



Joe Sample

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Time: 9:35 AM

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Organization: Sample Distributor

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What the Elite Sales Profile Measures

The Elite Sales Profile is a general indicator of the individual's ability to persuade prospects and existing customers to purchase specific products and/or services. This battery is appropriate for most sales-related jobs.

The areas assessed by this Profile are:

Achievement Drive	Achievement Drive measures the degree to which the individual is likely to be competitive and driven to be the best. This characteristic is important for jobs where the attainment of established goals and benchmarks are important (e.g., sales jobs). It is also important for jobs where there may be competition within departments or between coworkers and positions where the individual is expected to grow and advance to higher levels within the organization.
Assertiveness	Assertiveness measures the degree to which the individual is likely to assert him/herself, speak his/her mind and enjoy taking control or the lead in group situations. This characteristic is important for jobs where a strong personality is a plus (e.g., most sales jobs and managerial positions).
Extraversion	Extraversion measures the degree to which the individual is likely to be outgoing, sociable and assertive in his/her interactions. This characteristic is important for jobs requiring strong, outgoing personalities and strong social skills (e.g., sales, marketing and some management jobs).
Self Confidence	The Self Confidence scale measures the degree to which the individual is likely to be self-assured, independent and is confident in his or her decisions and actions.

Candidness of the Elite Sales Profile Results

This Profile includes a candidness check to determine the degree to which the individual may have exaggerated his/her responses in order to present themselves more favorably. The results of this validity check with interpretation is presented on the following page.

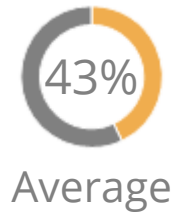
Interpreting the Elite Sales Profile

The following page also presents the Total Score Summary and Total Score Interpretation. This is followed by the Score Profile. The Score Profile includes the scores for all of the scales. The scores are presented in terms of percentiles. The percentile indicates how the candidate scored relative to all other individuals who have taken the assessment. For example, if a candidate's score on a particular scale shows as the 75th percentile, this indicates he/she scored better than 75% of all other people who have completed that scale.

The pages that follow the Score Profile provide detailed interpretations for each of the scales, as well as, management strategies and follow-up interview questions one can ask the candidate to obtain more insight with respect to areas needing development.



