



Retail Sales Associate Assessment Report

Candidate: Suzanne Sample

Date: 01/27/2011



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Prepared For: Vantage Group

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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
Agreeableness			◆		
Closing Ability	◆				
Competitiveness				◆	
Conscientiousness	◆				
Customer Service / Responsiveness			◆		
Emotional Stability / Resilience	◆				
Empathy					◆
Extroversion					◆
Impression Management					◆
Money Motivation	◆				
Optimism/Enthusiasm			◆		
Relationship Sales				◆	
Selling Confidence	◆				
Social Networking				◆	
Teamwork	◆				
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 Suzanne's overall level of general intellectual aptitude to be in the **50-59 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 30-39%ile

Numeric Reasoning 80-89%ile

Verbal Reasoning 40-49%ile

Suzanne has an average level of general cognitive aptitude. She should be able to handle most routine assignments and tasks without difficulty. She should be a satisfactory (though not outstanding) general problem-solver and information processor in 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.

Conscientiousness	Ms. Sample's Responses
<i>Responsibility at work...</i>	is a good thing
<i>Most of the official rules at work...</i>	are there for a reason
<i>I get annoyed at work when...</i>	people gossip and dont take their work seriously
<i>Sometimes employers can place too much emphasis on...</i>	unimportant details
<i>When I make a mistake and someone criticizes me for it, I...</i>	appreciate it if it is addressed in a professional manner

Customer Service	Ms. Sample's Responses
<i>My approach to customer service is...</i>	outgoing and friendly
<i>Dealing with difficult customers...</i>	causes me stress but I know it is part of the job
<i>What customers really want from me is...</i>	guidance
<i>When I am training a new staff on customer service, I emphasize...</i>	politeness and attention to details
<i>I am least effective with certain customers...</i>	who jump to conclusions
<i>Compared to other types of job tasks I enjoy, customer service is...</i>	my second favorite thing to do

Demotivators	Ms. Sample's Responses
<i>What annoys most workers...</i>	rules
<i>I would quit my job if...</i>	I was being harassed
<i>At work I feel tense when...</i>	I am unable to prioritize
<i>I don't like to work with people who...</i>	are bossy
<i>My work performance suffers when...</i>	there is idol chit chat and others pull me in
<i>I would really dislike a supervisor who...</i>	gave me tasks but not the tools to accomplish them

Job Satisfaction	Ms. Sample's Responses
<i>The kind of assignment I like best is...</i>	leadership
<i>I enjoy working with people who...</i>	are agreeable
<i>I would turn down a job if...</i>	the overall environment doesnt fit me
<i>The best way to get ahead in an organization...</i>	is to demonstate leadership and teamwork
<i>The most fulfilling job I had...</i>	gave me independent projects
<i>My greatest satisfaction in a job...</i>	comes from knowing I have done my best
<i>A boss deserves loyalty if...</i>	he is treating everyone fairly
<i>What I want most from a job is...</i>	personal satisfaction
<i>The best type of supervisor for me would be someone who...</i>	gives me tasks and allows me to do them well
<i>Working closely with other people...</i>	is often inspiring



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Sales	Ms. Sample's Responses
<i>The most common ethical decisions I make in sales involve...</i>	full disclosure to the client
<i>Being effective at sales in a particular industry is based on...</i>	personality and product knowledge
<i>The reason I will be successful in a sales role is...</i>	I have energy, drive, and commitment
<i>People say that I am a successful salesperson because of my...</i>	attitude
<i>My sales style is best described as...</i>	a go getter but not pushy
Teamwork	Ms. Sample's Responses
<i>To me, being a good team player means...</i>	creating a good work environment
<i>I enjoy teamwork when...</i>	everyone pulls their weight
<i>The optimal split between team and independent work is...</i>	50 - 50
<i>Most team meetings are...</i>	not very productive
<i>My experiences with being on a team...</i>	is usually good and I often take the lead
<i>In most companies teams are...</i>	a good idea
Work Drive	Ms. Sample's Responses
<i>I will take on extra responsibilities in my job if and when...</i>	I am asked to do so or I see something that needs to be done
<i>Working long hours every week...</i>	would be difficult for a long period of time
<i>It's hard to do good work when...</i>	others interfere
<i>When my suggestions at work are turned down I...</i>	feel I am not being heard
<i>Having to work on the weekend...</i>	is ok sometimes
<i>Overnight travel...</i>	is not a problem occasionally



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Personality Assessment

Strengths:

