

# The Sales Achiever

Assessment On: Joe Dogre  
Phone: 405-466-9190  
Email: jmdogre@noname.com

Position: Sales Representative

Company: Acme Pharmaceuticals, Inc.  
Report Type: Pharmaceutical Sales

Assessment Date: 3/13/01

For More Information  
Please Contact:

Profilers Premium Placements, Inc.  
3500 S. Sheldon Lane, Suite 101  
Sioux Falls, SD 57105  
605-339-6600

# *The Sales Achiever*

**Name:** Joe Dogre

**Date:**  
3/13/01

**Company:** Acme Pharmaceuticals, Inc.

**Page:**  
1

## ----- **Mental Aptitudes** -----

### **Mental Acuity**

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Dogre is low in Mental Acuity, indicating he is a slow thinker. He needs to 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

Joe has a limited understanding of business terminology, perhaps due to a lack of exposure to business matters or a lack of interest. This dimension measures actual knowledge, however, not ability to learn. He will need to learn the specialized language associated with his business to be able to discuss business matters with his prospects and customers.

### **Memory Recall**

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Dogre has a slight degree of interest in events occurring in the world around him and may have some knowledge of competitive trends as it relates to his ability to sell.

### **Vocabulary**

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Dogre's vocabulary is limited, which can be a liability when effectively communicating with prospects or customers. It is possible that English is his second language.

**Name:** Joe Dogre

**Date:**  
3/13/01

**Company:** Acme Pharmaceuticals, Inc.

**Page:**  
2

### Numerical Perception

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe's average Numerical Perception score indicates that he can handle detail work such as calculating orders, writing up contracts, etc., but his work will have to be checked for mistakes. A vision problem, tension, or carelessness may affect the Perception score.

### Mechanical Interest

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe shows some interest in machines and is probably willing to devote extra time to learn any technology associated with his sales position. Please note that this mental aptitude measures interest, not mechanical ability.

## ----- Personality Structure -----

### Energy

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Dogre has a low energy and drive level. He handles work-related pressure well and tension usually does not cause a problem, but he may not prospect or pursue new business as energetically as is needed to increase sales. This score should be checked against the distortion score, as individuals who distort often depict themselves as being more calm than they actually are.

### Flexibility

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is a quality-minded, highly ethical sales rep with a strong sense of integrity. He will strive to live up to management's expectations of him, as well as the expectations and concerns of his customers and prospects. He prefers to stick with the proven methods of handling matters and can be quite opposed to change, which could result in his having difficulty handling a multiple of different job demands and assignments. Typically inflexible and unimaginative, he will experience difficulty adapting to change. Management cannot expect him to generate new ways of selling or promote new uses for existing products or services, since he is neither innovative nor a free-thinker.

**Name:** Joe Dogre

**Date:**  
3/13/01

**Company:** Acme Pharmaceuticals, Inc.

**Page:**  
3

### Organization

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Dogre is extremely organized and oriented to planning his time and activities. He generally plans everything in advance and makes the best use possible of the time and resources he has available to him to reach sales goals. When scheduling his work, Joe often assigns a specific time for each appointment or job task and works best within this frame of time.

### Communication

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is a very interactive communicator who seldom tires of sharing ideas and information with customers and prospects. He may not listen to, or take seriously, what other people are saying, however. He can comfortably express himself to people, genuinely enjoys being around people and would be unhappy working alone.

### Emotional Dev

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Dogre has very high self-esteem and an extreme degree of self-confidence. He believes in himself and is very self-reliant. He has the ability to handle a great deal of pressure and seldom loses his patience with customers or prospects, even if they appear to take forever to make a buying decision. This score should be checked against the distortion score, as individuals who distort often portray themselves as more patient than they actually are.

### Assertiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is a forceful, assertive individual who does not hesitate to express his own opinions. He likes control and responsibility, and will attempt to influence customers' and prospects' decisions in order to increase sales. Since he can forcefully express his opinions and viewpoints, he may appear overly aggressive and demanding, at times.

