



JobFit™ executive

Selection

John Sample

Sales



Success Pattern: **Executive Manager**
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» Selection Report - John Sample

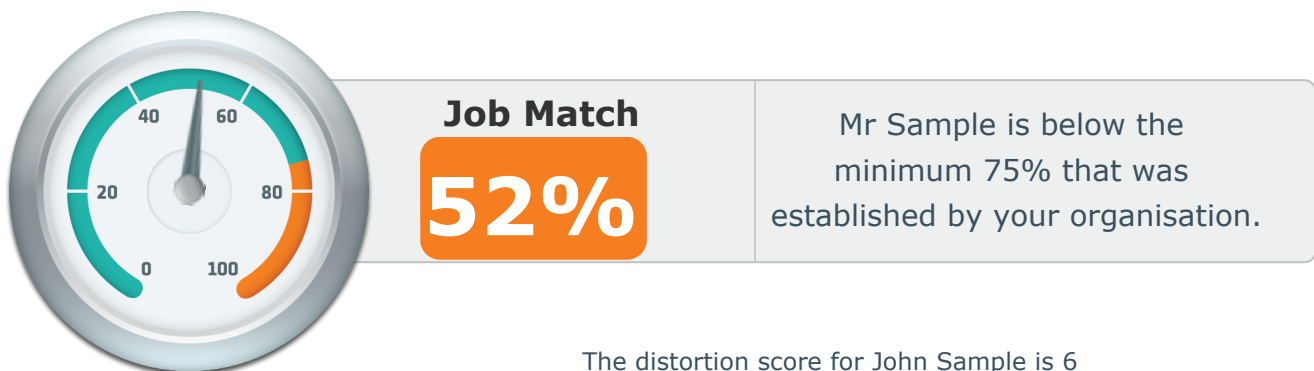
This report provides information which reflects the responses provided by Mr Sample when completing the assessment. This information will be valuable when considering John for the position by demonstrating how well he fits the job. This is accomplished by comparing his results to a Success Pattern, which defines the requirements of the position by identifying the characteristics that will yield success in the position.

The Job Match provided below is a percentage of his alignment with the Success Pattern. The rest of the report will guide you through the process with information about John as a person and his behaviours in relationship to the position.

Job Match to Executive Manager

Following is the display of the Job Match percentage to the Success Pattern of Executive Manager. The match is calculated by comparing the scores of Mr Sample to the Success Pattern created for this position.

A minimum job match percentage, as displayed by the green area of the gauge below, was selected by your organisation to ensure Mr Sample is a highly compatible candidate for this job.



The distortion score for John Sample is 6

The Distortion score shows how candid the individual was while taking this assessment. The range for this scale is 1 to 9, with higher scores suggesting greater candour.

Assessment information should only be a part of the information used in the placement process. For more details, please refer to the User's Guide.

Please see the last page of the report for possible Areas of Concern.



Talent Summary

Mr Sample scored below average on the Reasoning scale. This indicates that his capacity for learning and applying new information is less than is optimal for the job. He may require additional assistance when addressing complex problems.

The Interest results of Mr Sample focus on the Financial, Technical and People Service themes. He tends to favour a detailed, analytical and logical approach to work. In addition, he enjoys research and other intellectual pursuits, and he enjoys having opportunities to assist others.



Mr Sample is usually receptive to supervision, but he occasionally questions their opinions and decisions. He appreciates the opportunity to compete, but he is not driven by the need to succeed at all costs. He devotes some effort to fostering good relations across departments and he keeps up with issues of common concern.

Mr Sample can resume work on old projects fairly quickly. He has a tendency to trust most people once he gets to know them. He has little drive to influence most outcomes and he is rarely comfortable with being the final decision-maker.

Furthermore, his average Resilience score indicates he may require occasional encouragement to see particularly difficult tasks through to completion. He likely relies on a limited number of information sources when weighing options for key decisions. John may be less confident in his decisions, compared to many people. Mr Sample works best when receiving clear advice and guidance, and he may desire frequent progress checks.