Total Score Summary



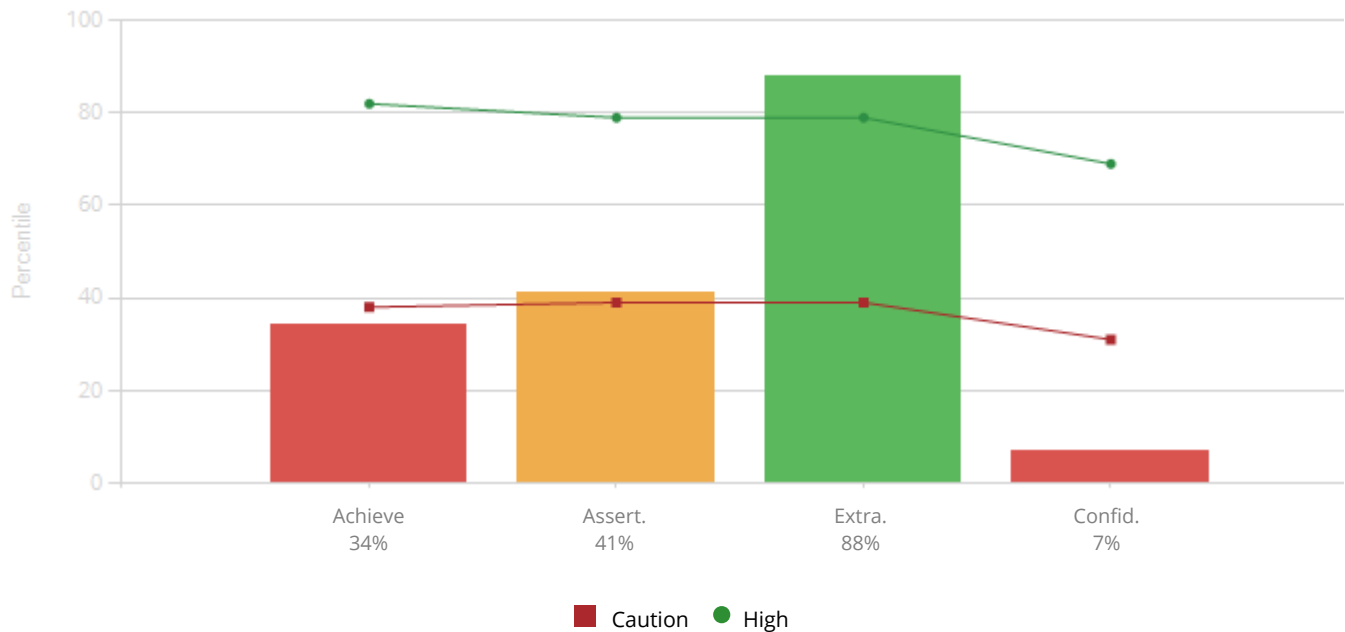
Total Score Interpretation

This candidate's total Elite Sales Profile score falls within the Average range. This candidate generally demonstrates moderate to average levels of sales ability. If the candidate is to be exceptional in those jobs where sales is critical, he/she needs to strengthen certain aspects of his/her service oriented behaviors and skills. Review individual scale details to better understand strengths and potential shortcomings. This individual's level of sales orientation is consistent with that of most other candidates.

Score Validity

Candidness: High - The candidate's responses are likely to be an accurate representation of his/her attitudes and behaviors.

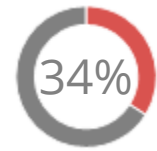
Score Profile



The bar graph above shows the candidate's score pattern across all the dimensions assessed by this profile. The pages that follow offer detailed insight into each dimension score.



Achievement Drive

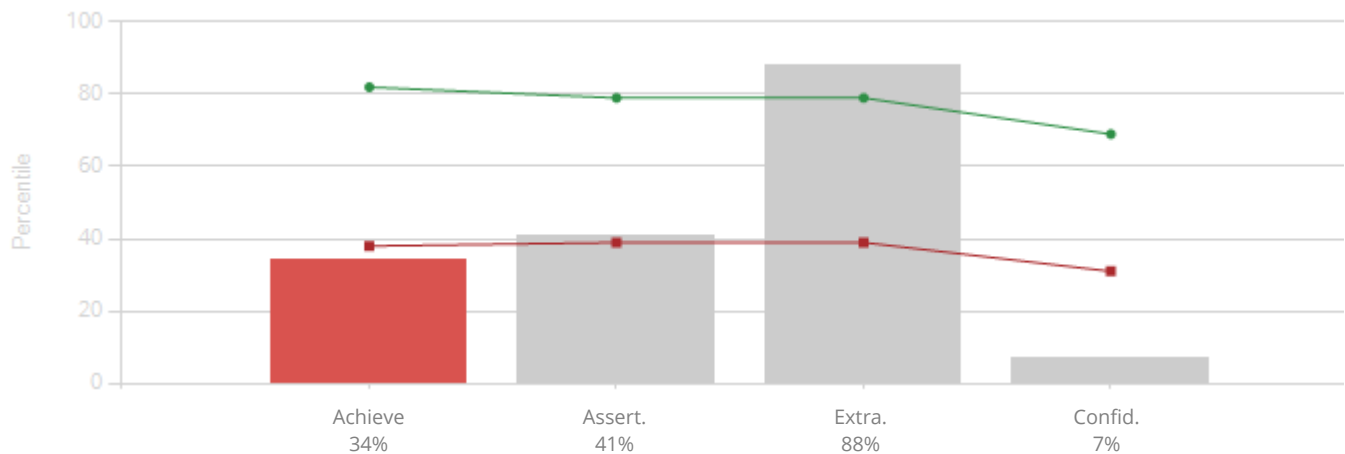


Caution

Score Details

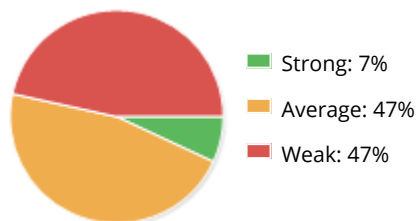
Achievement Drive measures the degree to which the individual is likely to be competitive and driven to be the best. This characteristic is important for jobs where the attainment of established goals and benchmarks are important (e.g., sales jobs). It is also important for jobs where there may be competition within departments or between coworkers and positions where the individual is expected to grow and advance to higher levels within the organization.