**Name:** Joe Dogre

**Date:**  
3/13/01

**Company:** Acme Pharmaceuticals, Inc.

**Page:**  
4

### Competitiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Dogre does not have a strong competitive nature, preferring to enjoy life, rather than view it as a struggle to win. He places a strong emphasis on maintaining friendships with customers and prospects, and job satisfaction is measured, in part, by these good relationships. Lacking a sense of competitiveness, his sales may suffer if he places too strong an emphasis on servicing existing accounts and too little on developing new business.

### Mental Toughness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is a very sensitive person who is concerned about the needs of his customers, prospects and others around him. Sales rejection can hurt his feelings and he may allow emotions to take over when making business decisions. He will need encouragement, especially after facing a series of negative events in his job.

### Questioning /Probing

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe tends to accept most information at face value, seldom questioning or probing to better understand the prospect's or customer's needs. He may accept excuses for not buying too easily, and fail to question or probe to determine alternatives he could present in order to close the sale. He appears to have a very positive, enthusiastic working attitude and is trusting of others, but could enhance sales performance by developing stronger probing skills.

### Motivation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Dogre is a security-motivated individual who seeks a job that provides job and income stability in a risk-free environment. In sales, he will prefer to work for a stable organization which can provide him with predictable work hours and good benefits. Once his need for security is met, he may not be easily motivated by incentives such as commissions or bonuses.

**Name:** Joe Dogre

**Date:**  
3/13/01

**Company:** Acme Pharmaceuticals, Inc.

**Page:**  
5

## ----- Validity Scales -----

### Distortion

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Dogre is not willing to reveal a number of his personality traits. The results of the Personality Dimensions must be viewed with diminished accuracy.

### 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.**



Name: Joe Dogre

Date:  
3/13/01

Company: Acme Pharmaceuticals, Inc.

Page:  
7

Validity Scales - for Pharmaceutical Sales position													
		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.

**Name:** Joe Dogre

**Company:** Acme Pharmaceuticals, Inc.

**Date:**  
3/13/01

**Page:**  
8

## **Leadership Traits Assessment**

### Introduction

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

- Planning
- Coaching
- Facilitating
- Organizing
- Staffing

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

Joe may or may not be one of the better people employed in a specific organization. If Joe 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.

**Name:** Joe Dogre

**Date:**  
3/13/01

**Company:** Acme Pharmaceuticals, Inc.

**Page:**  
9

## **Leadership Potential Summary Report for: Joe Dogre**

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

- Organizing
- Facilitating

**Joe's Training & Development Needs are:**

- Planning - learn how to better plan and organize required job functions, activities and 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.

**Name:** Joe Dogre

**Date:**  
3/13/01

**Company:** Acme Pharmaceuticals, Inc.

**Page:**  
10

## **Sales Traits Assessments**

### Introduction

This report section evaluates Joe'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.

Joe may or may not be one of the better people employed in a specific organization. If Joe 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.

**Name:** Joe Dogre

**Company:** Acme Pharmaceuticals, Inc.

**Date:**  
3/13/01

**Page:**  
11

## **Sales Potential Summary Report for: Joe Dogre**

**Joe's sales potential includes the following strength(s):**

- Persistence and Consistency
- Ability to meet and communicate effectively with people
- Ability to command respect
- 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
- Setting goals to win, excel and achieve
- Changing, growing and learning new concepts and ideas

**Name:** Joe Dogre

**Date:**  
3/13/01

**Company:** Acme Pharmaceuticals, Inc.

**Page:**  
12

## **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.

Name: Joe Dogre

Date:  
3/13/01

Company: Acme Pharmaceuticals, Inc.

Page:  
13

### Interview Questions for Mental Acuity

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

-----x-----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, 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?

Name: Joe Dogre

Date:  
3/13/01

Company: Acme Pharmaceuticals, Inc.

Page:  
14

### 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

Tell me about a time, in your former job, when you procrastinated and failed to complete a project on time. What were the circumstances and what was the outcome? What did you learn from this situation?

