

The Achiever

**Assessment For: John Jones
Phone: 555-555-5555**

Report Type: Sales

Assessment Date: 5/9/2008

**For More Information
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----- **Mental Aptitudes** -----

Mental Acuity

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Jones is low in Mental Acuity, indicating he is a slow thinker. He will need to take some time to think through, reason and fully understand more difficult, complex problems before arriving at a solution or making a decision, especially if the situation is unfamiliar to him. Some repetitive training and close supervision needs to take place until he can exhibit proficiency in the job.

Business Terms

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John has an average understanding of business terminology obtained either on the job or in a business class.

Memory Recall

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Jones has a superior knowledge of events happening in the world around him and should be strongly aware of competitive trends, as well as the economy's affect on business.

Vocabulary

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Jones's language skills are average and his vocabulary should be adequate for most communication needs. Highly complex information which needs to be relayed to others may be a little more difficult for him to achieve.

Numerical Perception

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John's average Numerical Perception score indicates that he can handle moderate amounts of detail work, but his work should be monitored for accuracy. A vision problem, tension, or carelessness may affect the Perception score. Generally, he will pay close attention to his work and follow directions carefully.

Mechanical Interest

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John is interested in machines and probably willing to devote extra time to learn the technology used at work. Please note that this aptitude measures interest, not mechanical ability.

----- Personality Structure -----

Energy

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Jones is a very energized individual who takes an active approach to job assignments and other matters. Even though he has a high drive and energy level, he could become less productive and lose his ability to concentrate due to his high degree of tension. This, in turn, could cause errors.

Flexibility

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John has a good sense of integrity and is an ethical individual who is focused on what he wants to accomplish. He will also be flexible and adaptable to change, as well as able to handle multiple job demands and assignments. He is also interested in obtaining customer satisfaction by providing good service. He can be creative or stick with the "tried and true," depending on the circumstances. Even though he will try to generate new solutions to problems, and new ways to use existing applications of products or services, he will be concerned about quality prior to implementing a change. He can be inventive, but will test his new ideas and concepts to be certain any risks involved are minimal.

Organization

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Jones may not always utilize the time or resources he has available to him to reach organizational goals and priorities as well as he should. He is able to easily adapt to deadline changes and contingencies which might arise. Since he tends to react to situations as they arise, he may not always be focused on goals or as aware of priorities as he should be. A high score in Mental Acuity may compensate for a low score in this dimension.

Communication

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John enjoys working with people and is a very open, sharing collaborator. He easily and comfortably articulates his own feelings, ideas and knowledge to others. He would not be happy in an environment where he has no opportunity to interact with others.

Emotional Dev

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Jones has a good level of self-confidence and self-esteem, but not so much as to be unrealistic. He is willing to wait a reasonable time for results without becoming upset or frustrated.

Assertiveness

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John is an authoritative, assertive individual who does not hesitate to express his own opinions and stand up for his beliefs. He likes control and responsibility, and will attempt to influence others and direct activities. Since he can forcefully express his opinions and viewpoints, he may appear overly aggressive and demanding, at times.

Competitiveness

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Jones is highly competitive, always prepared to meet any challenge and win. He is a one-on-one competitor as opposed to a team player and may find it difficult to cooperate as a team member.

Mental Toughness

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John is a very sensitive individual who has a great deal of empathy for customers, co-workers and others. He likes to work in comfortable surroundings and prefers to avoid job situations which require that he work long hours to accomplish organizational objectives or meet critical deadlines. He is concerned about others and may allow his feelings to get in the way of good judgment.

Questioning / Probing

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John is basically trusting, and usually positive and accepting, but not to the point of being gullible. He will probe and look further into issues when necessary, but is not of the opinion that he has to be suspicious of everyone and everything.

Motivation

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John needs some job security, but can be motivated by recognition for his achievements when the rewards are sufficient. Even though he will be willing to put in occasional extra hours and effort to complete a project, job security is still the primary incentive. He will, however, usually respond to the promise of a raise, bonus, incentive or reward for improved performance.

