PSYCH PRESS
Talent Management Psychologists

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

Mr. Sam Sample

On: Monday, 12th September 2011

for
ACME INC

Prepared by
Psych Press - Talent Management Psychologists

Please direct queries to Prashnitha Prakash
Consultant / Psychologist

Psych Press, Level 1, 224 Queen Street Melbourne VIC 3000 Australia
Telephone +61 3 9670 0590 Facsimile +61 3 9642 3577
Email: **info@psychpress.com.au** Website: **www.psychpress.com**

Confidentiality

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

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

Objectives

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

Cross validation of Outcomes

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

1. EXECUTIVE SUMMARY

The following report has been based on a series of scientifically validated profiles, each providing elements of insight or understanding into Mr. Sample's work behaviour style. Each profile is intended to provide you with a point of reference from which you can objectively assess his work suitability or strengths and weaknesses as part of a career development plan.

The assessment results indicate the following potential strengths and development needs within the role of a Sales Manager/Account Manager:

Creates Vision & Strategy

- Mr. Sample will be reasonably practical when he needs to convert wider strategies into tangible goals.

- With sound lateral thinking skills, he will be typically capable of grasping the bigger picture or assessing complex situations.

- However, he will tend to focus on immediate situations and resolving current problems.

- Indeed, he may benefit from giving more consideration to longer-term consequences when he is making decisions.

Drive for Change and Improvement

- Mr. Sample will be comfortable applying proven methods and willing to draw on established knowledge to deliver on targets.

- Nevertheless, he will be typically open to innovation in situations where there is clear scope for improvement or when practical benefits can be demonstrated.

- Indeed, he will be comfortable working outside of procedures when he wants to improve functioning.

- However, at times he may need to be mindful of risks or potential negative consequences when he is pushing for new processes.

Drive for Results

- Mr. Sample is likely to be comfortable working without clear structures or guidelines to steer his activities.

- Indeed, he tends to enjoy having multiple tasks and will be prepared to respond to changing priorities.

- His sound numerical analytical skills will assist him to evaluate business data and monitor progress in delivering on sales targets.

- Nonetheless, he will be less focused in seeking tasks through to completion, and may move on to new goals before ensuring that existing sales targets are attained.

- He will tend to have a strong sense of self-confidence which will assist him to deliver results even when he encounters difficulties.

- While prepared to try different methods to overcome difficulties, he will be less mindful of company rules and standards for how he performs his duties.

Focus on the Customer

- Mr. Sample will be reasonably outgoing when he needs to interact with customers and address specific issues.

- He has good ability to recognise other people's motives and expectations, which will assist him to respond to customers.

- He will tend to address customer's immediate concerns and respond to issues as they arise.

- However, he will be less inclined to plan ahead and anticipate customers' likely needs or requirements.

Building High Performance Teams:

Collaborative

- Mr. Sample will be at ease both when working individually and when pursuing group targets.

- However, he will be independent-minded and less inclined to cooperate with others or follow their lead.

- Indeed, he will seek to convince others to accept his ideas and targets.

- However, he will have a direct style and may be less effective at building and maintaining effective working relationships with colleagues.

People Leadership

- Mr. Sample will be typically comfortable when he needs to adopt a leadership role and make decisions which affect others.

- He will tend to show a positive focus and should show a sense of enthusiasm, which will assist him to motivate others.

- He has strong communication skills when he needs to explain his views or provide logical arguments to support his position.

- Confident when backing his own judgement, he will seek to lead others even when he encounters reluctance, but may sometimes disregard genuine concerns raised by others.

- Indeed, he may be seen as overly blunt when responding to others.

Summary:

Mr. Sample will be reasonably flexible when adapting to change and managing multiple tasks, but may be less persistent in seeing tasks through to completion. While capable of grasping the bigger picture, he may focus on immediate concerns to the detriment of longer-term planning. He will show a sense of self-confidence when leading others and overcoming obstacles, but may be less inclined to consider contrary views. While prepared to consider innovation in some circumstances, at times he may prefer to rely on proven methods, and at times may be less mindful of potential risks.

2. ABILITIES AND APTITUDES

Ability	Percentile Result	Norm Group
Abstract/Conceptual Reasoning	44th percentile (Attempted 10 of 15, Correct 8)	Management
Verbal Reasoning	84th percentile (Attempted 27 of 30, Correct 17)	Management
Numerical Reasoning	62nd percentile (Attempted 16 of 20, Correct 8)	Management
Emotional Reasoning	80th percentile	General Population

## Abstract/Conceptual Reasoning: 44th Percentile

The test of Conceptual Reasoning provides a valid measure of generalised intellectual functioning and correlates most highly with other tests of generalised or natural problem solving capacity. The test itself requires Mr. Sample to work with ambiguous, novel and highly complex information. The ability to grasp complex conceptual relationships and to operate without a basis of prior knowledge are some of the aptitudes found to be measured by this test. Job competencies relevant to this measure include the capacity for flexible and creative thought, technical problem solving, the capacity to acquire information quickly and an aptitude for adapting existing knowledge to new situations.

Mr. Sample's performance on the test of Conceptual Reasoning has placed him in the average range compared to an Australian managers' sample. This result suggests that he has sound lateral thinking skills and the ability to grasp complex, abstract concepts which support his ability to solve problems and think in a strategic manner. He has a flexible and strategic thinking style, particularly when dealing with information with which he is familiar. He would also efficiently acquire new knowledge and apply it to solve day-to-day problems. However, when required to quickly pick up new, complex information and apply this to solve

problems outside his areas of expertise or address strategic issues, he may benefit from extra time and support in order to grasp the 'big picture'.

Verbal Reasoning: 84th Percentile

0	Score : 84	100
POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	SUPERIOR
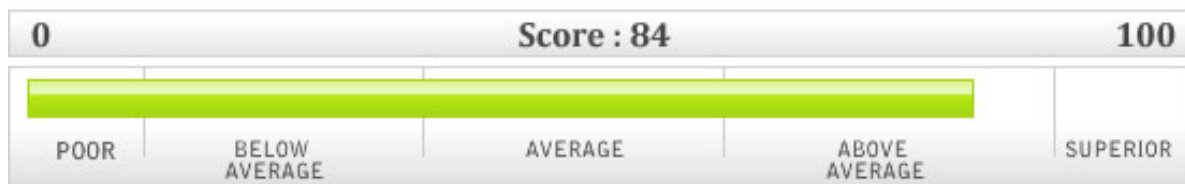
The Verbal Reasoning assessment measures Mr. Sample's ability to communicate with others, written communication skills, the ability to understand internal and external clients' needs and the ability to convey complex information in a clear and understandable format to clients, team members or managers.

Mr. Sample's performance on the measure of Verbal Reasoning has placed him in the above average range compared to an Australian managers' sample. This result suggests that he would be a competent communicator in both spoken and written forms. He would be able to clearly and effectively convey strategic concepts, ideas, information, or instructions to work colleagues, managers, or clients. He will be able to quickly identify critical issues and logically draw accurate conclusions from written material such as company reports, and competitor information. He would also be able to effectively produce written organisational documentation such as performance and production reports.

