



Selection by Design

**Sales Manager Assessment
Report**

**Candidate:
Sample Candidate**

**Date:
12/11/2013**

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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 Sample's overall level of general intellectual aptitude to be in the **Top 5 percentile** range. His individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	Top 5%ile
Verbal Reasoning	Top 5%ile

Sample has a very high level of general cognitive aptitude. He can learn new information quickly, solve complex problems efficiently, and be able to handle a very 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.

	Mr. Candidate's Responses
<i>Responsibility at work...</i>	is to be shared among managers and employees alike.
<i>Working long hours every week...</i>	is part of the job if you want to be successful.
<i>It's hard to do good work when...</i>	you dont have the necessary tools, training, or information needed to do your job.
<i>When my suggestions at work are turned down I...</i>	continue to offer new ones when I see something that could be improved.
<i>Having to work on the weekend...</i>	Is soemthing we all have to do soemtimes to get the job done and meet deadlines.
<i>Overnight travel...</i>	Is fine with me as long as I can plan ahead and meet my family obligations.
<i>As a manager, my greatest satisfaction at work...</i>	is seeing good sales numbers come in from our hard work.
<i>Effective leadership...</i>	is providing good training and mentoring to new employees, effective supervision, inspiration, and an appropriate level of pressure to reach goals.
<i>Mentoring employees who report to me...</i>	is very rewarding and gratying part of my job because I feel I have useful experiences and job knowledge I can share to help them along.
<i>When I have to make a decision quickly...</i>	I review the information I have at hand and then make the best decisions I can at the time.
<i>Giving performance feedback...</i>	is important to help employees reach their peak performance.
<i>When I have to reprimand or discipline an employee...</i>	I make sure I have the documentation in place, hten have a forthright review of their job performance, and come up with a performance improvement plan.
<i>Besides supervising other people, a manager should...</i>	function as an integral member of hte senior management team to chart the course of the company.
<i>The average employee...</i>	is prepared to work hard and do the right thing if given proper training and motivation.
<i>An employee who brings personal problems to work...</i>	should be given a "listening ear" with suggestions for ways to ameliorate the problem, but then he/she needs to understand their still have a job to do.
<i>The key to my success as a manager...</i>	understanding the mission of the company and how it relates to my department as well as other parts of the organization.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	dealing with attitudinal differences between older vs. younger workers.

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<i>The best way to motivate people...</i>	show that you care about them as individuals, try to provide good training and mentoring, establish goals, and timetables for completion.
<i>The way I get people to work together is...</i>	bring them together to share common problems and to establish common goals and procedures.
<i>I get people to participate in team discussions by...</i>	having each one report on their personal experiences over the last week. If I see someone not participating, I will call on him or her to let them know I expect equal involvement.
<i>Creating a strong team is not as important as...</i>	making sure that each sales person is well trained and motivated with clear goals and objectives.
<i>Content of my team meeting typically consists of...</i>	having each person report on their progress / problems over the past week, then reviewing the success of the group as whole and how that compares to company expectations, then reviewing upcoming goals.
<i>Team meetings are best used for...</i>	bringing people together for camaraderie, joint problem solving, understanding a common purpose and goals, resolving conflicts of one sort or another.
<i>The kind of assignment I like best is...</i>	Mentoring a new salesman to ensure that he or she understands our culture and mission as well as to impart useful knowledge I have gained over the years.
<i>I enjoy working with people who...</i>	are eager, hungry, hard-working and understand how to sell.
<i>I would turn down a job if...</i>	I felt I was not a good personality match with my boss.
<i>The best way to get ahead in an organization...</i>	make sure that you bring in the sales numbers that senior management expects.
<i>The most fulfilling job I had...</i>	was working for a start-up company where we had to hire new salesmen to build new sales territory.
<i>My greatest satisfaction in a job...</i>	seeing the company thrive because of the efforts of myself and my people to make the sales.
<i>A boss deserves loyalty if...</i>	he handles his own job duties appropriately.
<i>What I want most from a job is...</i>	satisfaction with a job well done and job security.
<i>The best type of supervisor for me would be someone who...</i>	An ideal manager for me would be one who is competent as a leader, respects employees, tries to build a strong team where everyone in the department coordinates well with each other, keeps our focus on the end customer, and we enjoy working together.
<i>Working closely with other people...</i>	is very enjoyable it builds team spirit and a sense of shared purpose.
<i>My career goal for five years from now...</i>	Is to be a successful Sales Manager for this company.
<i>To better myself I...</i>	continually read books and listen to tapes on how to achieve good sales numbers.
<i>Working with coworkers who do not know as much as I do...</i>	is very gratifying because sharing my knowledge helps them come along.
<i>If I feel underutilized in my job...</i>	I know that I need to seek another job.
<i>To get ahead in most companies you have to...</i>	understand the overall mission of the company and how you and your department fits into it.

