



**STRICTLY CONFIDENTIAL  
INDIVIDUAL ASSESSMENT REPORT**

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The purpose of the assessment has been to provide further information to  
assist with the recruitment of:

**Ms. Sam Sample**

**On: Thursday, 20<sup>th</sup> of July 2006**

**Prepared By:**

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**Confidentiality**

This highly confidential document is provided to the client on the candidate named on the cover sheet on the basis that the need for this confidentiality is recognised, accepted and that such confidentiality will be strictly maintained.

It should therefore only be read by staff specifically involved with the selection, promotion or development of the person named, and stored securely with minimum access.

Should a report be required at a later date, it can be obtained without further cost, from PsychPress archives.

**Objectives**

The report on the candidate's capabilities has been done based on several assessment materials used to provide objective information about the competencies which might be required for the specific position.

**Cross validation of Outcomes**

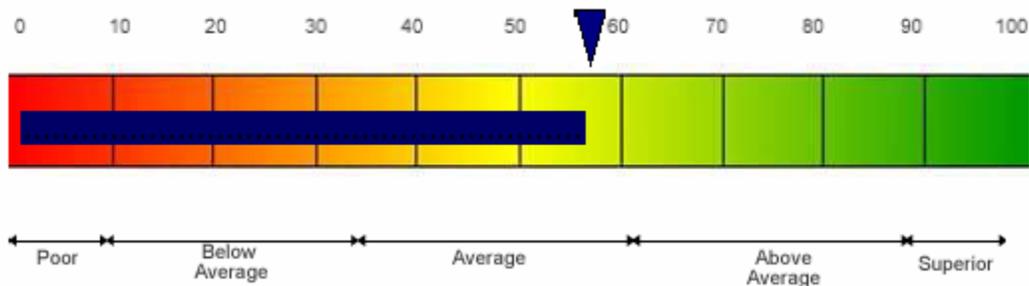
This report provides objective information on candidate's capabilities. We recommend supplementing it with other information obtained from other sources like interviews or other reports.

# 1. Abilities and Aptitudes

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Ability	Percentile Result	Norm Group
Verbal Reasoning	57 <sup>th</sup> percentile (Attempted 32, Correct 17)	General Population

## Verbal Reasoning: 57<sup>th</sup> Percentile



The **Verbal Reasoning** assessment measures the ability to communicate, written communication skills, the ability to understand internal and external clients' requests and the ability to convey complex information in a clear and understandable format to clients, team members or managers.

Ms. Sample's performance on the measure of Verbal Reasoning is commensurate compared to an Australian general population average. The result suggests that she has sound communication skills in both spoken and written forms. She would be able to convey ideas, concepts or instructions to work colleagues, managers and clients. She would also identify critical issues from written documentation such as policies, work procedures and regulations. She will also be able to produce reasonable written documentation such as performance and production reports or other organisational documents.