Numerical Reasoning: 62nd Percentile

0	Score : 62	100

POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	SUPERIOR

The test of Numerical Reasoning measures Mr. Sample's basic arithmetic ability, understanding and use of numbers, tables and graphs as a reasoning tool to support the decision making process. Competencies relevant to this measure include numerical and financial calculations and basic statistical calculations.

Mr. Sample's performance on the test of Numerical Reasoning has placed him in the average range compared to an Australian managers' sample. This result suggests that he has average levels of confidence and competence in effectively identifying critical issues and drawing accurate conclusions from numerical information such as graphs or tables. He should be able to effectively analyse and interpret performance and production data and competitors' numerical information or financial reports in line with his level of exposure and experience. He may have some difficulty in evaluating more complicated financial, production, or other statistical information.
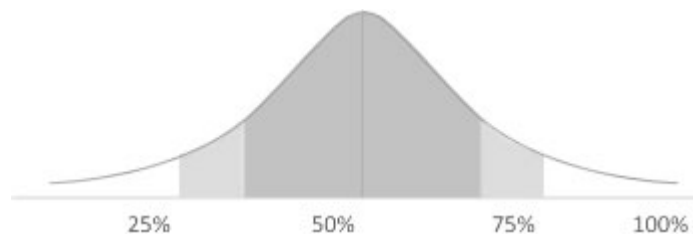
Emotional Reasoning: 80th Percentile

0	Score : 80	100

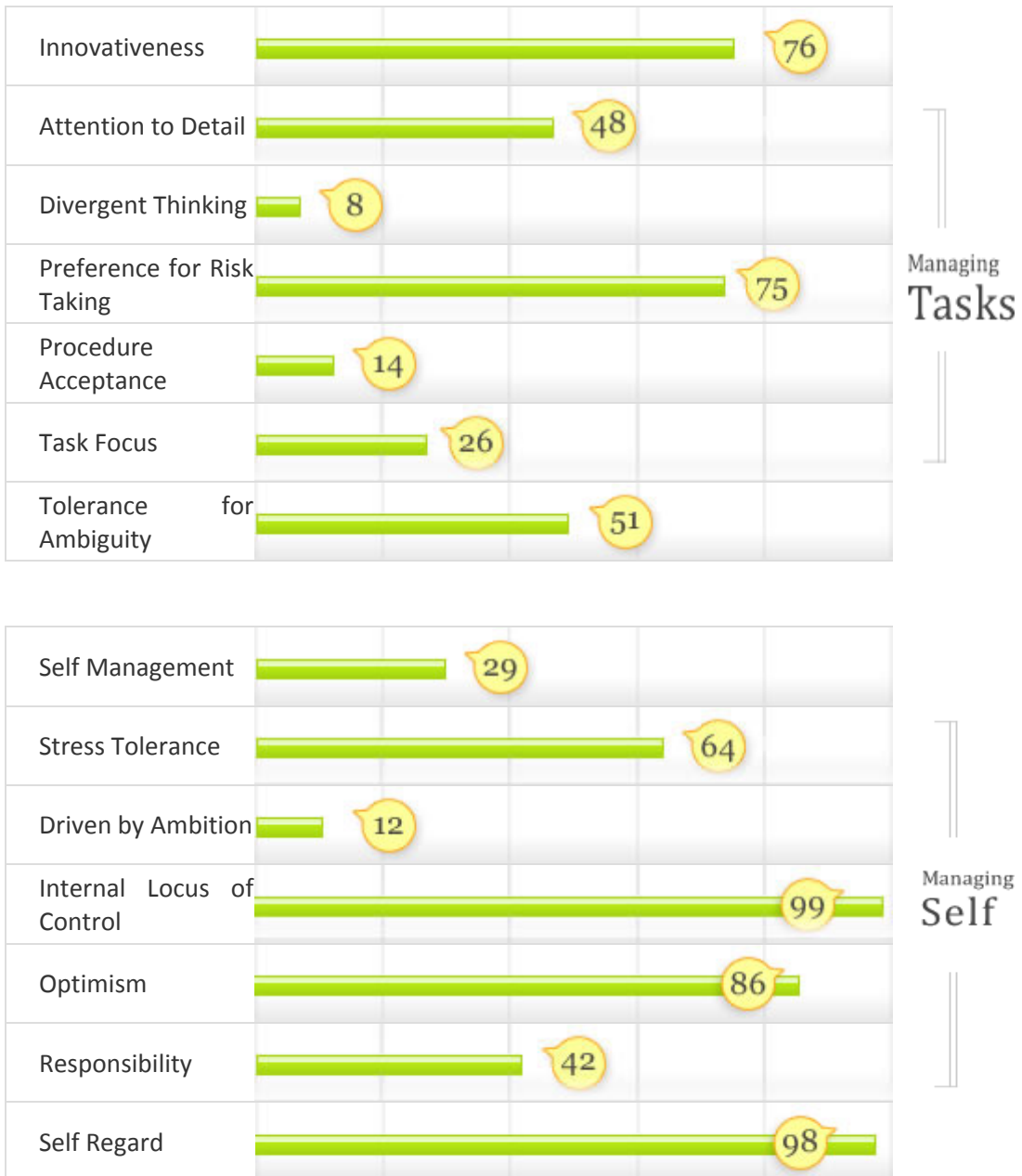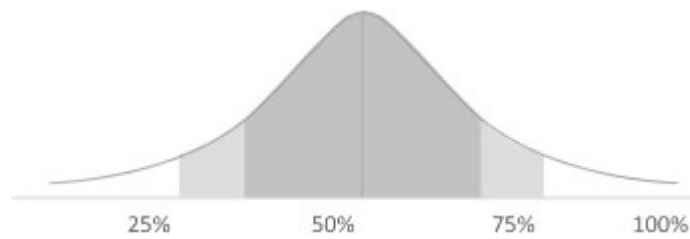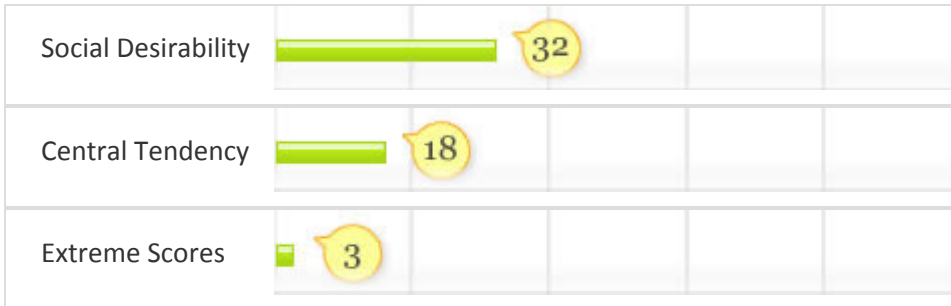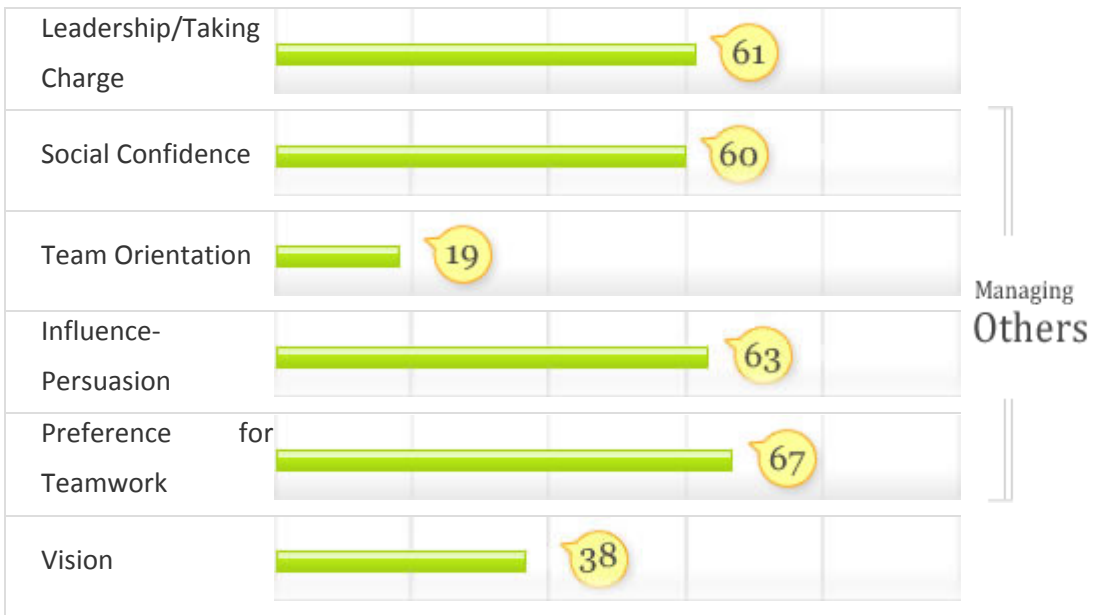| FAIR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	SUPERIOR