Talent Details

For an in-depth picture of Mr Sample the following page provides detailed information regarding his results. Scores are illustrated on the scale from 1 to 9. High scores do not imply a better score. What is most important is how the scores compare to the Success Pattern. The Success Pattern consists of Thinking and Personality scales. The Interest scales are provided to give insight on what motivates John.

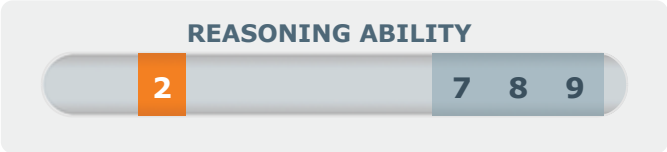
Professional Trait scales provide critical insight into Mr Sample. These behaviours will help you understand his approach to the workplace.

Success Pattern - Executive Manager

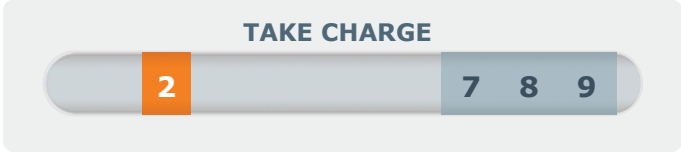
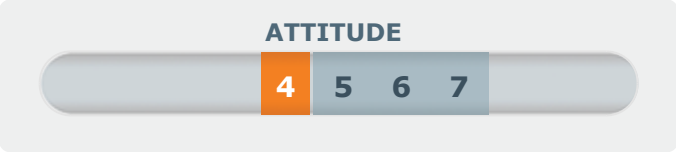
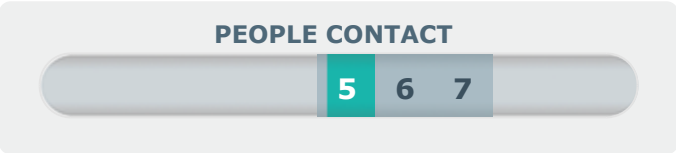
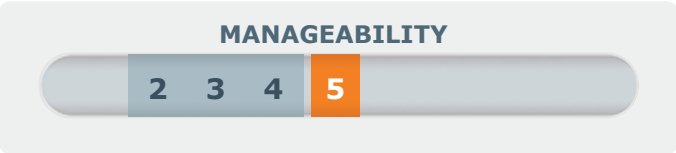
The Success Pattern is the darker shaded area on the scale. The scores for Mr Sample are shown in white.

Job Match **52%**

Thinking



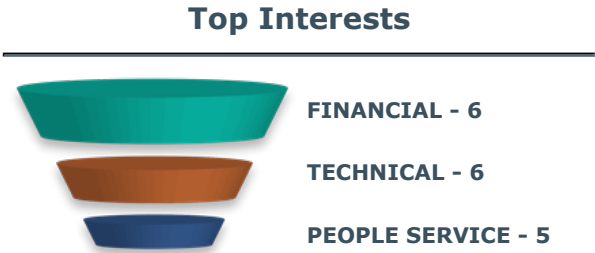
Personality



Professional Traits



Interest

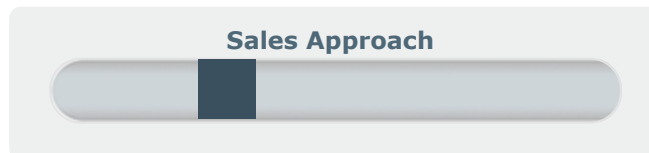


Sales Profile

This section provides insight about John in a sales environment. You will find a description of his approach to sales based on his score. Also provided is more in-depth information addressing areas of importance like prospecting, building & maintaining relationships and closing the sale.



Consultative,
Nurturing



Transactional,
Aggressive

Level of tenacity, perseverance and resilience exhibited in the sales process.