----- **Validity Scales** -----

Distortion

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Jones is reasonably fair in assessing his strengths and weaknesses. He has some characteristics that he is not completely happy with and tends not to show others. The validity may be slightly affected by his indirect answers.

Equivocation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

He has scored within our acceptable equivocation range.

This report is confidential and is an opinion based on test results and other available data. In the selection process it may count up to one third (1/3) of the decision process along with the interview, reference check, education and experience.

Score Sheet

Sales

Mental Aptitudes											
		1	2	3	4	5	6	7	8	9	
MENTAL ACUITY	Slow Learn			X		[.]					Fast Learn
BUSINESS TERMS	Uninformed						X				Knowledgeable
MEMORY RECALL	Unaware								X		Aware
VOCABULARY	Limited					X					Strong
NUMERICAL PERCEPTION	Imprecise				[. X]						Accurate
MECHANICAL INTEREST	Indifferent					X					Interested
Personality Dimensions											
		1	2	3	4	5	6	7	8	9	
ENERGY	Restless		X		[.]						Calm
FLEXIBILITY	Flexible				[. X . . .]						Rigid
ORGANIZATION	Disorganized		X		[.]						Planful
COMMUNICATION	Reserved				[. . . X]						Interactive
EMOTIONAL DEV	Impatient				[. . . X]						Tolerant
ASSERTIVENESS	Cooperative				[.]			X			Authoritative
COMPETITIVENESS	Team Player				[. X . . .]						Individualist
MENTAL TOUGHNESS	Sensitive	X			[.]						Tough
QUESTIONING /PROBING	Trusting				[. . . X]						Skeptical
MOTIVATION	Security						[X]				Recognition
Validity Scales											
		1	2	3	4	5	6	7	8	9	
DISTORTION	Frank Answer	[. X . . .]									Exaggerates
EQUIVOCATION	Choose Alter.	[. X]									Choose Middle

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

NOTE: Areas with dots and brackets ([.....]) are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual.

AREAS OF CONCERN - Scores of 1 OR 2 in any of the following dimensions: *Energy, Flexibility, Emotional Development OR Mental Toughness* are areas of concern.

Leadership Traits Assessment

Introduction

This report section evaluates John's traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

John may or may not be one of the better people employed in a specific organization. If John is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.

Leadership Potential Summary Report for: John Jones

John has good leadership potential in the following area(s):

- Facilitating

John's Training & Development Needs are:

- **Planning** - learn how to better plan and organize required job functions, activities and requirements.
- **Organizing** - learn how to organize and make better use of time and assets required to successfully perform the job or job requirements.
- **Staffing** - learn how to make better staffing selections as well as how to train, motivate and lead others.
- **Coaching** - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.

Sales Traits Assessments

Introduction

This report section evaluates John's traits in key areas of sales:

- Persistence and consistency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Developing rapport
- Identifying need or desire
- Presenting product/service to fill prospect's needs
- Dealing with objections
- Closing the sale
- Learning speed & efficiency
- Changing, growing and learning new concepts and ideas

Areas with good sales traits are highlighted with traits identified in which training or development would be beneficial.

John may or may not be one of the better people employed in a specific organization. If John is a top performer in your organization, when compared to top performing salespeople across America and Canada, this report segment may still highlight areas where development could make the individual a still better salesperson. Therefore, this Sales Traits Assessment should be reviewed in light of "what could make a good salesperson even better," with understanding that within human beings, there is always room for improvement.

Sales Potential

Summary Report

for: John Jones

John has good sales potential. Strengths Include:

- Persistence and Consistency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Changing, growing and learning new concepts and ideas
- Developing Rapport
- Identifying need or desire
- Presenting Product/Service to fill prospect's needs
- Dealing with objections
- Closing the sale

Yet, further development in the following critical area(s) will be beneficial:

- Learning speed and Efficiency

Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.

Interview Questions for Mental Acuity

Mental Acuity - Measurement of how quickly an individual comprehends information and is able to reason through and solve problems.

Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present
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Probes

Interpretive Guides

Tell me about a time, in a prior job, when you found yourself engaged in a project or undertaking which became too complex to complete, based on the information and resources you had available to you at the time. What did you do? Describe the situation.