## 2. Sales Behaviour Profile

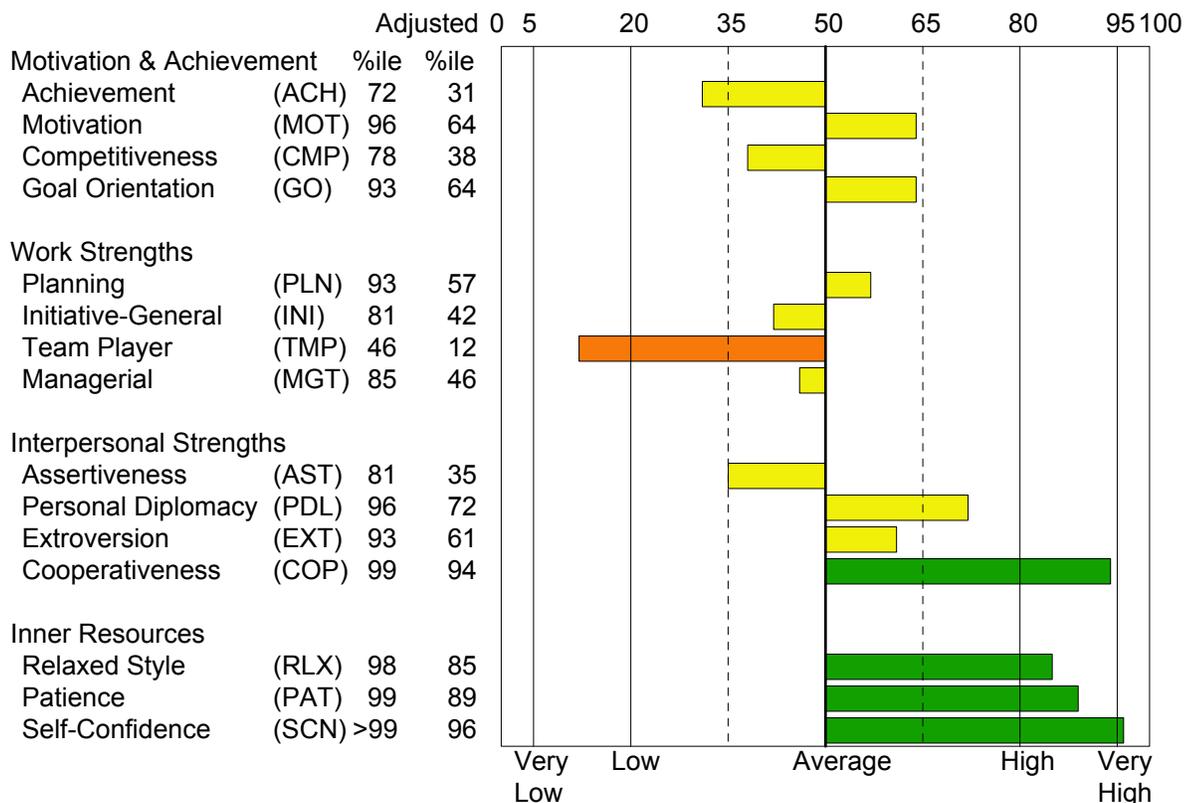
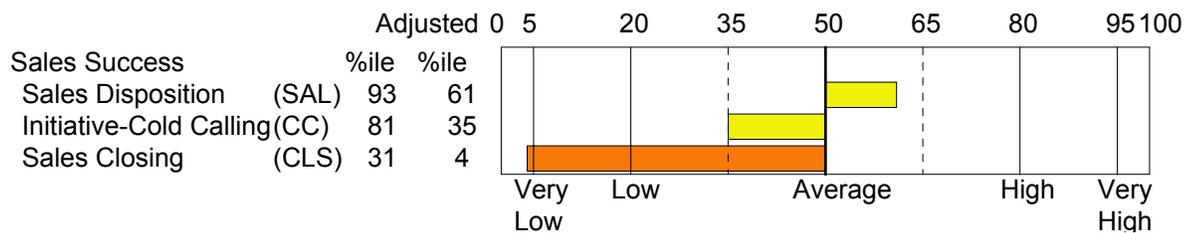
### Summary

■ = Low or Very Low

■ = Average

■ = High or Very High

NOT RECOMMENDED FOR SALES. Ms. Sample may not be consistently successful in a sales role. These scores do not indicate a strong sales disposition. She may find it difficult to make cold calls and close sales, and may not follow through in completing sales tasks. She may not be motivated to be competitive in sales. More detailed information is provided in the body of this report.



## Validity and Response Style

The Validity and Response Style scales represent the individual's level of attention to the meaning of the sales' statements (Inconsistent Responding) and tendency toward positive (Self-Enhancing) or negative (Self-Critical) self-presentation.

The Inconsistent Responding (INC) score of 4 indicates that Ms. Sample paid appropriate attention to the meaning of the sales' statements when giving responses, and is not likely to have responded carelessly or in a completely random fashion.