Joe Sample scored in the 34th percentile on Achievement Drive (Caution), meaning Joe scored lower than 66 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Achievement Drive behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Achievement Drive.

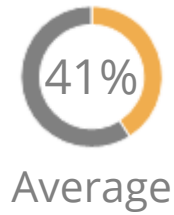


Expected Job Behaviors

- Individuals who score in this range will demonstrate few competitive behaviors.
- They are generally not motivated by monetary gain.
- They tend to be content regardless of performance level.
- They are likely to be cooperative and will compromise.



Assertiveness



Score Details

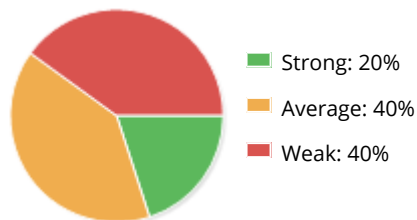
Assertiveness measures the degree to which the individual is likely to assert him/herself, speak his/her mind and enjoy taking control or the lead in group situations. This characteristic is important for jobs where a strong personality is a plus (e.g., most sales jobs and managerial positions).

Joe Sample scored in the 41st percentile on Assertiveness (Average), meaning Joe scored lower than 59 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Assertiveness behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Assertiveness.



Expected Job Behaviors

- Does not normally engage in overly controlling behaviors.
- Is not overly persistent with other people.
- This individual's assertiveness score is consistent with most other candidates.
- Tends to show an even-tempered demeanor when it comes to assertiveness.
- On occasion can be expected to speak his/her mind.