The ERQ is an instrument designed to measure emotional reasoning, which is a branch of emotional intelligence. Emotional intelligence is a broad concept, which involves the ability to identify emotions in yourself and others, to be able to manage those emotions and to use them to promote personal growth. Emotional Intelligence is commonly accepted as an important part of real-world interpersonal skills, management, and goal-setting. Emotional reasoning is that branch of emotional intelligence which involves identifying what emotions people are feeling in a given situation, and the ability to predict someone's future emotional responses, given an understanding of a current situation. It is seen as a key competency in 'connecting with people' and building rapport and good working relationships.

Mr. Sample's performance on the measurement of Emotional Reasoning has placed him in the above average range compared to an Australian general population sample. The result suggests that he has a good ability to identify emotions in work colleagues and clients, and to predict their future emotions and actions. He appears to be able to interact very well with other people, and is likely to be able to judge others' emotional state and respond appropriately. He would be able to effectively build rapport and establish empathy in most circumstances. He would also be able to do well in areas such as influencing through management and managing others.

3. BEHAVIOUR STYLE PROFILE

Graphical Summary

Innovativeness	76
Attention to Detail	48
Divergent Thinking	8
Preference for Risk Taking	75
Procedure Acceptance	14
Task Focus	26
Tolerance for Ambiguity	51

Managing Tasks

Self Management	29
Stress Tolerance	64
Driven by Ambition	12
Internal Locus of Control	99
Optimism	86
Responsibility	42
Self Regard	98

Managing Self

25%   50%   75%   100%

Leadership/Taking Charge				61	
Social Confidence				60	
Team Orientation	19				
Influence-Persuasion				63	
Preference for Teamwork				67	
Vision		38			

Managing
Others

Social Desirability		32			
Central Tendency	18				
Extreme Scores	3				

25% 50% 75% 100%

11

Interpretive Summary

Managing Tasks

Innovativeness				76	
Attention to Detail		48			
Divergent Thinking	8				
Preference for Risk Taking				75	
Procedure Acceptance	14				
Task Focus	26				
Tolerance for Ambiguity		51			

Managing
Tasks

Innovativeness

Sample Item: *"Often I find myself lost in thought."*

> *This scale measures the extent to which individuals emphasize originality or prefer to embrace traditional values. It identifies whether an individual thinks creatively or conventionally, and the degree to which they are open-minded. Individual innovativeness will reflect whether an individual is imaginative, curious, inquiring and widely varied in their work interests. It also measures individual ability to deal with change in the physical and organizational environment. Individual differences in innovativeness tend to predict varying preferences for work environments and job structure, ranging from the conventional and familiar to the novel and stimulating.*

Mr. Sample scores in the Average range on the Innovativeness scale, meaning he will seek a balance of the old and the new. He will be interested in considering new concepts and procedures, but also willing to embrace established tradition or work practices. A balance between focusing on real-world considerations and abstract ideas allows him to think creatively, whilst keeping practical limitations and implications in mind. Individuals such as Mr. Sample are likely to keep their feelings from interfering with their work, and are energised enough to keep motivated while maintaining a steady pace. He is just as capable of

working in environments where changes are required as in environments where he needs to work in accordance with established organisational processes.

Attention to Detail

Sample Item: *"It is important for processes and procedures to be followed exactly."*

> *This scale measures the extent to which an individual desires precision, accuracy and completeness. It also indicates an individual's preference to plan each task, identify all details that need to be addressed, and complete work with accuracy, neatness and freedom from errors. This scale also examines the degree to which individuals will meticulously follow plans, and ignore distracting environmental factors while focusing on the task at hand. It also examines an individual's tendency to detect errors in their work, as well as continually checking and revising work to ensure accuracy.*

Mr. Sample scores in the mid-range on the Attention to Detail scale, and is quite capable of paying attention to small details, but may not do so consistently. He is less likely to be detail-oriented when time is limited or he is under stress. While he will not always show concern for getting everything absolutely correct, he will prefer to do so. He is most likely to identify errors and maintain a high level of precision when ample time is available to finish tasks. He will tend to strike a balance between the operational and strategic aspects of a role.

Divergent Thinking

Sample Item: *"I approach problems in different ways."*

> *This scale measures the extent to which individuals are open to multiple ideas and alternative modes of thinking. Divergent thinking refers to a mode of critical thinking in which a person generates many novel ideas in response to a single question or problem. It is often related to creativity or 'thinking outside the box'. It is an evaluation of an individual's tendency to consider alternative perspectives and innovative approaches to work-related problems, and is generally related to the advancement of novel and comprehensive initiatives.*

Mr. Sample scores in the lower range on the Divergent Thinking scale, and is likely to be somewhat conventional in his way of thinking and less open to new ideas or different perspectives. He will prefer to work with established views within the organisation, rather than attempting to explore new approaches. He will tend to accept current ways of thinking, preferring that methods be predictable and familiar, and would be most suited to a role in which he is required to process information without the need for complex interpretation or

creativity. Mr. Sample's approach to tackling problems is likely to involve established solutions that have worked in the past. He probably prefers to make decisions quickly and independently, and may be less inclined to consider suggestions and alternative perspectives advanced by co-workers.