Describe for me a stressful situation in your last job which you handled better than others. Why do you feel you handled the pressure better? Do you tend to handle most stress and pressure in this manner?

How much of the time, in your former job, did you move around versus the amount of time you spent sitting still, perhaps behind a desk? Which do you prefer?

Tell me how you were best motivated to complete tasks in a timely manner in your previous position. Are you usually able to discipline yourself to reach deadlines, or do you appreciate outside pressure?

#### Interpretive Guides

Did the candidate admit to ever having a problem due to procrastinating? Was the candidate able to resolve the issue without serious ramifications occurring? Does it appear the candidate learned from his or her mistake?

Did the candidate disclose coping skills he or she possesses in order to deal with pressure? Does the candidate claim to typically handle pressure better than most? Regarding the situation the candidate described, was it a good example of exemplary stress-coping skills? Did the candidate mention that he or she is involved in action-oriented activities such as sports, exercise, etc., which would help control stress?

Will the candidate typically work behind a desk or in a stationary position, or does the position call for an extremely high energy level? Did the candidate mention that he or she can handle either type of job responsibilities?

Does the candidate require pressure from others in order to complete work on time? Is the candidate able to set personal deadlines and reach them. Does the candidate appear to be "laidback?"

Name: Joe Dogre

Date:  
3/13/01

Company: Acme Pharmaceuticals, Inc.

Page:  
15

### Interview Questions for Flexibility

**Flexibility** - Measurement of the individual's level of flexibility, creativity, integrity and adaptability to change.

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

#### Probes

#### Interpretive Guides

Tell me about a time you found yourself in a set of circumstances in which you had to make a decision on a matter with no guidelines or precedents to follow. Describe the circumstances and how you dealt with them.

Did the candidate exhibit good judgment in his or her decision-making? Was the decision based on facts or emotions? Did the final decision exhibit good leadership skills?

Tell me about a time in a previous job when your employer or supervisor asked you to do something unethical. How did you handle the matter?

Did the candidate take a firm stand on personal values and principles? Did the candidate take appropriate, mature action? Did the candidate exhibit good judgment in the method in which he or she handled the situation? Was there any indecision on the part of the candidate?

Describe how you handled an assignment which you were expected to complete on an expedient basis with little or no direction.

Did the candidate become anxious without specific guidelines to follow? Does the candidate exhibit the ability to make decisions independently? Did the candidate show indecisiveness or was the candidate hesitant to act on his or her own?

Give me an example of a time you were given an impossible deadline to meet on a project. What steps did you take to resolve the problem?

Did the candidate meet the deadline in an appropriate manner? If the candidate cut corners to achieve the deadline, did the actions he or she took show sound, good judgment? Does it appear the candidate can make decisions or take quick action in crisis situations?

Name: Joe Dogre

Date:  
3/13/01

Company: Acme Pharmaceuticals, Inc.

Page:  
16

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

#### Probes

How did you keep yourself organized in your previous job? Did you plan on a daily, weekly or monthly basis? What planning tools, if any, did you utilize?

What percentage of your previous job was detail-oriented versus the percentage which required you deal with other people? Which did you prefer and why?

Tell me about a time when you planned a project or task in advance and then were forced to change your plans at the last minute. How did that make you feel?

Tell me about a time when you would have done better by "winging" it, rather than sticking with your planned course of action.

#### Interpretive Guides

Does the candidate tend to plan daily, leaving little room for changes, interruptions or other situations which might alter his or her plans? Does the candidate utilize a variety of planning tools which might result in his or her being inflexible towards changing plans?

Is the percentage of detail-oriented versus people-oriented tasks approximately the same in this position as the candidate's last position? Will the position involve a higher degree of the type of work the candidate prefers?

Do changes to his or her schedule frustrate the candidate? Is the candidate able to adapt his or her schedule to meet changing needs?

Did the experience teach the candidate the necessity of being flexible? Was the candidate able to resolve the problem in an appropriate manner?