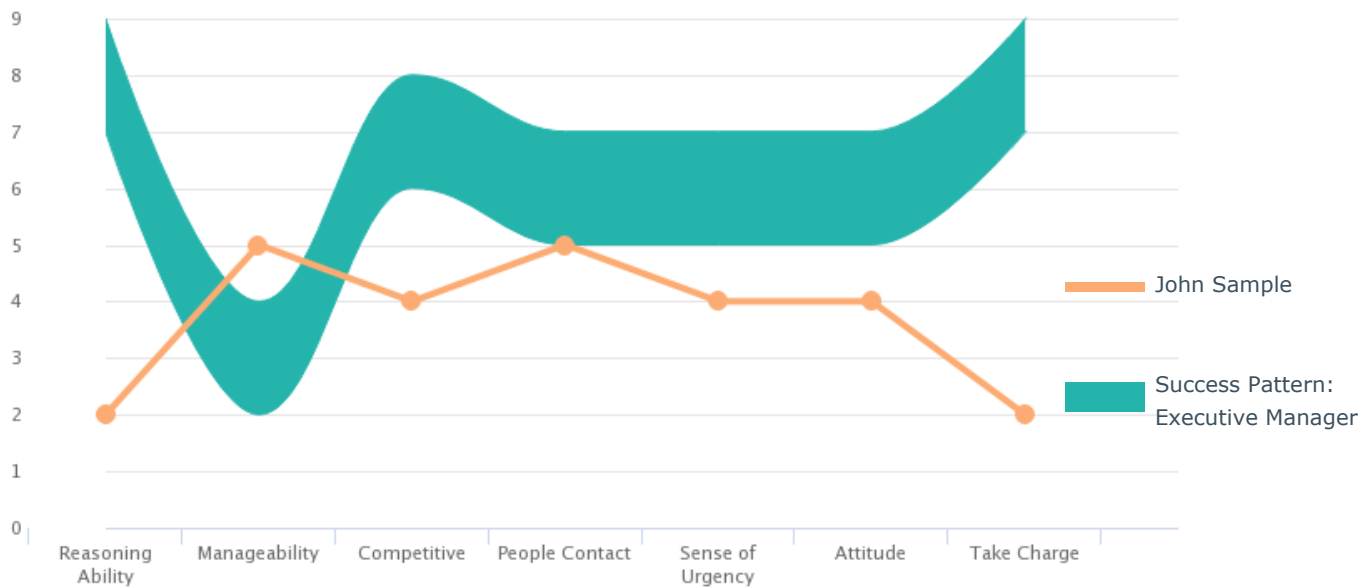
Mr Sample exhibits fewer sales personality traits than the majority of people in this organisational level. If given a sales role, he may need a clear, step-by-step outline of the sales process. Job shadowing could be useful, as it would allow him to work with others who exhibit stronger sales traits. Based on his temperament, Mr Sample may be better suited to a support or service role in a sales environment.

Sales Behaviours

- Mr Sample may be too quick to let a potential prospect get away if he is unable to quickly establish a need for the product or service. Since prospecting does not come naturally to him, Mr Sample may have trouble establishing, and following up with, a network of clients or customers.
- While John appreciates the support of a group or team, he has the ability to establish and maintain relationships independently. He will generally accommodate his clients' wishes as long as they are not unreasonable. He would have the easiest time managing sales relationships that develop naturally and with few setbacks.
- John usually has the tenacity needed to see the sales process through to the end, provided that major obstacles do not arise. He could benefit from training on certain closing techniques, but he is also able to develop his own methods. His energy may need to be replenished periodically in order for John to be successful during the closing process.

Sales Summary

The graph indicates the selected benchmark and the actual result for Mr Sample.



Reasoning Ability

Advanced sales techniques and difficult customer problems may pose significant issues for John, so it may be best to have him stick to simple, routine sales processes. If required to engage with clients who have challenging needs, he may require some assistance. In order to perform well on the job, he may need step-by-step training in the sales techniques the role requires.

Manageability

John will gladly accept assistance and instruction from others, but he may also have his own process for closing sales and pursuing fresh prospects. Occasionally, he may be tempted to bend the rules in order to meet deadlines or quotas on his own terms.

Competitiveness

John is capable of functioning in fairly competitive sales environments when necessary. While others may be focused on moving from lead to lead, he might choose to engage with clients at a more in-depth level, being sure to listen carefully to their needs.