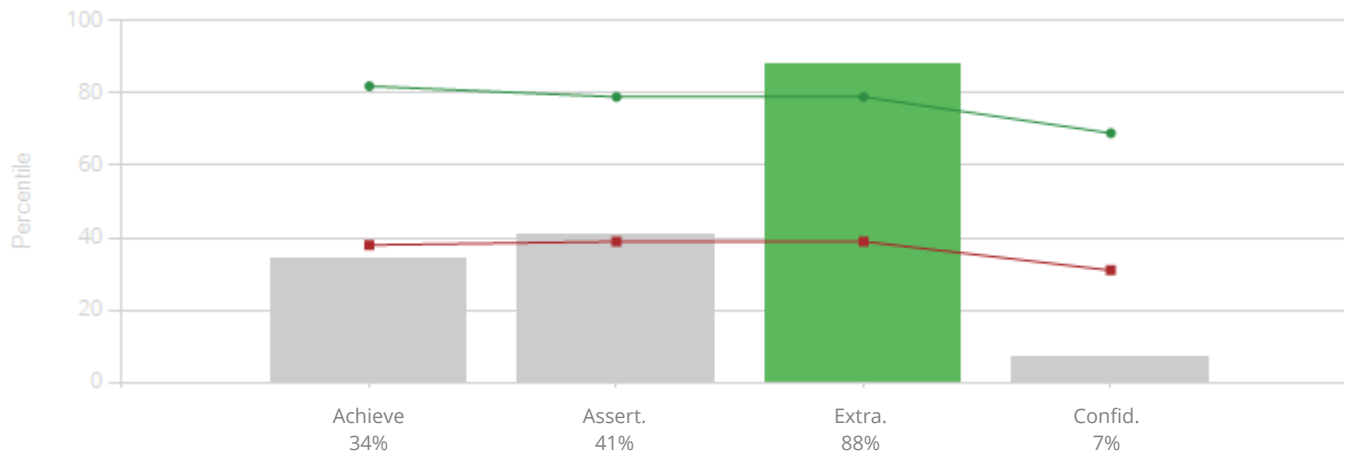
Extraversion



Score Details

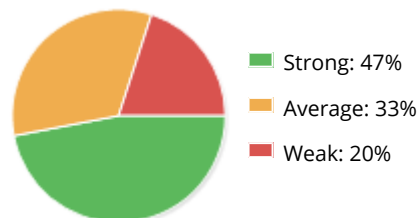
Extraversion measures the degree to which the individual is likely to be outgoing, sociable and assertive in his/her interactions. This characteristic is important for jobs requiring strong, outgoing personalities and strong social skills (e.g., sales, marketing and some management jobs).

Joe Sample scored in the 88th percentile on Extraversion (High), meaning Joe scored better than 88 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Extraversion behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Extraversion.

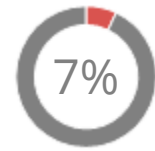


Expected Job Behaviors

- This individual is outgoing and sociable.
- He/she usually does most of the talking in conversations.
- He/she will speak his/her mind when the situation calls for it.
- Enjoys building relationships with others.



Self Confidence

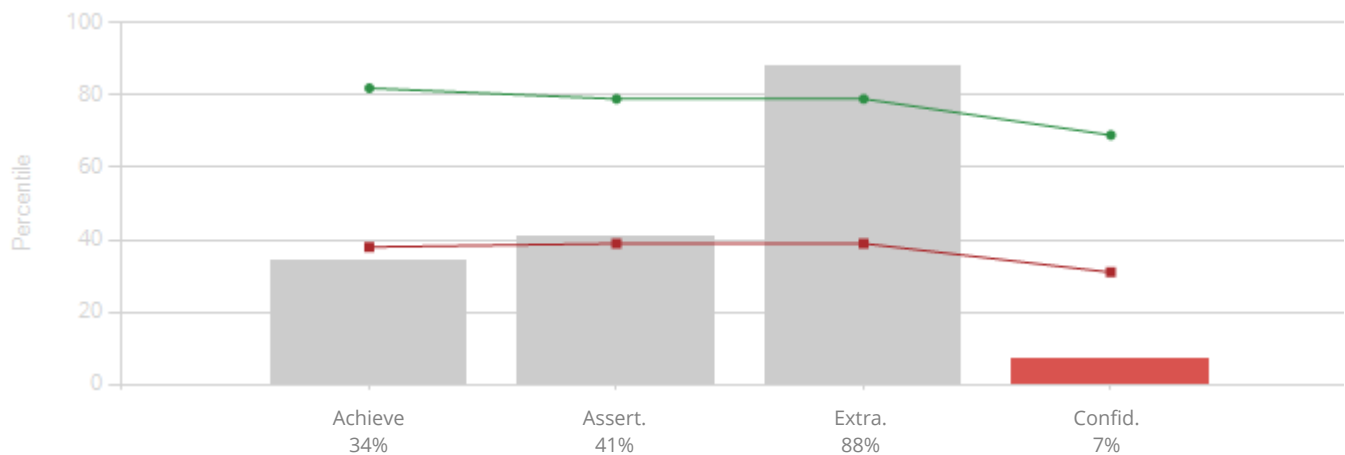


Caution

Score Details

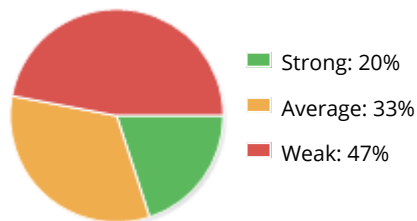
The Self Confidence scale measures the degree to which the individual is likely to be self-assured, independent and is confident in his or her decisions and actions.

Joe Sample scored in the 7th percentile on Self Confidence (Caution), meaning Joe scored lower than 93 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Self Confidence behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Self Confidence.



Expected Job Behaviors

- Has trouble being self-assured.
- May not demonstrate self-confidence in their decisions.
- Is generally overly affected by what others think of him/her.
- Bouncing back from negative situations is difficult for him/her due to their lack of belief in self.