Ms. Sample obtained a Self-Enhancing score (ENH) in the 99th percentile. This style of self-presentation is much more positive than that of most others. This can be a characteristic of job applicants and others trying to make a good impression in business, social, or other situations. It may also reflect a high level of self-confidence. Others are likely to describe Ms. Sample's self-regard as highly positive. In addition, the Self-Critical (CRT) score in the 12th percentile suggests that he may be less likely than most to make statements that are highly self-critical or reflect weaknesses. The two scores in combination are characteristic of people who tend to sell themselves or to set high standards for themselves. She is likely to make a good impression in interviews. These scores and the Self-Confidence score in the 96th percentile suggest a person who will confidently give the best possible self-presentation and leave others with a favorable impression.

## Sales Related Characteristics

**Sales Disposition.** The Sales Disposition score (SAL) indicates the degree to which an individual's results are similar to those observed for people who are successful in sales careers. This SAL score in the 61st percentile suggests that Ms. Sample's responses are not similar to those typical of strong sales performers.

**Cold Calling.** The Initiative-Cold Calling (CC) score summarises an individual's responses to statements from the Initiative-General scale that reflect characteristics necessary for success in cold calling activities. The obtained CC score in the 35th percentile for Ms. Sample suggests that she may not have the characteristics required to be consistently effective in making cold calls.

**Sales Closing.** The Sales Closing (CLS) score indicates the degree to which an individual's results are similar to those observed for people who are successful in closing sales. The CLS score in the 4th percentile for Ms. Sample suggests that she may not have the characteristics necessary to effectively and consistently close sales.

**Customer Service/Inside Sales.** Individuals with this profile will be more diplomatic than most people, which can be a real asset in a customer service or inside sales role. She is likely to be more patient than most people, which can be of great value in such settings. She is likely to be relaxed in most customer service and inside sales situations.

Additional consideration of the Sales Success characteristics reflected by Ms. Sample's responses is provided in the following detailed interpretation of the general scale scores.

### **Motivation and Achievement Characteristics**

The Motivation and Achievement scales describe a person's orientation toward achievement and inner drive to achieve.

The Achievement (ACH) scale score reflects an individual's ability to follow through and complete tasks and to achieve specific goals. It is also related to the amount of interest that a person has in intellectual or conceptual work. The ACH score in the 31st percentile for Ms. Sample indicates that she achieves at a relatively low or moderate level. Her interest in or attention to intellectual reasoning or conceptual work may be below her actual potential. Her achievement in academic areas is likely to be low or moderate. At work or in a career, performance may be at an average level, but she will follow through in work or career areas of high interest.

The Motivation (MOT) scale score is intended to represent a person's inner drive, commitment to achieve, and the strength of inner emotions, needs, and values. This MOT score in the 64th percentile indicates a person whose motivation or inner drive is relatively high for certain personally important goals and not for others.

The Competitiveness (CMP) score is closely related to all aspects of sales performance. It reflects the need to win, to perform better than others, or to surpass standards of achievement or performance. Ms. Sample's CMP score in the 38th percentile suggests that she does not especially value competitiveness. She may not feel that competitiveness is a high priority in any situation, including sales work.

The Goal Orientation (GO) scale describes the extent to which an individual sees herself as having clear goals and objectives. Ms. Sample's GO score in the 64th percentile indicates that she is likely to have clear goals in areas that are important to her and to focus attention on goals and objectives to the same degree as do most people.

### **Work Strengths**

The Work Strengths scales describe actual work habits and attitudes towards working alone and with others.

The Planning (PLN) scale score reflects a person's tendency to use time-management, scheduling, and organizing and planning strategies to achieve goals. The PLN score in the 57th percentile suggests that Ms. Sample will plan, organize, and apply effective work habits in areas of high interest. She may attend to details and plans enough to succeed in projects or tasks of high interest, but may not apply this same level of concentration to tasks that are uninteresting, boring, or unrelated to major goals. This may affect her performance in general.

The Initiative-General (INI) scale indicates a person's level of comfort in taking independent action. The INI score in the 42nd percentile suggests that Ms. Sample may show initiative in some situations but not in others.