People Contact

Mr Sample prefers to avoid putting himself in positions where very large crowds are involved. However, he probably enjoys sales environments that strike an even balance between periods of high activity and those that are somewhat quiet and less eventful in a social sense.

Sense of Urgency

John is neither too pushy nor too passive when it comes to dealing with his clients / customers, and he can deal with many different customer types. He also understands the value of closing a sale quickly, but he also realizes that some individuals need more time before making important purchasing decisions.

Attitude

Mr Sample will be willing to test out new sales tactics, but he will examine them critically in order to see how effective they are. He isn't a particularly pessimistic or skeptical individual, but he doesn't allow his optimism to cloud his judgment concerning things that directly affect the company's revenue.

Take Charge

John may wish to step back and allow others to set the direction of new sales efforts and determine which strategies should be implemented when and where. He generally prefers to leave the projecting efforts to those who are obviously more eager to pursue them.

Interview Questions

Interview questions are provided when Mr Sample scores outside the Success Pattern for Executive Manager. These questions are designed to assist you in the interview process. Management Insights are given to provide you with insight into what is required to manage Mr Sample.



REASONING ABILITY

2

7

8

9

A measure of expected learning, reasoning and problem solving potential.

Mr Sample earned a Reasoning score that is below the suggested level for this position. He may be slower to pick up essential skills, compared to many in this position, and he may find the work to be too challenging.

INTERVIEW QUESTIONS

- Tell me about a time when you were asked to learn a new skill. How did you approach the task?
- Do you prefer clearly laid out steps or more general instruction when undergoing training?
- When people ask you to do something new, do you prefer demonstrations or verbal instruction?

MANAGEMENT INSIGHTS

- Mr Sample may need very specific, step-by-step instructions to complete complex tasks of moderate difficulty and above.
- When learning new skills, he will likely require time to repeat or rehearse the steps multiple times.
- Mr Sample may require additional assistance to best benefit from training.

TAKE CHARGE

2

7 8 9

Tendency to strive for control of people and situations and to lead more than follow.

Having scored below the Success Pattern on the Take Charge scale for this position, Mr Sample may be hesitant to exert influence as often as is preferable for the job.

INTERVIEW QUESTIONS

- Have you ever worked with someone you felt was too assertive? Describe your interactions with this person.
- How do you typically handle a situation when you have to be forceful in giving directions to others?
- In your own opinion, what does it mean to be assertive?

MANAGEMENT INSIGHTS

- John is usually most comfortable adopting a passive role when working as part of a group.
- John is unlikely to volunteer to influence the direction of projects or other significant undertakings.
- Mr Sample tends to allow others to take the lead and he frequently defers to more assertive colleagues.

ATTITUDE

4 5 6 7

Tendency to have a positive or optimistic outlook regarding people and outcomes.

Mr Sample scored below this position's Success Pattern on the Attitude scale. This suggests his outlook is less positive than that of most successful individuals in this position and he may be more critical of himself than is necessary.

INTERVIEW QUESTIONS

- How would you react if your supervisor assigned you a task you believed could not be done and he or she simply said "just trust me on this".
- Tell me about a time you were sceptical about something your organisation was trying to accomplish or implement. Describe your reasoning.
- Tell me about the last time you questioned the intentions of someone else. What motivated you to do that?

MANAGEMENT INSIGHTS

- Because he tends to be more vigilant and guarded than many others, John may sometimes come across as unfriendly.
- Mr Sample may frequently exhibit a higher level of scepticism concerning risk and unexpected challenges than is appropriate.
- He may be somewhat contentious when dealing with supervisors that he does not know.

COMPETITIVENESS

4

6

7

8

Tendency to work toward goals and to try to exceed others' performance.

Having scored below the Success Pattern on the Competitiveness scale for this position, Mr Sample may not be willing to advocate his views with the amount of forcefulness needed to thrive in this position.

INTERVIEW QUESTIONS

- Tell me about a time you disagreed with a group. What did you do as a result?
- Tell me about a time when someone tried to take advantage of you and you stood up for yourself.
- Describe your willingness, if any, to let someone win an argument in order to avoid further conflict.