Preference for Risk Taking

Sample Item: *"I enjoy venturing into the unknown."*

This scale measures the extent to which an individual is willing to take risks in a business environment in order to achieve desired goals. Risk taking behaviours relate to an individual's willingness to tackle challenging tasks, even when a successful outcome is uncertain. It reflects a preference for taking risks, without being deterred by the possibility of making mistakes or facing negative outcomes. Optimum level of risk may be reliant on individual ability to determine what constitutes an acceptable level of risk, given the implications of the outcomes. Preference for Risk Taking is a measure of the excitement or thrill gleaned from facing or experimenting with the unknown, and reflects the likelihood that an individual will take chances to gain accomplishments.

Mr. Sample scores in the mid-range on the Preference for Risk Taking scale, and will tend to determine whether risk taking is necessary based on a weighing up of the possible outcomes. He will determine the level of risk based on the acceptability of a negative outcome versus the possible gains of a positive outcome. His level of confidence, as well as knowledge of who will be affected by the outcome may also influence whether or not he takes risks. While he is less likely to choose outcomes with a higher possibility of loss or failure than a high scorer, he will still be willing to take worthwhile risks when making decisions. He generally manages to preserve a practical mindset when it comes to work-related risks. When facing unconventional situations, he will tend not to demonstrate the stress that typifies low scorers when faced with a speculative decision.

Procedure Acceptance

Sample Item: *"Procedures are important to me."*

This scale describes the extent to which an individual places emphasis on organizational rules and processes. It expresses the degree to which an employee takes on responsibility driven by a sense of duty and compliance to rules and policies. It includes the extent to which an individual believes others should also adhere to established organisational procedures and protocols.

Mr. Sample scores in the lower range on the Procedure Acceptance scale. This indicates that he tends to have less respect for organizational rules and regulations than the average individual. He is likely to demonstrate less adherence to established and traditional company processes, substituting his own approach when he sees fit. He may feel frustrated when asked to obey established procedures, and may experience irritation when colleagues around him fail to question established protocol. He is likely to regard company rules more as guidelines than instructions, and might be described by others as expedient, disobedient or independently-minded. While he is less likely to work very efficiently with established systems or where questioning company policies is discouraged, he may thrive in a workplace which values adaptation and is open to alternative approaches.

Task Focus

Sample Item: *"Distractions do not usually prevent me from focusing on my tasks."*

> *This scale measures the degree of self-discipline and organisation in an individual's work approach. The ability to concentrate on tasks and to effectively plan the approach to solving problems is also measured by this scale. Another aspect of this scale is an individual's strength of concentration, and the extent to which individuals display efficient behaviour and the ability to resist distractions.*

Mr. Sample scores in the lower range on the Task Focus scale, and will tend to do less planning, preferring to deal with issues as they arise. He may be prone to distraction and procrastination, especially when a task is complex or boring, however he is likely to demonstrate an advantage in roles which require multi-tasking. He may have a tendency to lose concentration when it is necessary to focus on one task for long periods of time, and should find it beneficial to alternate work between different tasks in order to maintain concentration. In addition, the quality of his work may suffer if he is subject to frequent interruptions.

Tolerance for Ambiguity

Sample Item: *"I often enjoy working in an environment where there is a lot of uncertainty."*
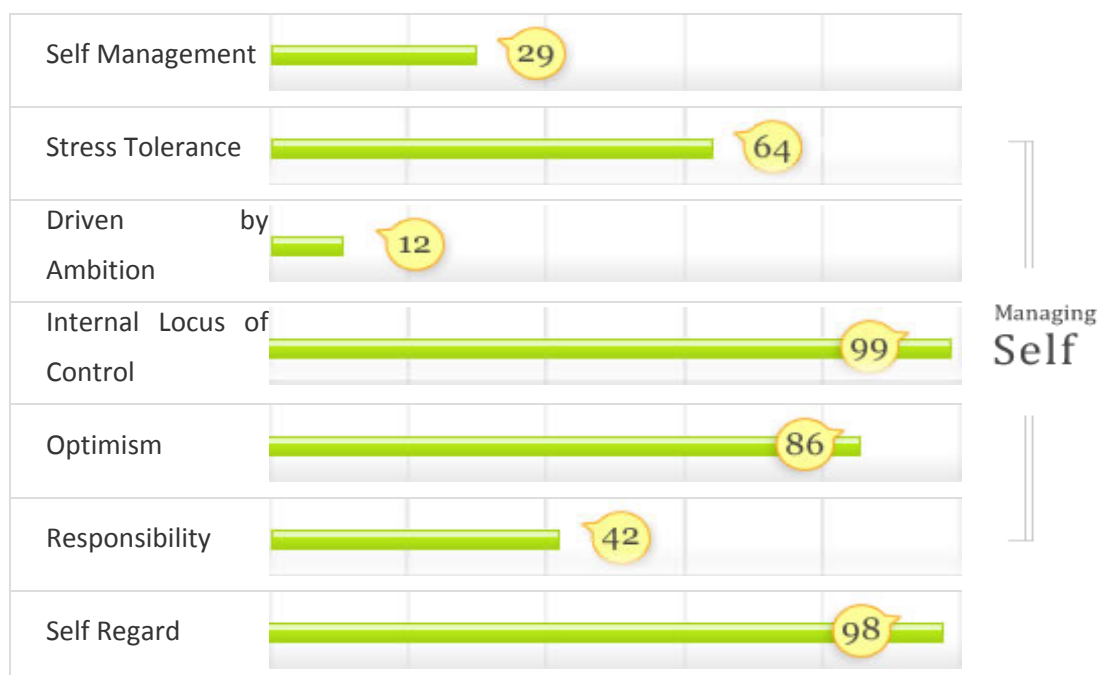
> *This scale measures an individual's tendency to make sense of ambiguous information by detecting patterns in the data. The Tolerance for Ambiguity scale also encompasses an individual's capacity to deal with incongruous or incomplete information, and to decipher how different aspects of problems are related to each other. It measures individual predisposition to opt for a particular optimal solution amongst diverse possibilities, as well as personal preference between subjective opinions*

and objective facts as sources of information.

Mr. Sample has returned an average score on the Tolerance for Ambiguity scale. He is neither committed to a 'big picture' perspective, nor focused on small details when problem-solving. Mr. Sample can adequately filter out extraneous data to isolate patterns in ambiguous information. He will choose among tasks of various structures when given the opportunity, and is equally engaged by regular or unusual jobs at work. He will experience no particular difficulty when confronted with novel or indefinite information, but has no strong preference towards problem-solving with this type of information.

