



# Vantage Group

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## **Sales Manager Assessment Report**

Candidate: Kevin Candidate

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
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 Kevin's overall level of general intellectual aptitude to be in the **70-79 percentile** range. His individual aptitude levels are:

Abstract Reasoning	Top 10%ile
Numeric Reasoning	60-69%ile
Verbal Reasoning	60-69%ile

Kevin has an above-average level of general cognitive aptitude. He should be able to handle the problem-solving demands of this job in a capable manner.

### 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.

Career Growth	Mr. Candidate's Responses
<i>My career goal for five years from now...</i>	be at the top of an organization
<i>To better myself I...</i>	read books, attend seminars, and seek advice of those who know more than I do on a subject
<i>Working with coworkers who do not know as much as I do...</i>	is ok if they are willing to learn and carry their weight
<i>If I feel underutilized in my job...</i>	when the task I am assigned could be done by someone with far less skills than I have
<i>To get ahead in most companies you have to...</i>	know the right people and engage in some politicking
<i>I sometimes felt my career advancement was limited by...</i>	those around me
<i>My ideal job would be...</i>	running a company with a team of committed individuals who are all striving to do a good job

Demotivators	Mr. Candidate's Responses
<i>What annoys most workers...</i>	an "I dont care" attitude
<i>I would quit my job if...</i>	I had a moral conflict
<i>At work I feel tense when...</i>	there is conflict
<i>I don't like to work with people who...</i>	gossip and dont stay focused on why they are there
<i>My work performance suffers when...</i>	I am distracted by unimportant issues
<i>I would really dislike a supervisor who...</i>	respected my opinions and ideas and recognized my skill set

Job Satisfaction	Mr. Candidate's Responses
<i>The kind of assignment I like best is...</i>	allows me to take the lead and deligate as I see best
<i>I enjoy working with people who...</i>	are positive and want to do a good job
<i>I would turn down a job if...</i>	I had moral conflicts
<i>The best way to get ahead in an organization...</i>	work hard and have my work noticed for its value
<i>The most fulfilling job I had...</i>	starting my own business
<i>My greatest satisfaction in a job...</i>	beginning a task and seeing it through to completion and success
<i>A boss deserves loyalty if...</i>	he hears me out and respects my work
<i>What I want most from a job is...</i>	opportunities to do a job well and growth
<i>The best type of supervisor for me would be someone who...</i>	gave me a task and the tools to complete it and allowed me to manage myself
<i>Working closely with other people...</i>	can be both good and bad

Leading a Team	Mr. Candidate's Responses
<i>The way I get people to work together is...</i>	pairing individuals with complimentary skills



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<i>I get people to participate in team discussions by...</i>	asking questions
<i>Creating a strong team is not as important as...</i>	getting the task done on time
<i>Content of my team meeting typically consists of...</i>	praise and goal setting
<i>Team meetings are best used for...</i>	collaboration and getting everyone on the same page

<b>Management Style</b>	<b>Mr. Candidate's Responses</b>
<i>As a manager, my greatest satisfaction at work...</i>	leading the success of my team
<i>Effective leadership...</i>	comes from leading by example
<i>Mentoring employees who report to me...</i>	is fulfilling in many ways
<i>When I have to make a decision quickly...</i>	I dont have a problem as long as I have all the facts
<i>Giving performance feedback...</i>	is important to the betterment of the receipient
<i>When I have to reprimand or discipline an employee...</i>	it makes me uncomfortable but sometimes it must be done
<i>Besides supervising other people, a manager should...</i>	lead by example
<i>The average employee...</i>	needs to see the big picture more
<i>An employee who brings personal problems to work...</i>	needs to learn what to keep private
<i>The key to my success as a manager...</i>	being focused and presenting a positive attitude
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	getting dedicated employees
<i>The best way to motivate people...</i>	encouragement and praise for work well done

<b>Work Drive</b>	<b>Mr. Candidate's Responses</b>
<i>Responsibility at work...</i>	is important to me and the growth of the company as well
<i>Working long hours every week...</i>	sometimes is a necissity
<i>It's hard to do good work when...</i>	there are alot of distractions
<i>When my suggestions at work are turned down I...</i>	sometimes get frustrated
<i>Having to work on the weekend...</i>	is sometimes necessary but I would hope not to be all the time
<i>Overnight travel...</i>	may be part of the job from time to tome