- She tends to be easy to get along with. Suzanne avoids arguments and unpleasantness unless the topic or the person is one that really makes her upset.
- Suzanne is fairly results-oriented and will often be motivated to do better than her work peers. Her somewhat competitive nature will motivate her to perform at a slightly higher level. If hired, Suzanne will be interested in feedback that shows how she is performing compared to other company employees.
- Suzanne likes to compete and to demonstrate that she is a high, if not the highest, performer. She is very focused on results, accomplishments, and data that allow her performance to be compared to other sales representatives.
- Suzanne is very competitive and highly energized by opportunities to be successful in comparison to others who hold this job. She is very concerned with doing better than her peers.
- Very adaptable and able to make on-the-spot adjustments in her work, Suzanne can go with the flow when needed. She should be comfortable responding to unplanned developments and changing conditions on her job.
- She is well able to put herself in the shoes of the people she relates to and to see things from their perspective. Suzanne's empathetic style will enable her to gain rapport with customers. She is likely to gain their trust with her attentiveness to their needs.
- Suzanne is extroverted, cheerful, outgoing, and personable. She likes to talk and interact with other people. Suzanne can be counted on to establish a broad base of relationships throughout the company.
- She is highly aware of what is the correct thing to say and do in formal and informal sales situations. Suzanne is discreet and careful about how she presents herself to potential customers and when trying to initiate or close a sale.
- Suzanne is more motivated by the nature of her job, including variety, challenge, autonomy, responsibility, and relationships with customers than simply by making a lot of money or achieving high status. Suzanne values these intrinsic, personal job motivators more than extrinsic, financial factors.
- Guardedly optimistic in her approach to work, Suzanne not only will look for positive qualities in most situations and people, but she also has a healthy amount of skepticism.
- In most selling situations, Suzanne works at building personalized relationships with customers in order to better understand their particular concerns and preferences. She makes an effort to use that relationship to build trust and to work toward presenting product benefits in a way that each customer will be most receptive.
- Suzanne enjoys the chance to develop some relationships with various people in the community outside of her normal contacts within your company. She has some appreciation for the value that this can have on overall company success.



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- Suzanne is most comfortable in jobs that allow her to perform tasks in a self-sufficient, independent manner. She should be comfortable with solo work where she does not have to coordinate or collaborate with other people.
- Suzanne has an above average work drive. She invests considerable time and energy into meeting the demands of her job and career.



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Developmental Concerns:

- Suzanne can sometimes be viewed as unpleasant or difficult to deal with. She may need some constructive feedback on the importance of being consistently courteous and agreeable in all work situations.
- Suzanne has a low level of assertiveness. She may be too threat-sensitive and timid to deal with customer resistance, much less push for a sale. Suzanne may develop a strong reluctance to make follow-up or cold calls over time in this job.
- Suzanne can become so preoccupied with doing better than others that she alienates the people she works with and lowers morale in the workplace. She may need to think more in terms of group-based rather than personal achievements and accomplishments.
- Suzanne may sometimes focus so heavily on competing as an individual performer that she neglects other important functions, such as communications, morale, and contributing to group efforts and achievements.
- Suzanne may use too much discretion on her job and fail to meet the performance expectations of her manager and coworkers. She may not function well in structured work settings where job reliability and quality standards are important.
- She could strengthen her customer service orientation. Suzanne may need to be more responsive to the needs and preferences of customers in her area of responsibility.
- Her level of emotional stability is low. Suzanne is not likely to have much control over her emotions and would probably have a hard time handling the pressure and frustration associated with a demanding job. She will have difficulty maintaining normal efficiency at work while trying to manage personal problems at home.
- Suzanne may not be objective or dispassionate enough when analyzing information or making decisions which affect others. Her conclusions and interpretations can sometimes be biased by her own emotional identification with the other person. Also, Suzanne may sometimes offer advice and help which is not wanted.
- She may occasionally talk too much when she should be listening or concentrating on her work. Suzanne may be so easily influenced by social cues and opportunities for interaction that she becomes distracted and loses her work focus.
- Others may sometimes see Suzanne as putting on a false front or as trying to manipulate them. She may need to be coached on how to be more genuine and candid in the way she interacts with customers and co-workers.
- In the long term, Suzanne's high level of concern for doing interesting and personally meaningful work may be unrealistic. You will need to keep her motivated on an ongoing basis by stressing such factors as autonomy, challenge, and variety in assignments.
- Suzanne is lacking in self-confidence as a salesman. She has doubts about herself and her ability to sell. Suzanne is often unsure of what is the best course of action to make in a sales situation. Suzanne may fail to send a message of assurance and capability to potential customers.



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- She may over-emphasize the individual contributor role at the expense of collective action, shared goals, and group solidarity. Suzanne needs to do more to work with other employees in an interdependent, mutually supportive manner.



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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?
- * 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.

CONSCIENTIOUSNESS

- Describe a time when you have taken a shortcut or bypassed some steps at work to get something done quicker, better, or more efficiently?
- Flexibility is important in many jobs. Describe a situation where it would be advantageous to bend or ignore a company rule or policy to improve job effectiveness.
- Describe how you deal with situations where the best course of action is not covered by company policies and procedures.
- Describe a situation where you feel that organizational bureaucracy or red tape made your job difficult or significantly slowed you down.



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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.

EMOTIONAL STABILITY/RESILIENCE

- 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.

EMPATHY

- Tell me about a time when you were dealing with a difficult person. What made them hard to take? What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result? (Listen for awareness of body language, voice tone, etc. as well as an ability to see the person in distress, not necessarily someone who is just offensive.)

EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.
- Tell me how much time you would ideally like to spend each day in meetings and discussion groups on the type of job for which you are applying.
- All of us have different styles of interacting and communicating with other people. Describe a situation where your style did not mesh well with that of another employee. [Probe: How did your styles differ? What problems did this lead to? What adjustments did you make?]



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- Give me an example of a presentation that you have made where the audience was not particularly interested in the topic. What did you do? What were the results?
- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

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.

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?

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.

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