Managing Self

Self Management		29			
Stress Tolerance				64	
Driven by Ambition	12				
Internal Locus of Control					99
Optimism					86
Responsibility		42			
Self Regard					98

Managing
Self

Self Management

Sample Item: *"I would describe myself as 'self-disciplined'."*

> *This scale measures aspects of an individual's behaviour that are indicative of an ability to work in a productive, efficient, and goal-directed manner. These aspects include the self-belief required to be persistent in driving oneself towards success, as well as the ability to effectively organise and prioritise. The sense of responsibility an individual feels towards complying with company rules and following set procedures is also measured by this scale. Other aspects of this scale include an individual's level of self-discipline to set and remain on task, as well as their ability to see the 'big picture' and identify various paths towards task completion.*

Mr. Sample scores in the lower range on the Self-Management scale, and is less efficient when working in an independent, self-managed role. He is likely to succeed in a highly supervised role, and may require prompting in order to avoid distraction and remain focused on completing tasks. Not needing to stick to a set plan, he will not find switching between tasks and changing focus difficult. He may sometimes seem unprepared and less organised than most, but may still complete tasks adequately. He will show flexibility with regards to organisational guidelines, and will be able to make decisions when no procedures are in place. However, he may not fully consider long term consequences when making decisions. Mr. Sample will be seen by others as 'easy going' and flexible in his approach to work. By

adopting a less structured approach to meeting demands, he may have a greater ability to make spontaneous creative decisions, and redirect his efforts when needed.

Stress Tolerance

Sample Item: *"I become irritable under pressure."*

> *This scale assesses an individual's unique reactivity to stressful work-related situations. Stress Tolerance is most often associated with a tendency to remain calm and composed within a workplace environment, as opposed to anxious, insecure or somewhat emotional. The scale measures tendency towards expressing a range of stressful emotions that people might experience during the course of their work, such as anger, anxiety, depression, vulnerability and self-consciousness. These emotions are fundamental determinants of workplace adjustment, and their measurement helps to ascertain how well an individual is likely to cope with demands and pressures encountered at work.*

Mr. Sample scores in the mid-range on the Stress Tolerance scale, and should remain reasonably calm during most stressful situations. He may become upset and react emotionally when situations are extremely taxing, or if he perceives that he is being personally attacked, particularly if the confrontation is related to an area in which he is already lacking confidence. He could generally be expected to remain reasonably calm and able to cope with stress, however in 'high stakes' situations he may sometimes react emotionally. Although significant workplace change may cause him to feel moderate levels of self-doubt, these feelings will typically be experienced at a manageable level. When confronted with daunting or stressful tasks for which failure would entail strong consequences, he may experience feelings of anger or depression, though typically not to the extent that such feelings will significantly impede his performance. As such, Mr. Sample would be best suited to roles not typically involving consistent or excessively high levels of stress.

Driven by Ambition

Sample Item: *"I have a strong desire to exceed expectations rather than just succeed."*

> *This scale measures the extent to which an individual desires achievement and success in both workplace and personal contexts. The scale measures the extent of one's inner resources, individual desire for status and prestige at work, individual tendency to evaluate oneself in comparison to others, and the extent to which one desires a healthy work-life balance. It also measures general levels of aspiration and willingness to work hard to achieve goals.*

Mr. Sample scores in the lower range on the Driven by Ambition scale, and is likely to exhibit little desire for advancement or success in an organisation. He is more likely to hold a preference for job security, reliability, and a healthy work-life balance. He is likely to be satisfied with completing allocated tasks in a satisfactory fashion rather than seeking out and completing novel tasks to standards that exceed expectations, and is typically better suited to jobs that do not rely entirely on self-motivation for success. He may sometimes show low levels of energy or motivation and avoid competitive situations. However, his calm demeanour may relax workplace tension and thus benefit his colleagues. It is unlikely that status or prestige will hold much motivational value for him.

Internal Locus of Control

Sample Item: *"It is I who is in control of my destiny, rather than fate or luck."*

> *Locus of control is an important and well-documented personality trait that refers to individual differences in generalized disposition of perceived control, and is known to be a stable predictor of job satisfaction as well as job performance. This scale measures the extent to which an individual attributes events in their life to internal factors, such as ability and hard work, rather than external factors such as luck or fate. This will often affect the desire to work towards achievements and to plan for long-term goals.*

Mr. Sample scores highly on the Internal Locus of Control scale, and believes that what happens to him is the result of his own actions and attributes. He sees himself as an active agent with the capacity to influence his environment, and is therefore motivated to use all of his abilities to gather and effectively utilize information in his decision making. Individuals such as Mr. Sample will also be more persistent in the face of adversity, as they are confident in their ability to control their environment. He is also likely to believe that his own actions and attributes can greatly contribute to successful outcomes, even in stable environments where personal influence is usually limited.

Optimism

Sample Item: *"I find myself looking on the bright side of life."*

> *This scale measures the tendency of an individual to have a positive outlook. It measures an individual's inclination to take a positive view of events or conditions, and also to anticipate the most positive outcome. People who are optimistic tend not to dwell on past misfortunes, and have the ability to remain positive even in the face of adversity. They tend to be confident and resilient in their*

ability to deal with difficulties. Optimists are positive about their present abilities and relationships, as well as their prospects for the future. Optimists maintain a view of the world as a positive place, believing most people to be inherently good. They are generally predisposed to take advantage of every opportunity that is made available to them.

Mr. Sample scores highly on the Optimism scale, indicating that he is strongly inclined to view situations in a positive light, and will tend to expect positive outcomes in the future. He will be viewed by others as happy, bright, and cheerful, and probably believes in the importance of living each day to the fullest. Even when in adverse or challenging situations, he is able to remain hopeful and positive, and tends to show enthusiasm in most of his tasks. As he is focused on making the most of opportunities that arise, he is likely to seek out alternative solutions when confronted with difficulties. Generally, Mr. Sample will have faith that most people are inherently good. He is likely to be suitable in roles that require maintenance of a positive attitude despite challenging adversities and time pressures.

Responsibility

Sample Item: *"People can rely on me to complete tasks on time."*

This scale measures the extent to which an individual can be depended on to reliably meet deadlines, be punctual and see commitments through to completion. The scale also examines the level to which an individual feels responsible for, and accepts the consequences of, their actions in both social and work environments. Other key factors assessed by this scale include integrity and honesty, which encompass an individual's willingness to recognize, accept and admit their mistakes.

