



Sample - Sales Assessment Report  
on  
**Nancy Drew**

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Prepared For: BW International

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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
<b>Closing Ability</b>	◆				
<b>Competitiveness</b>		◆			
<b>Customer Service</b>				◆	
<b>Dependability</b>			◆		
<b>Emotional Stability</b>			◆		
<b>Extroversion</b>				◆	
<b>Image Management</b>			◆		
<b>Money Motivation</b>	◆				
<b>Optimism</b>				◆	
<b>Relationship Sales</b>				◆	
<b>Sales Boldness</b>		◆			
<b>Selling Confidence</b>			◆		
<b>Work Drive</b>	◆				
<b>Overall Cognitive Aptitude</b>		◆			

## Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Nancy's overall level of general intellectual aptitude to be in the **30-39 percentile** range. Her individual aptitude levels are:

Abstract Reasoning    Lowest 10%ile

Numeric Reasoning    60-69%ile

Verbal Reasoning    40-49%ile

Nancy has a below-average level of general cognitive aptitude. While she may be able to handle many routine tasks and assignments, Nancy may not learn new information quickly or be able to handle a heavy information-processing load. There may be times when the problem-solving and analytical demands of this job overwhelm her mental capabilities.

## 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.

<b>Ideal Job</b>	<b>Ms. Drew's Responses</b>
<i>The most fulfilling job I had...</i>	was my sales job at chicos
<i>What I want most from a job is...</i>	a feeling of satisfaction
<i>My career goal for five years from now...</i>	have a job I enjoy
<i>The set of responsibilities I enjoy most are...</i>	working with people
<i>I enjoy working with people who...</i>	are positive

<b>Strategies for Success</b>	<b>Ms. Drew's Responses</b>
<i>The best way to get ahead in an organization...</i>	to work hard, be honest
<i>The personal strengths I possess that will help me be successful in this job include...</i>	are positive
<i>Working long hours every week...</i>	is not what I want
<i>To better myself I...</i>	read, and take care of my health
<i>My attitude about work-home balance is...</i>	is keeping work issues at work and your personal problems at home
<i>The key to success in my career...</i>	work hard and be positive
<i>To get ahead in a company...</i>	work hard and be positive
<i>When I am criticized...</i>	I dont like it, but try to do a better job

<b>Leadership Style</b>	<b>Ms. Drew's Responses</b>
<i>When I have to make a decision quickly...</i>	I can
<i>My success as a manager derives from...</i>	being fair
<i>Mentoring employees who report to me...</i>	is an important job I take seriously
<i>Besides supervising other people, a manager should...</i>	set a good example
<i>The best way to motivate people...</i>	set a good example and be positive

<i>The average employee...</i>	works hard
<i>An employee who brings personal problems to work...</i>	shouldnt
<i>I deal with conflict in my team by...</i>	being positive
<i>To increase employee commitment I...</i>	try to set a good example
<i>To be a valuable member of a senior management team, I try to...</i>	set a good example
<i>As a leader, my greatest satisfaction at work...</i>	seeing others succeed
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	I dont know
<i>When I have to reprimand or discipline an employee...</i>	I try to stay positive
<i>The organizational culture I try to create is best described as...</i>	fair

<b>Annoyances</b>	<b>Ms. Drew's Responses</b>
<i>I don't like to work with people who...</i>	are dishonest
<i>I get annoyed at work when...</i>	people dont do their work
<i>At times my work has suffered because...</i>	I have a cold
<i>I would really dislike a supervisor who...</i>	yells at me and is not fair
<i>People should recognize I am stressed out when...</i>	I am quiet
<i>It's hard to do good work when...</i>	theres disorganization
<i>I would turn down a job if...</i>	the job didnt meet my needs

## Personality Assessment

### Strengths:

Nancy 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.

Nancy is generally dependable at work. Nancy, however, also uses a fair amount of personal discretion and judgment in deciding when and how she will fulfill her obligations to customers and duties to her employer.

She is about average in terms of emotional stability and skills in coping with difficult customers and situations. Nancy can deal effectively with many normal sales hassles and stressors.