The Team Player (TMP) scale score relates to a person's level of comfort in working together as part of a team or interdependent work group. This TMP score in the 12th percentile suggests Ms. Sample may prefer an independent sales role rather than working as part of a sales team or group.

The Managerial (MGT) score represents the degree to which a person's work strengths combine with achievement, motivation, interpersonal strengths, and inner resources in a pattern similar to that of individuals in managerial and supervisory roles. Ms. Sample's MGT score in the 46th percentile suggests that her general characteristics are not similar to those for individuals who are in a sales management or supervisory role. She is not likely to be seen as having good potential for managerial roles.

## **Interpersonal Strengths**

The Interpersonal Strengths scales describe ways in which a person is likely to engage in interactions with others in the work environment.

The Assertiveness (AST) scale score provides a gauge of an individual's directness in expressing herself and in dealing with others. Ms. Sample's AST score in the 35th percentile indicates an individual who is relatively unassertive.

The Personal Diplomacy (PDL) scale score reflects a person's tendency to use tact and diplomacy in dealing with others and to display sensitivity to the feelings and ideas of others. For Ms. Sample, the PDL score in the 72nd percentile suggests that she is generally diplomatic and tactful.

The Extroversion (EXT) scale score indicates the degree to which a person sees herself as socially outgoing. For Ms. Sample, the EXT score in the 61st percentile indicates a person who is moderately extroverted. She may be seen to be as extroverted and outgoing as the average person in business, sales, or social situations.

The Cooperativeness (COP) score indicates a person's level of comfort in working closely with others and in taking the lead from others. A low COP score does not necessarily indicate uncooperativeness, but may indicate independence or aggressiveness in dealing with others. This may be an asset in some sales situations. This COP score in the 94th percentile suggests that Ms. Sample is likely to display a high level of cooperativeness that could interfere with an aggressive sales approach, but may be effective where a soft sell, easygoing sales style or consultative relationship is appropriate. Her high level of cooperativeness and group orientation is not typical of strong sales performers in settings that call for an aggressive sales style.

## **Inner Resources**

The Inner Resources scales describe the kind of work-related inner resources that a person brings to the work environment.

The Relaxed Style (RLX) scale score describes the ability to remain free of tension and unworried in the face of stress. This RLX score in the 85th percentile describes a person who is generally relaxed.

The Patience (PAT) scale indicates a person's ability to effectively cope with frustration encountered in completing tasks or in conflict-laden situations. Ms. Sample's PAT score in the 89th percentile suggests that she is more patient than most. This strength will help her to pursue difficult or time-consuming sales opportunities.

The Self-Confidence (SCN) score is an indicator of the level of confidence and self-assurance an individual brings to her work. The SCN score in the 96th percentile suggests Ms. Sample is, in general, self-confident and self-assured.

### **Additional Profile Characteristics**

In addition to the interpretation of single scores on the scales, some specific combinations of Sales Success Characteristics, Motivation and Achievement Characteristics, Work Strengths, Interpersonal Strengths, and Inner Resources are associated with particular approaches to the work environment.

This group of scores does not appear to reflect the combination of strong goal orientation, motivation, planning focus, and follow-through usually associated with success in sales. Ms. Sample may not have a high level of energy available for achieving in sales situations.

### **Career Interest Areas**

Some clusters of items are often observed to be associated with the traditional Realistic, Investigative, Artistic, Social, Entrepreneurial, and Conventional occupational interest areas.

Ms. Sample is likely to have a moderate level of interest in:

- Activity-oriented occupational areas such as skilled trades, engineering, armed services, police, and firefighting, or similar technical and service occupations.
- Investigative or academic, scientific, and technical occupational areas such as medicine, education, computers, science, and similar areas.
- Artistic or aesthetic areas such as graphic arts, writing, advertising, music, fine arts, or similar areas having a strong aesthetic or craft component.
- Social or educational and social service areas such as teaching, social work, social service direction and recreation, or counseling.
- Entrepreneurial or legal, political, and business endeavors such as marketing, management, or merchandising.
- Conventional business areas such as accounting, banking, office work, and office management.