Mr. Sample's average score on the Responsibility scale indicates that he has the ability to be responsible and dependable when the situation requires. Colleagues may perceive him as someone who can accept a degree of responsibility, but he may prefer it when responsibility does not solely lie with him. Although he is capable of meeting deadlines in a timely fashion, his tendency to do so may depend on the characteristics of the situation. In most situations, he should feel able to admit his mistakes and accept the consequences of his actions; however, this may not occur when the cost of admitting a mistake would be particularly high. As he has a moderate sense of his own responsibility, he is likely to be punctual most of the time.
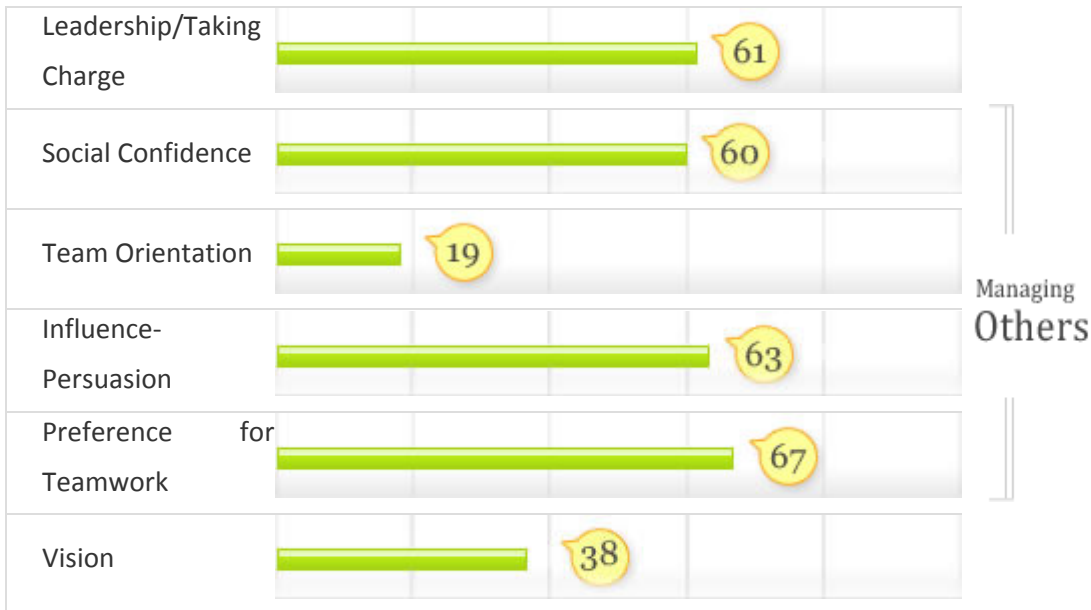
Self Regard

Sample Item: *"I am not easily intimidated by others."*

> *This scale measures an individual's attitude toward, and confidence in, their own abilities. Self regard encompasses belief in one's own ability to succeed, and how much one is deterred by the criticism of others. It also assesses how one might react when placed under pressure by colleagues or encountering other challenging problems. Self regard is also related to level of confidence in expressing one's beliefs and ideas in front of colleagues and managers.*

Mr. Sample scores highly on the Self Regard scale, indicating that he has confidence in his opinions and abilities. He will therefore be comfortable and willing to express his opinion in various situations, and is particularly likely to become involved in group discussions. He has sufficient self-assurance to believe that he can resolve problems that may arise, and he is confident in his ability to achieve and excel. Due to his high level of self-confidence, he is unlikely to be easily deterred by the criticisms of others regarding the achievement of goals. Mr. Sample has a strong belief in his own skills and competencies. He should also be well suited to challenging roles that require him to develop and express opinions that will be subject to scrutiny.

Managing Others

Leadership/Taking Charge				61
Social Confidence				60
Team Orientation	19			
Influence-Persuasion				63
Preference for Teamwork				67
Vision		38		

Managing Others

Leadership/Taking Charge

Sample Item: *"People would say that I am comfortable making decisions for the group."*

> *This scale measures the extent to which an individual is likely to desire taking on leadership roles. It assesses individual confidence in one's ability to lead by example and take charge of a situation, and to coordinate others when placed in a team setting. Such coordination is related to clarifying priorities and objectives, delegating tasks, and encouraging co-operation and teamwork. Active Leadership also encompasses the ability to lead discussions and make decisions for the team, enabling tasks to be completed effectively and efficiently. Other aspects investigated by this scale include acting as a representative and an organiser.*

Mr. Sample has obtained an average score on the Leadership/Taking Charge scale. He is less likely to voluntarily undertake leadership or supervisory responsibilities in the workplace than a high scorer. However, He should be capable of fulfilling a leadership role when asked to manage the welfare, mentoring or coaching of others. He may experience some discomfort or apprehension when the stress of decision making for realising shared objectives lies solely with him. He will be quite capable of taking on leadership roles, but is unlikely to volunteer for a leadership position encompassing areas with which he is less familiar.

Social Confidence

Sample Item: *"I look forward to social functions at work."*

> *This scale measures the extent to which individuals are confident in social situations. Socially confident individuals are likely to be outgoing, positive, sociable and active, whereas individuals low in social confidence are likely to be shy or reserved in work interactions, and less overtly cheerful than their more confident counterparts.*

Mr. Sample scores in the mid-range of the Social Confidence scale, and should thus be friendly and positive, but may have a closer social circle than high scorers. He will have the positive attributes of highly socially confident individuals in terms of warmth and friendliness, but these will be tempered by a more impersonal, objective viewpoint. He may not express positive emotions as readily when tired or stressed. Whilst he sometimes enjoys company and meeting new people, he is not overly dependent on this and may sometimes feel equally happy being alone. Average scorers in Social Confidence display their highest levels of confidence and self-expression when dealing with familiar colleagues and work environments.

Team Orientation

Sample Item: *"I would rather collaborate with others than tell them what to do."*

> *This scale indicates the manner in which an individual approaches workplace interactions with colleagues, and measures the degree to which they are friendly, cooperative, modest and accommodating in a team environment. It measures an individual's ability to express the skills needed to work productively within a team, and preference for communicating with and supporting colleagues in a non-confrontational manner. It also assesses the tendency to foster team environments where the opinions, thoughts and ideas of others are genuinely considered and valued, even when these might be in sharp contrast to one's own.*

Mr. Sample scores in the low range on the Team Orientation scale, and can typically be described as hard-headed, independent, and questioning of others. He is likely to be sceptical and emotionally tough, and to easily express differing opinions in a team situation. He may occasionally be somewhat blunt in his communication, and may have to work hard at establishing rapport and maintaining effective working relationships with some colleagues. He is likely to prefer directing the team rather than working as part of it, and as a competitive person, may not give due consideration to the suggestions of colleagues. He should be very

capable of making decisions independently and working autonomously, and may be less satisfied working in environments requiring extensive co-operation and compromise.

Influence-Persuasion

Sample Item: *"Others believe my opinion holds great weight."*

> *This scale measures the extent to which an individual perceives their ability to influence others' opinions, actions or behaviour through argument, discussion or force of personality. These aspects include the ability to adapt their argument to fit the recipient, and also the tendency to drive discussions when interacting with others. It also measures the degree to which they perceive their ability to inspire and motivate others into action through encouragement.*

Mr. Sample scores in the average range on the Influence-Persuasion scale, indicating that he believes he is able to influence others, but tends to have varying confidence in his persuasive abilities. At times, he can be very persuasive, but this tends to occur mostly in those areas where he has a high level of knowledge, expertise, or experience, and is able to speak about confidently. He may be dissuaded by obvious opposition to his viewpoint, and may forego persuading others when under time constraints or other stresses. He is capable of motivating others to succeed in the workplace under the right circumstances. He will tend to perform most effectively in roles that do not solely rely on his ability to influence others.

