speed and Efficiency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Changing, growing and learning new concepts and ideas
- Developing Rapport
- Identifying need or desire
- Presenting Product/Service to fill prospect's needs
- Dealing with objections
- Closing the sale

Yet, further development in the following critical area(s) will be beneficial:

- Persistence and Consistency

Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.

Interview Questions for Flexibility

Flexibility - Measurement of the individual's level of flexibility, creativity, integrity and adaptability to change.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Tell me about the last creative project or assignment you handled. Were you given guidelines to follow while working on the assignment, or did you have total control? Did you follow the guidelines exactly, or improvise?

Tell me about a time in a previous job when you were asked to do something unethical. How did you handle the matter?

Describe how you handled an assignment which you were expected to complete on an expedient basis with little or no direction.

Give me an example of a time you were faced with a change at work which directly affected you, yet you were given no opportunity to express your opinion about it. Was it more difficult for you to adapt to that change than one in which your input was considered?

Interpretive Guides

Did the candidate show initiative in his/her actions? Did the candidate analyze the situation and take appropriate steps to complete the assignment?

Did the candidate take a firm stand on personal values and principles? Did the candidate take appropriate, mature action? Did the candidate exhibit good judgment in the method in which he or she handled the situation? Was there any indecision on the part of the candidate?

Was the candidate's action based on sound judgment? Did the candidate make quick decisions based on a quick review of the facts and basic knowledge of the process?

Given the circumstances, was the candidate's hesitancy to accept the change appropriate? Does the candidate appear bitter or angry about the change? Did the candidate mention other changes which he or she more readily accepted? Are the candidate's expectations of change reasonable and in line with those of the company?

Interview Questions for Organization

Organization - Measurement of the individual's desire to organize assignments and projects to better utilize time and resources.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Tell me about a time you missed a deadline, were late for a meeting or experienced other problems because you did not plan well enough in advance.

Describe how you typically kept yourself organized, and prioritized tasks in your former position. Did you use any planning tools to help keep yourself organized and if so, what were they?

Tell me about a time, in a previous job, when your ability to "wing it" saved a project from failure. What would the outcome have been had you not been able to improvise?

Describe your office or work area in your former job. Was everything neatly put in place, or did you tend to function better in chaotic surroundings?

Interpretive Guides

Was the candidate on time for this interview? If not, was the excuse justifiable? Does it appear the candidate learned from the experience he or she described in this first question?

Does the candidate have specific steps he or she takes to stay organized? Does the candidate appear to understand how to prioritize tasks? Does the candidate use planning tools to help stay organized, i.e., a daily planner, computerized schedule, etc?

Has the candidate been able to capitalize on his or her ability to improvise? Does the candidate appear to understand the importance of planning, yet also have the ability to be flexible and change plans, when necessary? Does it appear the candidate takes pride in his or her ability to "change horses in mid-stream?" Is the candidate sharp enough to keep priorities in his or her head without losing sight of them?

Is the candidate fairly tidy, or does the candidate thrive on chaos and disarray? How important is tidiness in this position? Will others come into or see the candidate's office or work area, or is it secluded?

Interview Questions for Communication

Communication - Measurement of the individual's ability to communicate and willingness to share knowledge and team with others to achieve common goals.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Describe a circumstance in a prior job when you or a team member failed to listen attentively and problems arose due to misunderstandings.

Tell me about the most difficult person you've ever dealt with in trying to build rapport. How did you finally break through and get to know that person?

Give me an example of a time when someone warned you not to talk so much. How have you learned to control your high level of sociability?

Tell me about your communication style. How have you made it serve you? Would you change or improve on your ability to communicate if it were possible?

Interpretive Guides

Does the candidate have a firm understanding of the importance of listening? During the interview, did the candidate interrupt or appear to not listen to what you were saying? Does the candidate appear enthusiastic and positive, or just loud and boisterous?

Does the candidate appear to have a skill in developing rapport with strangers? Is the candidate interesting and someone who exhibits interest in others?

Is the candidate willing to admit that at some time in the past, he or she has been cautioned about talking too much? Does it appear that this is still a problem with the candidate?

Does the candidate understand his or her own communication style? Does this style fit into the corporate culture of the company? Does the candidate feel any need to change or improve on his or her communication skills? Are these desired changes logical, mature and do they show good judgment?

Development Suggestions

Introduction

The behavior of each individual is influenced by genetics, biochemistry and environment. The individual's scores related in this assessment depict the individual as of the date and time the individual took the assessment.

Major changes in biochemistry and/or environment can change the scores on the assessment. Effective training and/or development that the individual is exposed to can and should also affect scores.

Consequently, for those individuals who seek to achieve higher levels of productivity and success in their jobs and life, and for those employers who desire such for the people they employ, we have carefully reviewed the training and development materials available in the marketplace and have selected for recommendation those that we deem appropriate to suggest in areas where the person assessed could benefit most from growth and development.

We trust that you will find these suggestions helpful.

Personal Development Suggestions

Flexibility

If your work requires interaction with others, your flexibility level may be affecting those relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International
- Models for Management - Module 6: Empowerment should be of particular interest for those wanting to explore how flexibility or lack thereof relates to the empowerment of others and power dynamics.

Personal Development Suggestions

Organization

When working with others, your organizational preferences level may be affecting how effectively you work them. You may benefit from the following development suggestions.

Seminars / Workshops:

- Effective Personal Productivity - Lesson 1: The Nature of Productivity.
- Effective Personal Productivity - Lesson 2: Goals Achievement Through Time Management

Personal Development Suggestions

Communication

If your work requires significant interaction with others, your communication style may be affecting your effectiveness. Development of a more productive communication style may greatly increase your success. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International
- Models for Management - Module 3: Communication and Interpersonal should be of particular interest for those wanting to explore communication style and it's impact on others.
- Effective Personal Productivity - Lesson 4: Improving productivity through communication

Personal Development Suggestions

Question/Probing

When interacting with others in a work environment, consider how your questioning/probing level may affect these relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International
- Models for Management - Module 3: Communication and Interpersonal Relationships should be of particular interest for those wanting to explore how questioning/probing relates to communication style and effective relationships.