MANAGEMENT INSIGHTS

- John is quick to accommodate others and to avoid interpersonal conflict.
- In the interest of preserving a harmonious atmosphere, Mr Sample may readily go along with the opinions of others.
- Mr Sample consistently tries to avoid conflict and maintain a cooperative environment.

MANAGEABILITY

2 3 4 5

Tendency to follow policies, accept supervision and work within the rules.

On the Manageability scale, Mr Sample scored above the Success Pattern for this position. This indicates that he prefers to follow established policies and procedures closely and he may encounter difficulty adapting to the high need for flexibility in this position.

INTERVIEW QUESTIONS

- How would you react to a situation in which you did not have a formal policy or supervisor to use as a reference?
- Describe your willingness to act on your own, without seeking guidance from your supervisor on a task.
- Describe how you interact with, and take direction from, people in positions of authority over you.

MANAGEMENT INSIGHTS

- John may be less willing to see flaws in external sources of control, even when flaws are clearly present.
- John may overvalue organisational restrictions to the point at which it impedes task completion.
- He may be agreeable to the point at which he withholds his opinions.

SENSE OF URGENCY

4 5 6 7

Tendency to display stamina and an eagerness for immediate results.

Mr Sample scored below the Sense of Urgency Success Pattern for this job. He may not perform as well if his slower work place is inadequate for the job.

INTERVIEW QUESTIONS

- How would you handle a situation in which you were assigned multiple high priority tasks at once?
- Tell me about a time when you felt you lacked the energy to finish a project and describe the final result.
- Tell me about a time when you felt as though you were rushed through a project. How did you react?

MANAGEMENT INSIGHTS

- Mr Sample may have trouble maintaining a fast production pace if he is consistently required to do so.
- John may place more emphasis on precision and accuracy than on accomplishing tasks quickly.
- John may become frustrated if his colleagues constantly work at a greater pace.

PEOPLE CONTACT

5 6 7

Tendency to be outgoing, people-oriented and to participate with others.

Having scored within the Success Pattern of the People Contact scale for this position, Mr Sample can perform reasonably well when engaging in solitary activities, but opportunities for social interaction will be appreciated.

INTERVIEW QUESTIONS

- In your professional life, what determines whether you will be outgoing or more reserved in a given situation? Provide examples of when you have been more outgoing than usual and when you have been more reserved than usual.

Professional Trait Considerations

It is important to understand the types of behaviours Mr Sample will bring to the workplace based on his scores for these traits. You should discuss these behaviours if you feel they might prove problematic in this position.

RESILIENCE

6

Tendency to overcome setbacks and to persevere through difficult situations.

Mr Sample scored in the mid-range on the Resilience scale. This means he is capable of persevering through difficult situations and tasks, but, if asked to do so too often, he may become discouraged.

OBJECTIVE JUDGEMENT

1

Tendency to base decisions and actions on hard facts and information, as opposed to intuition

John scored low on the Objectivity scale. This indicates he is likely to base most actions and decisions on instinct and intuition rather than hard facts and objective information.

DECISIVENESS

2

Tendency to make timely decisions and be willing to accept the risk.

Mr Sample scored low on the Decisiveness scale. This suggests that he may be slower to make decisions, due to his tendency to minimise risk.

INDEPENDENCE

1

Tendency to be self-reliant, self-directed and make own decisions.

John scored low on the Independence scale. If the job requires high degrees of autonomy, you may want to assess his willingness to work in solitude and rely on his own resources.

Areas of Concern

Mr Sample responded to some questions which indicated some concern regarding his sense of right and wrong. Following are statements that were provided by Mr Sample that should be considered when making a hiring decision.

It is recommended that you ask him about the statements to be sure that you understand his perspective on these items.



Mr Sample indicated that he believes:

- Stealing equipment, supplies, etc. is not the same as stealing money.
- As long as you don't get carried away, everything you say during a job interview doesn't always have to be the truth.
- It is better to stretch the truth regarding your qualifications rather than telling the truth and not getting a high-paying job.
- Taking office supplies or product samples home for personal use is not really stealing.