### **3. Feedback to the candidate**

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These recommendations, based on the sales profile, are for the purpose of enhancing specified sales skills and attitudes. The recommendations can be used for self-improvement by salespersons either on their own, or together with their supervisors, sales managers, or colleagues.

#### **Sales Disposition**

Your interest in sales may be inhibited because you know that you are not quick to try to influence the decisions of others and may be especially concerned with letting others express themselves before you do. In general, you may find that expressing your own opinion sooner or offering helpful information earlier can save you and others time and help both you and others recognize how valuable your contribution to any decision-making effort can be. With some practice reacting more quickly you may find yourself more attracted to sales activities.

Often people whose interest in a sales career is limited do not have much practice asserting themselves consistently or effectively. Many excellent assertiveness training programs are available that present effective ways to assert yourself that you can practice in a variety of life situations. As you master these skills, you may find yourself becoming more interested in sales activities.

You may feel that you have not achieved much in general, and so may not expect to achieve much in sales. Don't sell yourself short or neglect to follow through with what you start because you think you won't succeed. Carry the tasks that you start through to completion and you will find yourself achieving at a level you may not have believed was possible.

You may not feel that you have the energy to be successful at sales. Inspirational or motivational materials from an outside source can provide valuable assistance in using your own energy resources to the best advantage in sales activities as well as other areas of your life.

Your interest in sales may be limited because in general your goals are so broad that it is hard to see how sales activities could help you achieve anything that is meaningful you. If you work with someone you respect to identify specific and meaningful goals that can be met through sales activities, your interest in sales is likely to increase.

You may not feel that your self-management abilities are sufficient to carry you to success in a sales career. Remember that you can change your work habits to make them more effective. Seek out self-management and time-management techniques that are different from the ones you usually use. You are likely to find at least one or two things that will improve your effectiveness in these areas and may make you more optimistic about successfully pursuing sales activities.

The prospect of having to generate your own sales activities may make you reluctant to pursue a sales occupation. You may find that challenging yourself to do more, volunteer more often, and start new activities in other areas of your life will help reduce this hindrance to your sales success.

You may feel that your level of competitiveness is below that which is required to succeed in sales. Identify successful sales persons you admire and observe their way of competing. Also, observe those whom you would like to surpass as well as those whom you do not like. You are likely to find that your own competitive energy is heightened by an interest in joining the ranks of kind of sales person you admire.

You have probably observed that many successful sales people have the “gift of gab”, and may feel that this is a characteristic that you lack. However, conversational ability is a skill like any other and can be mastered with practice. Improving your conversational ability through observing others and seeking specific skills training opportunities is likely to enhance your ability to perform in sales situations or in any occupation you choose to pursue.

Sales people must often take an independent stand in asking for the sale, a step that may appear risky to you. It is risky, but with practice you will usually discover it is a risk well worth taking. At best, you will hear a “yes” that you might not otherwise have heard. At worst you will hear a “no”. Of course, you can always ask again.

A successful sales effort is often one that is executed by a team. You may be accustomed to achieving results on your own and feel reluctant to participate in such a team effort. If you can identify aspects of the things you do that could benefit from the attention of a team, try to delegate tasks to appropriate team members according to their strengths and offer to take on tasks that would benefit from your own strengths. After some trial and error, you will probably find your own productiveness as well as that of the team is enhanced. You may feel more enthusiastic about the prospect of being a member of a sales team.

## **Sales Expectations**

Your sales expectations may be unreasonably high. It will probably be beneficial for you to establish a more realistic level of expectations against which to measure your performance. It may also be helpful to get some active encouragement or support to help you be open to improvement in areas where your performance is not meeting a realistic standard.

## **Initiative-Cold Calling**

Sales cold calling is a specific skill that can be taught and improved through a wide variety of books, training seminars, or by personal coaching. You should seek training that both suits both your personality and fits the area of sales in which you have the most interest. The ability to make cold calls is a skill that is essential to success in sales. The effort you put in to developing this skill will be amply rewarded throughout your sales career.