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### Personality Assessment

#### Strengths:

- Kevin is moderately influential, but not pushy or bossy, in his leadership style. He makes requests of subordinates, guides their activities, and provides feedback to them in a low-key manner.
- Kevin is somewhat competitive and often energized by opportunities to compete against others who hold similar jobs. He typically wants to be successful and to do better than his peers.
- Kevin registers as being strongly oriented toward customer service. He can be counted on to engage the customer on a regular basis, establish an ongoing dialogue, and match how your product can best meet that customer's needs.
- Kevin is generally dependable at work. Kevin, however, also uses a fair amount of personal discretion and judgment in deciding when and how he will fulfill his obligations to customers and duties to his employer.
- He has an above-average level of emotional stability. Kevin should be able to handle effectively the stressors associated with a sales role.
- Kevin is an extroverted, gregarious, and personable in his interactions with coworkers and customers. He is an effective communicator who will be attuned to interpersonal cues and signals in sales situations.
- He is attuned to what is the right thing to say and do in sales situations. Kevin is very observant, shrewd, and inclined to evaluate the consequences of his decisions before making a sales presentation.
- Kevin scores above-average in terms of being honest and rule-following. He will internalize and promote company norms, values, and policies on his job.
- As a manager, Kevin is concerned with maintaining positive attitudes and high morale among the employees who report to him. Their feelings are important to him. Kevin does what he can to dispel subordinates' fears, worries, grievances, and tensions. Kevin will likely enjoy employee coaching and mentoring.
- He is somewhat optimistic about what will happen in most situations, but he is not naïve. Kevin is also somewhat wary and needs some initial evidence and reassurance before he feels he can count on a sale.
- He usually approaches sales contacts with a relationship-oriented style. As such, Kevin takes time to learn the customer's needs, interests, and preferences; earns the customer's trust and respect; creates sales opportunities sales within the context of the relationship, and completes sales without trying to force the sale or waiting it for to develop.
- Kevin 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.
- Kevin strives to set up a sound organizational structure where subordinates know what is expected of them and how well they are performing. He clarifies expectations, keeps track of what employees are doing, and gives contingent performance feedback to them when needed.



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- He is team-minded and concerned with group performance. Kevin encourages subordinates to work together cooperatively and supportively of each other. He tries to communicate to employees that the team's success depends on each person's willingness to help the group reach its goals.
- As a leader, Kevin takes some time to plan ahead for organizational outcomes and ways to achieve them. He is fairly concerned with envisioning future possibilities and formulating plans to actualize them. Kevin intuitively interprets facts, data, and information so as to clarify company strategies.
- A very hard worker, Kevin is willing to put in long hours and go the extra mile to close deals and meet pressing job demands. His work drive registers in the high range.



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### Developmental Concerns:

- Kevin could be more strong-willed and forceful in some situations, especially with subordinates who defy or undermine his authority. He may need to direct the work of subordinates more assertively at times.
- Kevin could be somewhat more dependable and conscientious in his work habits. He could be more consistent in his follow through with customers and fulfillment of job responsibilities.
- Kevin may, at times, let social factors undermine his objectivity in appraising sales information and making decisions. His high need for social interaction sometimes impairs his ability to focus on the sales situation and his general work efficiency.
- Others may sometimes see Kevin as putting on a false front or as trying to manipulate them. He may need to be coached on how to be more genuine and candid in the way he interacts with customers and co-workers.
- Kevin could be slightly more optimistic and inclined toward positive outcomes in some sales situations. He can occasionally limit himself by modest sales expectations.
- He may, at times, need to be more thoughtful and restrained in some sales situations. Kevin has a tendency to be too impulsive, impatient, and rash in his desire to close a sale. Also, some of the people he works with may see him as too brash and impetuous.
- His self-confidence as a sales representative is below-average. Kevin may occasionally stew and brood about things too much. He may sometimes get hung up on doubts about his selling ability and not be as decisive or as efficient as he needs to be in sales situations.



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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?

#### 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?

#### 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?]
- 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.

#### 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.



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- 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.
- 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.

### 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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