Did the candidate exhibit initiative and resourcefulness in handling the problem? Was the candidate willing to discuss problems and ask for others' input and ideas? Does it appear the candidate is willing to admit his/her limitations?

Tell me about a time when you were confronted with a difficult, unexpected set of circumstances for which you lacked the answers. How did you deal with the circumstance?

Did the candidate exhibit team spirit and a willingness to share the problem with others in order to obtain valuable input? Does it appear the candidate knows when to admit that he or she does not know what to do and ask for help?

When learning a new job, describe for me the best way you learn. Do you like to read and follow written instructions, or watch someone else and then perform the task yourself?

Does the candidate have an understanding of his or her learning style? Does the candidate admit any weaknesses as far as learning? Did the candidate mention reading as a leisure activity and if so, does it appear the candidate reads material which is business-related?

Describe for me the most difficult situation you've encountered in which you, alone, had to derive a solution for the problem. How did you arrive at the solution?

Does it appear the candidate used logic and sound principals to arrive at the solution? Does it appear the candidate can "think on his or her feet" in crisis situations? Did the candidate react impulsively, or exercise caution?

Interview Questions for Energy

Energy - Measurement of the individual's energy and drive as it relates to handling assignments and projects.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Interpretive Guides

Tell me about the most frustrating situation you've been involved with in a job. How did you handle the pressure of that situation?

Is the candidate aware of the problems which can be associated with stress? Does the candidate appear to thrive under pressure?

Tell me about coping skills you have developed to control stress in your life. How did you learn these skills and how have they been effective?

Does the candidate have good coping skills? Does the candidate practice specific methods of controlling stress, or are such coping skills used sporadically? Did the candidate fidget and move around a lot during the interview?

Describe for me what steps you take to meet a deadline which initially seems impossible to meet.

Are the steps the candidate takes to meet deadlines logical and consistent? Is the candidate able to handle the pressure of deadlines appropriately?

In your prior job, how much time did you spend behind a desk versus time you moved around? Do you prefer to work at a desk, or do you prefer a job where you can get up and move around frequently? Why?

Will the degree of mobility the candidate desires be available in this position? Does it appear the candidate can handle a mixture of both stationary tasks and action-oriented tasks? Will the candidate be allowed to move around in this job, even if the job is handled from behind a desk?

Interview Questions for Organization

Organization - Measurement of the individual's desire to organize assignments and projects to better utilize time and resources.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Interpretive Guides

Tell me about a time you missed a deadline, were late for a meeting or experienced other problems because you did not plan well enough in advance.

Was the candidate on time for this interview? If not, was the excuse justifiable? Does it appear the candidate learned from the experience he or she described in this first question?

Describe how you typically kept yourself organized, and prioritized tasks in your former position. Did you use any planning tools to help keep yourself organized and if so, what were they?

Does the candidate have specific steps he or she takes to stay organized? Does the candidate appear to understand how to prioritize tasks? Does the candidate use planning tools to help stay organized, i.e., a daily planner, computerized schedule, etc?

Tell me about a time, in a previous job, when your ability to "wing it" saved a project from failure. What would the outcome have been had you not been able to improvise?

Has the candidate been able to capitalize on his or her ability to improvise? Does the candidate appear to understand the importance of planning, yet also have the ability to be flexible and change plans, when necessary? Does it appear the candidate takes pride in his or her ability to "change horses in mid-stream?" Is the candidate sharp enough to keep priorities in his or her head without losing sight of them?

Describe your office or work area in your former job. Was everything neatly put in place, or did you tend to function better in chaotic surroundings?

Is the candidate fairly tidy, or does the candidate thrive on chaos and disarray? How important is tidiness in this position? Will others come into or see the candidate's office or work area, or is it secluded?

Interview Questions for Assertiveness

Assertiveness - Measurement of the individual's cooperativeness versus the tendency to be opinionated. Also measures the person's ability to take charge, direct others or handle confrontations.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Interpretive Guides

Assertive people sometimes like to "debate" simply for the enjoyment. Tell me about a time when you "debated" an issue at work in which you took the less popular stand and persuaded others to change their minds.