Preference for Teamwork

Sample Item: *"Groups are usually more productive than individuals."*

> *This scale measures the extent to which an individual prefers to work in a team, and how effective they believe group work is compared to individual work. It assesses the relative emphasis an individual places on team goals compared to individual goals, and whether they believe that teamwork is an effective and productive way of completing tasks. It measures the extent to which an individual's motivation is more driven by group success or individual success. It also measures an individual's tendency to communicate effectively and to listen actively within a team context.*

Mr. Sample scores in the middle range on the Preference for Teamwork scale, showing some flexibility in his desire to work with others. He is likely to prefer working with a group for some projects/tasks, and working alone for others. He is likely to believe that groups and individuals can both be effective in completing projects, and have no general preference for working in either format. His preference will tend to be most influenced by situational

factors. He does not ordinarily experience any difficulty when working with others, and is likely to perform equally well in a group context as alone. In situations where there are time pressures, he may prefer to work alone.

Vision

Sample Item: *"I often think about possible problems that the organisation may face."*

Vision refers to the ability to build a mental picture of the future and to be oriented toward this future. This scale measures the extent to which the individual considers the future in their thinking. This includes the tendency to anticipate potential problems and outcomes when undertaking tasks. An ability to develop strategies and to view tasks from long-term and varying perspectives helps in countering obstacles and anticipating problems. Such vision allows tasks to be completed more effectively and efficiently. The Vision scale also measures an individual's ability to work towards improving current methods to achieve greater efficiency in future. Other aspects of the scale include an individual's ability to visualise the various avenues to completion for a complex project, seeing the 'big picture', and considering how possible outcomes may affect the organisation as a whole.

Mr. Sample scores in the lower range on the Vision scale, and is generally much more focused on the present than the future. His perspective is more task-oriented than planning-oriented, and he may prefer to focus on the 'here-and-now'. He is likely to prefer that others undertake any planning and long-term thinking. He may have difficulty with anticipating problems that are likely to surface during a project's lifecycle. He may also tend to think about current activities as being separate from future objectives. This may be advantageous in terms of managing current details; however his lack of strategic understanding may make a leadership role problematic for him, as colleagues and clients require reassurance when considering questions about the future.

Rationale

Current theory supports the observation that success metrics in a business can be approached through three sources of competitive advantage: financial, technological or human resources. The intellectual capital of human resources is the primary and most valuable asset for an organisation (Cook, 1988). Therefore for any organisation, the selection of the candidate that is the 'best fit' is of critical importance. Studies have demonstrated that valid selection practices are crucial in contributing to considerable financial savings for an organisation (Hunter & Hunter, 1984; Compton & Nankervis, 1991). Such selection practices can impact directly on output quality and quantity at the individual, group and organisational level.

Sales are related to wealth and opportunity creation at both a commercial/organisational level as well as a personal/career development level. At the organisational level, understanding sales drivers contributes toward the commercial success of an organisation – in both revenue and profitability terms. At an individual level such insights and predictive ability will assist an organisation to appropriately develop the careers of their salespeople with appropriate development initiatives firmly based on applied behavioural research.

The Sales Profile provides data to understand Mr. Sample's potential in a sales context. Both identified strengths and development needs are identified and related to effectiveness in different sales contexts.

The Saleable profile is based upon research examining the link between personality traits and sales success. Relevant research has been examined to indicate which personality traits are most often correlated with sales success in various sales contexts. Results for these traits are clearly defined and explained in commercial terms.

> " ...results have been placed in the context of a universally recognised sales cycle, consisting of seven stages... "

The relationship between the traits so identified and sales success has been individually validated with individual companies in different industries, and in general terms across all industries for respondents involved in sales.

The results have been placed in the context of a universally recognised sales cycle, consisting of seven stages from prospecting to making the sale to gaining referrals from valued customers.

These seven stages have been condensed into three activities:

PROSPECTING → **SELLING** → **GROWTH**

Executive Summary

PROSPECTING

SETTING A STRATEGY

	LOW	AVERAGE	HIGH
GOAL ORIENTATION			
PLANNING			
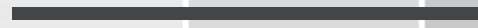
INITIATING CONTACT

	LOW	AVERAGE	HIGH
EXTROVERSION			
PROACTIVITY			
SELF-CONFIDENCE			
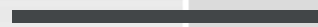
DISCOVERING RESPONDING TO NEEDS

	LOW	AVERAGE	HIGH
AWARENESS			
MOTIVATION			
SUCCESS FOCUSED			

SELLING

MANAGING OBJECTIONS

	LOW	AVERAGE	HIGH
ASSERTIVENESS			
COLLABORATIVE			
PERSISTENCE			
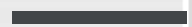
CLOSING

	LOW	AVERAGE	HIGH
COMPETITIVENESS			
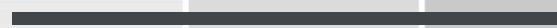
GROWTH

ENSURING SATISFACTION

	LOW	AVERAGE	HIGH
RELAXED STYLE			
TEAM PLAYER			
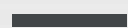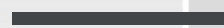
MANAGEMENT GROWTH AND REFFERALS

	LOW	AVERAGE	HIGH
MANAGERIAL			
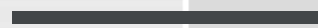
Response Style Index

RESPONSE STYLE INDEX

	LOW	AVERAGE	HIGH
SOCIAL DESIRABILITY			
Social Desirability Description	▆		
INFREQUENCY			
Infrequency Description	▆▆▆		
CENTRAL TENDENCY			
Central Tendency Description	▆		
EXTREME SCORES			
Extreme Scores Description	▏		

SOCIAL DESIRABILITY

SCORE : 20 %ILE

Mr. Sample ranked in the lower range on the Social Desirability measure. This suggests that he responded to the questionnaire items with little consideration for what he thought other people would expect him to say.

INFREQUENCY

SCORE : 40 %ILE

Mr. Sample ranked in the average range on the Infrequency measure. This indicates that he mostly answered questions in a reasonably consistent way, which suggests that he was reading the questions and giving a reasonable amount of thought to his responses. While there is some suggestion of unusual response patterns which could indicate carelessness, this was no greater than for the average respondent.

CENTRAL TENDENCY

SCORE : 20 %ILE

Mr. Sample ranked in the lower range on the Central Tendency measure. This indicates that his response pattern shows very little tendency towards constantly selecting the 'middling' response, such as 'sometimes', 'yes and no', or 'no more or less'. This suggests that he is likely to have been decisive and committed in his response patterns, with little or no fence-sitting.

EXTREME SCORES

SCORE : 0 %ILE

Mr. Sample ranked in the lower range on the Extreme Scores measure. This indicates that he entered no more 'extreme' scores (such as ones and fives on a one-to-five scale) than would normally be expected. This suggests that he reserved his extreme responses for only those items which he genuinely felt strongly about.
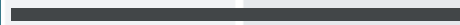
PROSPECTING

SETTING A STRATEGY
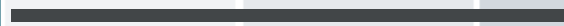
SHORT TERM FOCUS		GOAL ORIENTATION
SPONTANEITY		PLANNING

INITIATING CONTACT

INTROVERSION		EXTROVERSION
HESITANCE		PROACTIVITY
UNCERTAINTY		SELF-CONFIDENCE
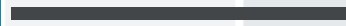
DISCOVERING RESPONDING TO NEEDS
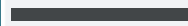
BLUNTNESS		AWARENESS
RELAXED APPROACH		MOTIVATION
DISTRACTIBLE		SUCCESS FOCUSED

SETTING A STRATEGY

GOAL ORIENTATION : 78 %ILE

Mr. Sample has scored in the high range on the Goal Orientation scale, suggesting that he is a highly goal-oriented individual who knows what he is working towards and strives for it. It is also likely that he is able to keep the goals of prospective customers in mind, and provide a clear and persuasive framework that fits the goals of both customer and supplier. Such scores tend to indicate an individual who is not easily distracted from their objectives, whether they be surpassing an annual sales target or convincing a prospect to take a product catalogue.