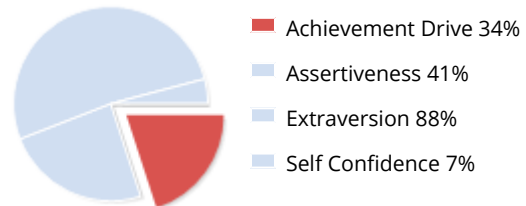


Management Strategies

This section of the report offers suggestions for developing or managing the candidate based on his/her Profile responses. The diagram below also offers a graphical representation of the areas covered by the Profile. The smaller the area, the more coaching/development might be required.

Achievement Drive

- This candidate's training needs to focus extensively on building a competitive spirit within self and when competing to achieve business results.
- Competitive situations need to be built into his/her training.
- These need to include setting and reaching personal goals as well as broader company goals.
- Goal attainment and success in competitive exercises and events need to be rewarded.
- This individual is ideal for team-oriented tasks as their lack of competitiveness lends itself to cooperative situations.



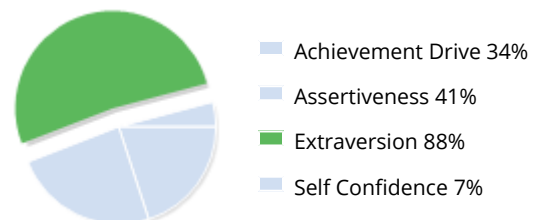
Assertiveness

- Candidates who score in this range from time to time may not be as assertive as they should be for certain positions. Past situations when they lacked assertiveness should be brought to their attention.
- Develop a specific action plan to enhance assertiveness.
- Develop strategies during training, focusing on specific instances where he/she can improve and giving them the tools to do so.
- May want to consider assigning the individual to job responsibilities where assertiveness is not a priority.



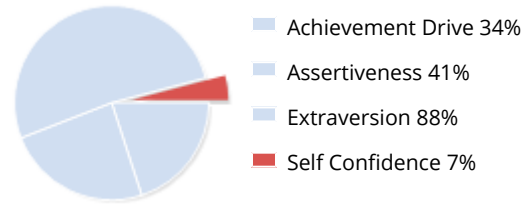
Extraversion

- This individual is ideal for jobs requiring social interactions and building relationships. He/she enjoys interacting with others. Ensure his/her job involves coworker or customer contact and the opportunity to grow those relationships.
- Expect him/her to be talkative and sociable. Support these behaviors if they do not negatively affect his/her performance.
- If their outgoing/talkative nature does affect productivity in a negative manner, point it out and discuss expectations going forward.



Self Confidence

- Having confidence and feeling one is in control of situations is critical for all aspects of work and life in general. This candidate needs to be positively reinforced consistently.
- Criticism should be avoided. Instead, reinforce positive behaviors through praise and acknowledgment.
- Training should focus on repetition of specific tasks that require decision-making. This will build confidence.
- The key with these individuals is building their self-esteem and self-confidence so that they feel they are in control during their day-to-day activities.



Interview Guide

This report includes follow-up interview questions that focus on those areas where further development might be needed. These questions serve as an excellent guide during the hiring process, coaching or developmental efforts to further uncover potentially negative behavioral tendencies.

Achievement Drive

Question:

What percentage of the work objectives or goals that you and your supervisor have established for yourself do you feel are appropriate to achieve? What percentage of your goals do you normally achieve?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Give examples from your work history when you have "lost" or an outcome was not what you were striving for? What did you learn from it?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

How important is it for you to win? What have been the consequences for losing? In your opinion, what is more important, the journey or the outcome of your trip?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Give past work examples of situations where you have felt uncomfortable being competitive.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

How have you handled competition at work? Is it more disruptive than healthy?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Describe work situations when you were not able to take a risk when others did? Why did you hold back?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

What motivates you? Are you self-motivated or are you motivated by external factors (for example, money, other people, etc.)?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Would you rather compete or compromise? Give work-related examples of when you would do one over the other.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Assertiveness

Question:

Describe work situations when you have been more reserved than you should have been. What was the outcome?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Describe a work experience when you had to take charge but found it difficult to do so. Does this happen often?.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Describe for me instances when you wished you had been more assertive? Give work-related examples.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Describe your comfort level when you have to be assertive with a customer or coworker? How have you handled these situations in the past? Give specific work examples.