While your openness to hearing the concerns of others before you express your own can be an asset in sales, there are times when it may inhibit your effectiveness in making cold calls. Speak up early and make sure that people have heard the basics about what you have to offer before you begin listening for their specific needs and concerns.

You may be intimidated by the idea of taking an independent or aggressive stand in dealing with sales prospects during cold calls. Assertiveness can be a key feature of success in cold-calling situations. Assertive skills allow you to put yourself forward without alienating others. Fortunately, these skills can be learned and wide range of assertiveness training techniques and programs are available to you. These will be most helpful in improving your cold-calling performance if you can learn them in a coaching situation where you can practice and get feedback. You may also use a tape recorder to rehearse and become more aware of your own skill at assertion.

Do not let any negative thinking or excuses keep you from making the cold calls and appointments you need to make. It is particularly important for you to focus on following through and completing cold calls and to meet appropriate cold-calling goals. You may be surprised at how much you will accomplish by following through on these seemingly thankless tasks.

Any successful sales person will tell you that making cold calls takes a lot of energy, and most have specific strategies they use to keep their energy level high for this activity. It is particularly important for you to develop such a strategy. One way to increase your energy for making cold calls is to recall the importance of this sales activity to

you and your career. Many excellent sources of strategies in this regard have been made available to you through well-known motivators and inspirational speakers and books. It is also worth asking successful sales people that you admire about the strategies they use to help them persist in this difficult but essential aspect of sales.

Making cold calls is a lot easier if you have specific, realistic, and appropriate goals to meet. You should consult with a successful colleague or manager you respect to help you be certain that your cold-calling goals have these characteristics. Once you are confident that your goals are well-conceived, be sure to keep them in mind at all times.

Cold calling situations usually require a lot of independent activity. You can help yourself accomplish this kind of activity by challenging yourself to make “one more call” and not settling for a mediocre or average performance. Let the things you learned from the last call stimulate you to make the next so that you can put what you learned into practice right away.

You may find that it helps you to persist at this difficult activity if you keep in mind an individual who you think is a superior cold-caller, and promise yourself that you will equal or outperform that individual.

Outstanding conversational skills can be a real asset in making cold calls. You may feel such skills are beyond your reach, but fortunately, you can learn and practice them in just about any situation, and they will help you in every area of your life. It may help to keep up with current events, sports, movies, or other topical issues that can be used to engage in pleasant conversation with your sales prospects. Be prepared to speak, and also to pay attention to those you are cold-calling. A simple general conversation can clue you in to important aspects of their unique perspective and needs.

You may feel uncomfortable about imposing on others when making cold calls. If you practice and get feedback about ways you can be aggressive and independent in cold-calling situations, you are likely to realize that your natural tendency to be considerate of others will put them at ease and work to relieve any sense of intrusion they might initially feel at your call.

### **Sales Closing**

You may find that you often wait too long before attempting to close a sale. You will find it helpful if you practice a number of different closing techniques so well that they are available instantly, and so that you can easily try again when one does not work. This will help to keep you from waiting until it is too late to make the sale.

One of the greatest difficulties in asserting oneself in a sales closing situation is simply to ask for the sale. Take the assertive step of doing so. Ask yourself what terrible thing would happen if you asked directly for the sale and it was refused by the prospect. Many assertiveness training programs are available that can help you learn to ask for the sale firmly and directly without turning off your prospective customer.

You should become sensitive to times when you make excuses for yourself or for your prospective customer. Such excuses keep you from taking action to close sales. If you are convinced that the prospect can use and can afford the product or service, be sure you follow through in closing and do not settle for a “no”.

You may find it helpful to become aware of the many inspirational and motivational materials that are available to people in sales. You should mentally bring any part of such material that appeals to you into the closing situation. This will help you benefit from both your successful and failed closing efforts and help give you the energy you need to move on to the next one.