Nancy is a fairly outgoing, socially-involved individual who likes to interact with customers and other people on her job. She is usually gregarious, talkative, and amiable. In a sales setting, Nancy is likely to be attuned to customer buying cues and to interpersonal dynamics.

She tends to balance image management with authenticity in the way she presents herself to customers. When needed, Nancy can create a positive impression and can adjust her responses to fit various selling opportunities. At the same time, she does not put on a false front or project a phony picture of himself.

Nancy is engaged by the intrinsic aspects of the job—its variety, freedom, stimulation, and responsibility—more than its money and financial incentives. She likes to do work that addresses and satisfies her personal needs, such as challenge, autonomy, and meaning.

Nancy is fairly optimistic about sales prospects and future efforts. She tends to look for positive qualities in situations and a favorable response from prospective customers.

Where she feels it is appropriate, Nancy will try to use a relationship-oriented sales approach. In those situations, she will try to build personalized relationships to gain some insights that can be used to adjust her presentation and close sales in a persistent, but non-aggressive, manner.

She is economical and efficient in her use of time. Wherever possible, Nancy avoids working overtime or long hours.

### **Developmental Concerns:**

Nancy can be too threat-sensitive, accommodating, and prone to go with the flow in situations when basic assertiveness would make the sale. If hired, she will need to learn how to address customer problems and resistance in a direct manner as well as how to close the sale with a difficult customer.

Nancy is not highly motivated to try and do better than other employees in sales numbers. It may be difficult for you to energize her by comparing her sales performance with peers or by engaging her in sales competitions and contests. Also, Nancy will not be energized positively by feedback on how well she is doing relative to others who hold this job.

She may need more training and coaching to understand what it takes to achieve a solid base of satisfied customers. Instruction on how to develop a strong relationship with the buyer, how to probe for the customer's buying signals, and how to evaluate after-sale satisfaction to achieve repeat sales may prove useful.

Nancy could be somewhat more dependable and conscientious in her work habits. She could be more consistent in her follow through with customers and fulfillment of job responsibilities.

She may have difficulty handling high-pressure situations and acute stressors in a sales role. Nancy may lose her composure with overly demanding customers and hectic sales conditions.

If you hire Nancy for this sales position, it will be important to keep her sufficiently challenged and interested by the job itself. Her needs for intrinsic factors such as variety, responsibility, autonomy, and meaningfulness are so high that failure to meet them could lead to job dissatisfaction and withdrawal.

She may occasionally hang back too much in a sales pitch when a dynamic, persuasive presentation is needed. Nancy may need training in how to take the initiative with customers, tout product values, and capitalize on opportunities to maximize the sales potential of a call.

Compared to high-performing salesmen and saleswomen, Nancy has a low work drive and poor willingness to work long hours to make sales goals. She may balk at and be demotivated by any job demands that she believes cuts into her entitled personal or family life.

## 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?

### ASSERTIVENESS

- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.
- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.
- What would you do if you felt that your boss had been ignoring you or not paying attention to your ideas?
- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.
- Tell me about a time when you effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

### COMPETITIVENESS

- Describe a time when you won a sales contest or competition.
- Tell me about how you typically respond to sales competitions and contests. Are they more motivating or demotivating for you?
- To what extent do you prefer your sales earnings to be based on commission versus salary?

### 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.

### MONEY 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.

## SALES BOLDNESS

- Describe how you establish your personal credibility and credentials with potential customers.
- Tell me how you let the customer know about the value of your product.
- Tell me about a time when you were successful in turning around an initially negative or difficult prospect to make a sale.

## WORK DRIVE

- Under what conditions, if any, do you think a company has a right to ask its employees to work long hours? What is the upper limit for you on how many hours/week you are willing to work on an ongoing basis to meet the demands of your job.
- Describe some ways that you think your commitment to your family or personal life away from the job may have limited your advancement opportunities or earnings potential. How do you feel about this?
- What are the potential problems associated with a company expecting too much overtime from their employees or encouraging them to become workaholics?
- Describe how you keep work separate from your home and personal life and how you keep job demands from intruding on your free time.
- Under what situations would you be willing to work overtime and weekends for your job? How long would you be willing to do so?

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