Response Notes:

Response Expected of a
Poor Performing Employee

Response Expected of a
Satisfactory Employee

Response Expected of an
Excellent Employee

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Question:

Why is it difficult for you to be assertive? Looking back, what work situations should you have been more assertive in?

Response Notes:

Response Expected of a
Poor Performing Employee

Response Expected of a
Satisfactory Employee

Response Expected of an
Excellent Employee

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Question:

Have there been times when you wished you could have stated what you were thinking? What keeps you from expressing your true opinion?

Response Notes:

Response Expected of a
Poor Performing Employee

Response Expected of a
Satisfactory Employee

Response Expected of an
Excellent Employee

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Question:

What do you do when you don't agree with your supervisor or manager? Do you let him/her know? Describe previous work situations when you did not speak up.

Response Notes:

Response Expected of a
Poor Performing Employee

Response Expected of a
Satisfactory Employee

Response Expected of an
Excellent Employee

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Question:

How do you handle conversations with assertive customers or coworkers? How do you maintain control?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

What situations have your coworkers observed that might cause them to say you are more easy going than you are assertive?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Describe how being less assertive than most people has benefitted you in work situations?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Extraversion

Question:

What past situations may have caused your coworkers to perceive you as being quiet and reserved?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7



Question:

Describe for me how you generally have handled yourself in meetings. Give specific examples of times when you have been quieter than you should have been.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Give examples of when you have acted shyer than you should have in work situations.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

When have you been less assertive than you should have been? Please explain your response based on your work experiences.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

How difficult has it been for you to take charge of discussions and interactions with others at work? How have you dealt with this?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

From your past work experience, give examples of when you have acted in a more reserved manner than you should have.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

From your work experience, in what situations have you found it difficult to be sociable?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Tell me about work experiences when you have preferred to be alone rather than spending time with others.

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Self Confidence

Question:

What situations have made you feel the most confident and which ones have made you feel least confident?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Tell me about a time when you had to make an important work-related decision. Did you seek the advice of others or did you take matters into your own hands? What was the outcome?

Response Notes:

Response Expected of a
Poor Performing Employee

Response Expected of a
Satisfactory Employee

Response Expected of an
Excellent Employee

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Question:

What would you say are your strengths and weaknesses? Describe how these have affected your past work performance.

Response Notes:

Response Expected of a
Poor Performing Employee

Response Expected of a
Satisfactory Employee

Response Expected of an
Excellent Employee

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Question:

Describe for me times when you have thought about the possibility of failure when taking on something new? Describe work situations when your confidence has not been at its peak.

Response Notes:

Response Expected of a
Poor Performing Employee

Response Expected of a
Satisfactory Employee

Response Expected of an
Excellent Employee

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Question:

Tell me about work situations where being self-confident might affect one's work in a negative manner. How would you describe your confidence level at work?

Response Notes:

Response Expected of a
Poor Performing Employee

Response Expected of a
Satisfactory Employee

Response Expected of an
Excellent Employee

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Question:

Tell me about a time when you wished you had the confidence to do something you normally would not do. How has this lack of confidence affected your work?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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3

Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

6

7

Question:

Are you sure of yourself and what lies ahead for you, or are there times when you have doubts about your future.

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Question:

When has thinking positive about a work situation led you to being disappointed? How did you handle this situation? What effects has it had on you?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

6

7

Question:

Tell me why sometimes it is not best to always think positive? Describe a work situation that influenced you to think this way.

Response Notes:

Response Expected of a
Poor Performing Employee

1

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3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

Tell me about a time when your work was criticized. How did you react? Was the criticism justified? Why or why not?

Response Notes:

Response Expected of a
Poor Performing Employee

Response Expected of a
Satisfactory Employee

Response Expected of an
Excellent Employee

1

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Sum of Ratings

Number of Questions Rated

Average Rating

(Sum of all ratings divided by the number of questions rated.)