It is likely that you will be able to close sales more consistently if you set specific sales closing objectives. This may include not only a specific number of successful closes to attempt, but also a specific number of sales closing techniques to try and use.

You may discover that your interest in closing sales quickly flags if you use only one approach. This will interfere with your ability to close sales consistently. You should learn to experiment and try different approaches toward sales closing. This will not only keep your own interest and energy up, but will allow you to bring a wider variety of closing situations to a successful conclusion.

It may be hard for you to persist on your own in trying to close a sale. You should be sensitive to times when you decide to give up on a sale, and make a promise to yourself to ask just one more time or try just one more strategy.

You will close sales more consistently if you keep in mind a successful sales person you respect who is a superior sales closer. Carry that image into the closing situation, along with a promise to equal or outperform that person.

You may feel uncomfortable about taking the risk of trying to ask for the sale or otherwise close the sale. You need not worry. Your openness to the needs of others and adroitness at maintaining pleasant relationships will naturally keep you from alienating others. Your best ally in a successful sales career will be practice and feedback about ways you can take a more aggressive or independent stand in sales closing situations.

## **Motivation and Achievement**

If you have any independent concerns about your aptitudes and interests, Don't hesitate to evaluate them further. Work your sales plan, even if it is not perfect. Use challenges, deadlines, and other motivational techniques related to actual sales accomplishment. Reward yourself for tangible, bottom-line results. When you are faced with resistance, rejection, or some other sales impasse or roadblock, do not give up, but rather look for solutions or strategies to overcome or work around them.

Focus on what can actually be accomplished at any given time. Do what is "do-able." Do one small task at a time. Do the best that can be done at this time—no worse, but also no better. Focus on achieving actual sales goals, not simply being active.

Reward small achievements and concrete improvements as well as major goals. Challenge any reasons for giving up or not achieving. Do not count on becoming inspired, waiting for the right mood to work, or for the right conditions - **CHOOSE TO DO IT NOW.**

Do not let your enthusiasm flag. Use self-motivational techniques on a regular basis. Consider a wide range of sales objectives, not only those that currently appear to have the highest priority. Generate and focus on a feeling of excitement in thinking about these goals. You will benefit by associating with successful sales persons who have high levels of enthusiasm, energy, and confidence.

## **Work Strengths**

Procrastination may be a problem for you in important areas. Try breaking up large tasks into smaller, more manageable tasks that can be done in small units of time. You should make an extra effort to schedule and set priorities carefully and to decide what is the most productive goal to accomplish at a given time.

Your sales performance will benefit if you make priority lists of important sales goals. Use to-do lists, reminders, and other planning and scheduling methods on a regular basis.

## **Interpersonal Strengths**

You may find it especially productive to participate in assertiveness training or activities geared toward increasing your level of comfort with openly sharing your reactions, ideas, and opinions with others in sales settings.

## **Inner Resources**

There are no specific sales-related recommendations for you in this area based on your SalesAP responses.

## **Goal Orientation**

Remember to keep your sales priorities and objectives in mind in ALL situations, not just formal sales situations.

## General Information for Interpreting Report findings:

**Objective Information** This report provides objective information on the candidate's abilities.

**Educated Decision Making** The candidate's performance is compared with a relevant population group to assist in achieving effective Human Capital decision making.

**Interpreting results** The results are presented in terms of a percentile (%) score for each test administered. A percentile is a score equal to or below which a certain percentage of the members of a selected sample group fall. Percentile scores can be misleading if small differences between individuals' scores are interpreted as implying significant differences in work performance.

**Population norms** Candidate's specific scores can be compared to a relevant Australian adult sample as a reference group or to a relevant sample from ones organization.

**Score ranges** PsychPress uses a basic score range for ability percentile scores:

- 91st - 99th percentile – Superior performance
- 63rd - 90th percentile – Above Average performance
- 37th - 62nd percentile – Average performance
- 10th - 36th percentile – Below Average performance
- 1st - 9th percentile – Poor performance