Did the candidate debate an issue which was really not important to him or her? Does it appear that the candidate enjoys "arguing" simply for the sake of "arguing?" Does it appear the candidate is impetuous?

Give me an example of a time you were asked to do something with which you especially disagreed. How did you handle the situation? If you had the chance, would you handle the situation differently?

Does the candidate have a clear understanding of the situation? Does it appear the candidate is willing to compromise, or does the candidate appear to be hardheaded? Is the candidate defensive of his or her position? Does the candidate raise his or her voice when describing situations?

Tell me about a time when you allowed your dominance to get out of control and it caused problems. How would you handle the situation differently?

Dominant people, at some time or another, allow their dominance to get out of control. Does the candidate deny this has ever been a problem? Does the candidate appear overly defensive and place blame on others?

What do you believe is the difference between being submissive, assertive or aggressive. Tell me about a time you were aggressive when you meant to be assertive. How do you believe the outcome would have differed had you been assertive, rather than aggressive?

Does the candidate understand the difference between being assertive and being overly aggressive? Does the candidate admit to being aggressive and if so, does it appear the candidate understands the weakness of this personality trait?

Interview Questions for Mental Toughness

Mental Toughness - Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.

-----x-----	-----x-----	-----x-----	-----x-----	-----x-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Interpretive Guides

Tell me about a time you became very disappointed or discouraged in your past job. What caused these feelings and how did you get past them?

Does it appear the candidate is easily discouraged or disappointed? What coping skills did the candidate exhibit in order to deal with this situation? Is this type of scenario likely to occur in the position for which the candidate is applying?

Describe a time, in a prior job, when you were unjustly criticized. What were the circumstances and how did you react?

Can the candidate handle criticism appropriately? Were the steps the candidate took when unjustly criticized mature and appropriate? Does the candidate appear to understand the difference between constructive criticism and non-constructive criticism?

Tell me about the most unpleasant work environment you've been in thus far. What made the working environment so unpleasant?

Was the work environment unpleasant because of certain people, or because of surroundings, i.e., temperature, lack of privacy, etc.? Are these environmental factors present in this position? Is the candidate capable of dealing with a moderate amount of unpleasantness?

Tell me about a time when you allowed emotions to play too large a part in a decision you made at work. What was the outcome of the decision? What did you learn from this experience?

Does it appear the candidate is overly emotional? Does the candidate understand the problems associated with making decisions based too much on emotion? Was the candidate able to resolve the problem and if so, were the steps he or she took appropriate, logical and mature?

Online Courseware

Introduction

The behavior of each individual is influenced by genetics, biochemistry and environment. The individual's scores related in this assessment depict the individual as of the date and time the individual took the assessment.

Major changes in biochemistry and/or environment can change the scores on the assessment. Effective training and/or development that the individual is exposed to can and should also affect scores.

Consequently, for those individuals who seek to achieve higher levels of productivity and success in their jobs and life, and for those employers who desire such for the people they employ, we have carefully reviewed the training and development materials available in the marketplace and have selected for recommendation those that we deem appropriate to suggest in areas where the person assessed could benefit most from growth and development.

We trust that you will find these suggestions helpful.

Name:John Jones

Date:5/9/2008

Company:

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Online Courseware

Organization

When working with others, your organizational preferences level may be affecting how effectively you work them. You may benefit from the following development suggestions.

Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 1: The Nature of Productivity.
- [Effective Personal Productivity](#) - Lesson 2: Goals Achievement Through Time Management

To access recommended online courseware, visit www.lmiuniversity.com.

Online Courseware

Assertiveness

When interacting with others in your work, your assertiveness level can dramatically impact these relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management™ by Teleometrics International

Self-paced e-Learning:

- [Models For Management](#) - Module 3: Communication and Interpersonal Relationships should be of particular interest for those wanting to explore how assertiveness or lack thereof relates to communication style and effective relationships.
- [Models For Management](#) - Module 6: Empowerment should be of particular interest for those wanting to explore how assertiveness or lack thereof relates to the sharing of power and power dynamics.

To access recommended online courseware, visit www.lmiuniversity.com.