PLANNING : 63 %ILE

His average score on the Planning scale suggests that Mr. Sample will show most confidence with strategic planning in areas where he has a high level of experience. He is able to work independently in organising his time, but may occasionally require some prompting. This would be particularly true in areas of prospecting that hold little interest for he, or where he has little experience. He may set goals, but struggle to persist in working towards them, or may prioritise inefficiently at times.

INITIATING CONTACT

EXTROVERSION : 31 %ILE

Mr. Sample has scored in the low range on the Extraversion scale, suggesting that he is less outgoing and energetic in work settings than most. When a sales pitch calls for a bright and enthusiastic salesperson, he may struggle to rise to the occasion, and potential customers may be left feeling indifferent by this subdued approach. He may feel drained by repeated contacts with prospective customers, and would be most effective when making only a few such contacts each day.

PROACTIVITY : 47 %ILE

Mr. Sample has scored in the average range on the Initiative scale, suggesting that he should be able to devise new approaches to prospecting, and follow through on new ideas for contacting customers with a reasonable degree of success. When presented with a new project or product to sell, he may reasonably be expected to seek out information and look for new sales possibilities on his own, only sometimes requiring a degree of encouragement and direction.

SELF-CONFIDENCE : 52 %ILE

The average score obtained by Mr. Sample on the Self-Confidence scale suggests that he/she has a moderate belief in his ability to direct the course of the sales process. He will be most confident in product areas where he has experience; and should be able to speak confidently about such topics. However, in less familiar sales areas he is likely to speak less confidently, and may communicate this cautiousness to the customer.

DISCOVERING RESPONDING TO NEEDS

AWARENESS : 25 %ILE

A low score on the Personal Diplomacy scale indicates that Mr. Sample will experience difficulty in managing his emotions, and adapting his approach to suit various customers. He is likely to be perceived as very direct in his communication, and while some customers will appreciate this, others may find it somewhat confronting. He may lack insight into modifying his own behaviours to suit the client, which may have a negative impact on his engagement with customers. Mr. Sample may particularly struggle to maintain a polite demeanour when working with difficult or belligerent customers.

MOTIVATION : 2 %ILE

Mr. Sample has scored in the lower range on the motivation scale, which suggests that he may struggle to persevere with set goals. He may be strongly discouraged by adverse situations such as strong rejection by prospects or seemingly difficult sales quotas. He is more likely to succeed in sales roles which involve responding to existing requests rather than requiring the motivation to generate new business.

SUCCESS FOCUSED : 3 %ILE

Mr. Sample scored in the low range for the Success Focus scale, which suggests that he may face difficulties with keeping his sales goals in mind. He may tend to focus more on the process of selling, or engaging with new customers, and sometimes forget to single-mindedly pursue the end goal of successfully making a sale. He may be particularly susceptible to distractions, and would benefit from regular reminders about his sales and performance goals.

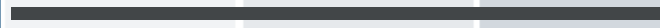# SELLING

MANAGING OBJECTIONS
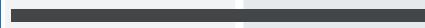
TIMIDNESS		ASSERTIVENESS
DIRECTIVE		COLLABORATIVE
SELF-CONCERNED		PERSISTENCE

CLOSING

| CONTENTMENT | | COMPETITIVENESS |

MANAGING OBJECTIONS

ASSERTIVENESS : 58 %ILE

Mr. Sample has scored in the average range on the Assertiveness scale, suggesting that he should be able to assert his opinion clearly in a variety of sales situations. He will be more likely to back down on topics in which he is less knowledgeable, or in situations where it seems too risky to continue pushing the point, even if he still thinks he is right. This represents a balance between agreeing and going along with customers' wishes when appropriate, and having the strength to effectively communicate his point of view in disagreements where he believes that sharing his opinion would be beneficial to the sales process.

COLLABORATIVE : 6 %ILE

A low score on the Collaboration scale indicates that Mr. Sample may prefer to give directions to clients and colleagues rather than work in conjunction with them. A low score does not necessarily imply uncooperativeness, but may instead indicate a need for independence in his work. Being quite individualistic, Mr. Sample may not give as much weight to the suggestions of clients/colleagues. He may be a tough negotiator, willing to argue for his desired outcomes and less willing to settle for a win-win solution. He should be very capable of making decisions independently, and should enjoy working in sales roles that promote autonomy. He may be less satisfied working in sales environments requiring extensive cooperation and compromise.

PERSISTENCE : 29 %ILE

A low score on the Persistence scale, as obtained by Mr. Sample, indicates that he is more likely to be easily affected by difficult circumstances, which may consequently affect his performance. He may tend to become anxious about repeatedly engaging with customers, and may be easily discouraged by resistance. He may also worry about the way his sales approach will be perceived or interpreted.

CLOSING

COMPETITIVENESS : 91 %ILE

Mr. Sample's high score on the Competitiveness scale suggests that he is a highly driven individual, and not given to letting distractions or interruptions get in the way of making a sale. He is likely to prefer more intense interactions with customers, and to work hard to ensure that each customer ends up making a purchase, despite any objections which may need to be overcome.
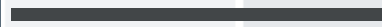
GROWTH
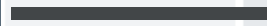
ENSURING SATISFACTION

RELAXED STYLE : 36 %ILE

Mr. Sample obtained an average score on the Relaxed Style scale, indicating that he is able to remain calm during some periods of pressure or stress. He will have an optimum level of calm within which he can operate, and will generally be relaxed. However, if confronted by particularly difficult or rude clients, his emotions may get the better of him, but this is unlikely to endanger worthwhile client relationships in the long run.

TEAM PLAYER : 19 %ILE

A low score on the Team Player scale indicates that Mr. Sample may show little desire to work in a group situation, and tends to prefer working alone wherever possible. He/She may believe that individuals are more effective and productive working alone on sales tasks than in groups or teams. He may perceive the input of colleagues or sales team members as interference, and dislikes working in a team context. Mr. Sample may also be more motivated by individual success than group success, and therefore put his own goals ahead of the goals of the team. He tends to perform better alone than in a group.

MANAGEMENT GROWTH AND REFFERALS

MANAGERIAL : 52 %ILE

An average score on the Managerial scale indicates that Mr. Sample believes in his ability to effectively manage others, but this belief is less strong in areas with which he is less familiar. He can be very persuasive in convincing others to follow his lead, and this tends to occur mostly in areas which he has a high level of knowledge, expertise, or experience. He may be dissuaded by obvious opposition to his way of doing things, and may forego trying to persuade others to understand his point of view when under time constraints or stress. However, Mr. Sample is capable of motivating others to succeed in the workplace when the circumstances are right. He will tend to perform more effectively in sales roles that do not solely rely on one's ability to influence others.