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<i>I sometimes felt my career advancement was limited by...</i>	nothing - I have never felt my advancement was blocked.
<i>My ideal job would be...</i>	Sales Manager
<i>What annoys most workers...</i>	inconsistencies from upper management, unfairness, lack of follow through on promises.
<i>I would quit my job if...</i>	I was asked to mistreat a customer in some way.
<i>At work I feel tense when...</i>	people in my department are not getting along.
<i>I don't like to work with people who...</i>	are not prepared to work hard to make this company successful.
<i>My work performance suffers when...</i>	I have to work when I am sick.
<i>I would really dislike a supervisor who...</i>	treated his / her employees in a disdainful, demeaning manner.

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Personality Assessment

Strengths:

- Sample is moderately assertive when the situation permits or calls for it. However, he is by no means aggressive or overbearing, and tries to influence the behavior and guide the work of subordinates in a respectful, reasonable manner.
- Sample is very results-oriented and motivated to do better than others. His competitive nature motivates him to perform at a high level and to want feedback that compares his performance to that of his peers.
- Strongly motivated by tangible rewards, Sample highly values opportunities for pay raises as well as commissions and bonuses for attaining his goals. He is highly motivated by recognition, status and money.
- Sample is generally pleasant and amiable in his transactions with customers and coworkers. He is not socially flighty and concentrates on his own tasks and duties without feeling the need to spend much time fraternizing with other people.
- He is usually mindful of what is the correct thing to say and do in sales situations. Sample is image-conscious and concerned with how he comes across to potential customers.
- As manager, Sample is generally considerate of the feelings of subordinates and responsive to their concerns. He usually listens to employees when they express personal problems, although he will not get overly involved.
- He is fairly attentive to what goes on around him, and often keeps a close watch on factors that could be problematic in sales situations. Sample does not want to be surprised by unexpected negative developments so he usually keeps his guard up.
- Sample will act in a bold manner to make a sale and move quickly to capitalize on opportunities. He will openly also let others know about the great value of his product and his own sales successes.
- As a manager, Sample should be adept at initiating structure, providing direction, and organizing the work of subordinates. He is inclined toward such functions as goal-setting, scheduling, monitoring performance, and giving feedback to subordinates.
- He values independence and autonomy. As a manager, Sample usually expects employees to work in a self-reliant manner to achieve work goals.
- As a leader, Sample 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. Sample interprets facts and data to develop company strategies.
- Sample has a modest work drive. He will exert the effort with customers to meet job demands and attain most sales goals, but not at the expense of compromising his non-work life.

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Developmental Concerns:

- Sample may need to use a more forceful managerial style in some situations, especially when dealing with problem employees and interpersonal conflict. He may need to exert more influence in group settings and be more willing to confront problems head-on.
- By becoming too focused on his individual competitiveness, Sample may overlook the need to realize group goals and team-based accomplishments. Also, he may neglect areas of his job that are hard to measure and document, such as coaching, mentoring, and developing employees.
- Sample's customer service orientation is low compared to most candidates for this job. Sample's supervisor may have to encourage him to place more emphasis on addressing customer preferences and concerns. Sample could also benefit from increased focus on customer satisfaction.
- Sample is not very dependable or reliable with customers or co-workers. He needs to do a much better job of following through on his commitments and doing what he says he will do to complete a sale for customers and for his employer.
- He does not appear to be very emotionally resilient or hardy. Compared to other salespeople, Sample may become easily rattled by difficult customers or destabilized by sales stress on a demanding day.
- Sample may be too concerned with money and other tangible rewards. If his employer does not offer significant incentives and earnings opportunities, Sample may feel that he is not getting a good return on his investment in the job. Before making a hiring offer, you should try to give Sample a realistic sense of the job's earning potential and financial incentives.
- Sample could sharpen his communication effectiveness in sales situations. He should aim to be more warmhearted, expressive, and gregarious in his interactions with customers to win their trust.
- Others may see Sample as being a bit artificial or insincere in how he talks to them in a sales situation. Sample may need to be coached on how to appear more authentic and candid in his interactions with customers and coworkers.
- Sample has a below average score on honesty and integrity, which suggests he may fail to consistently adhere to company rules and policies. This could send the wrong message about acceptable behavior to subordinates and create a work environment where the company is not strict about its rules and code of ethics. If Sample is hired, he needs a thorough orientation to the company's integrity expectations and the consequences for inappropriate behavior.
- Sample could be more optimistic in his outlook and more inclined toward positive selling expectations. He can sometimes be too prone to look for potential problems and to see the downside of sales situations.
- He registers below-average on potential for using a relationship-oriented sales approach. Sample will need training to help him learn the value of building a personalized relationship with the customer where he can learn about their needs, interests, and preferences--information that can be used to adjust the way his product is presented.
- He may sometimes act too quickly and make snap decisions in sales situations when holding back a little might have been more successful. Sample 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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- Sample's selling confidence is low. He worries about his ability to sell and has doubts about his personal effectiveness as a salesman. Sample may fail to project assurance to others in sales situations, which could lose some potential customers.
- As a manager, Sample may place too much emphasis on individual contribution and solo efforts among his employees. He could concentrate more on fostering group cohesion, collaboration, and teamwork among the people who report to him and working more cooperatively with other managers.
- Sample may need to rev up his work drive, at times, if he is to really succeed in a sales role. He may need to go above and beyond normal effort levels to meet the needs of demanding customers and pressing sales quotas.

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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?

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.

DEPENDABILITY

- Tell me about a time when you were unable to fulfill a promise to a customer. [Probes: What caused this? What was the outcome? How did you feel about it?]
- What do you do when you are running late for an appointment with a potential customer?
- What do you do when the wrong product is shipped to one of your customers?
- What do you do to make sure you keep all of your appointments and scheduled meetings?

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EMOTIONAL STABILITY

- Tell me about a time when you had to keep on working despite having some problem or concern weighing on your mind. [Probes: How long did it go on? How was it resolved? How often has this kind of thing happened in the last six months?]
- Stress is a natural part of most work environments these days. Describe a situation where some significant form of stress has impacted you on your job and how you dealt with it.
- Describe a situation where you learned to live with something stressful at work.

EXTRINSIC MOTIVATION

- Describe your earnings goals for the next five years.
- Tell me which what factors define success for you in a job.
- Describe how your feelings of self-worth are affected by how much money you make.
- Describe the kind of lifestyle you want to achieve.

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?

OPTIMISM

- Sometimes it helps to prepare for the worst and try to anticipate potential problems at work. Describe a time when your concerns about possible future problems were justified.
- What would you say to a coworker whom you felt was being naïve or gullible about some new job they were considering? If asked, what advice would you give?
- How do you personally guard against unrealistically high expectations at work or being blindsided by unanticipated problems?

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?

STRUCTURED VERSUS PARTICIPATIVE MANAGERIAL STYLE

- Describe your approach as a manager of setting goals and objectives for the people who report to you.

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- 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.

TEAMWORK

- Describe some ways that you have helped a group of coworkers achieve an important goal or outcome.
- Tell me about a time when you needed to work collaboratively with another department or group to achieve a common goal.
- It is hard for some people to work independently. Describe how easy or difficult it is for you to work independently or carry out assignments where you don't consult with others.
- Give some examples of ways that too much emphasis on teamwork in a company can lead to lowered effort by individual employees or a loss of individual initiative.

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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