**Name:** Joe Dogre

**Date:**  
3/13/01

**Company:** Acme Pharmaceuticals, Inc.

**Page:**  
17

## Interview Questions for Emotional Development

**Emotional Development** - Measurement of the individual's level of patience, self-esteem and confidence.

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

### Probes

Describe three of your greatest strengths in your previous position. Describe your three greatest weaknesses in that job.

Tell me about a time, in your previous job, when you were too tolerant with yourself and failed to meet a deadline because of it.

We all procrastinate from time to time. Tell me what steps you took, in your previous job, to avoid procrastinating. What specific types of tasks did you find yourself more likely to procrastinate on?

How would you rate yourself, in overall performance, compared to other people you worked with in your previous job who were in the same or similar type jobs?

### Interpretive Guides

Did the candidate experience difficulty thinking of his or her strengths? Weaknesses? Was the candidate quicker to relate strengths than weaknesses? Were the weaknesses the candidate stated actually traits which could be considered strengths, as well?

Did the candidate deny ever having failed to reach a deadline? Does it appear the candidate understands the reasons behind his or her having failed to meet the deadline? Does it appear the candidate learned from the experience?

What type of tasks is the candidate the most likely to put off handling? Will it be important, in this position, that the candidate complete similar tasks in a timely manner? Does it appear the candidate has developed steps to take to help him or herself avoid procrastinating?

Does the candidate have high self-esteem? Does the candidate rate him or herself to be considerably better than others? When discussing this particular question, did the candidate become more animated and boastful? Does the candidate come across overly confident or egotistical?

Name: Joe Dogre

Date:  
3/13/01

Company: Acme Pharmaceuticals, Inc.

Page:  
18

### 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	Strong	Some	Strong	Very strong
evidence	evidence	evidence	evidence	evidence
skill is	skill is	skill is	skill is	skill is
not present	not present	present	present	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?

Name: Joe Dogre

Date:  
3/13/01

Company: Acme Pharmaceuticals, Inc.

Page:  
19

### Interview Questions for Competitiveness

**Competitiveness** - Measurement of the individual's desire to compete against others and win, versus desire to work as part of a team.

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

#### Probes

Tell me about a time when you competed for a job, or entered into some other type of competitive endeavor, and lost. How did that make you feel?

In a prior job, give me an example of a sacrifice you have had to make in order to be successful. Do you believe the sacrifice was worth it? Would you make that sacrifice again?

Give me an example of a time when you had to ask for others' help in order to complete a difficult, challenging project. Did it bother you to have to ask for help? Why or why not?

What is the most competitive endeavor you have been part of in the last few years?

#### Interpretive Guides

Does the candidate get easily discouraged over failure? Does the candidate appear to take failure too personally? Does the candidate appear to have a realistic, mature outlook on trying and failing versus trying and succeeding?

Do the candidate's ideas of what it takes to be successful fit in with the company's corporate viewpoints? Does the candidate appear to be appropriately goal-oriented, yet also realistic and mature in his or her viewpoints?

Does it appear the candidate is team-spirited and willing to ask for others' help? Does it appear the candidate had rather fail to reach a goal than ask for someone else's help in order to reach the goal?

Has the candidate participated in any type of competitive endeavor recently? Was the competitive endeavor the candidate participated in a team endeavor, or one he or she worked towards and reached alone? Is the candidate goal-oriented to any degree?

Name: JoeDogre

Date:  
3/13/01

Company: Acme Pharmaceuticals, Inc.

Page:  
20

### 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 unpleasanties?

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?

Name: Joe Dogre

Date:  
3/13/01

Company: Acme Pharmaceuticals, Inc.

Page:  
21

### Interview Questions for Questioning/Probing

**Questioning/Probing** - Measurement of the individual's desire to question and probe, rather than accept instructions, directives and information at face value.

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

#### Probes

#### Interpretive Guides

Tell me about the last time in a job situation you made the wrong decision. What prompted you to make this decision and what was the final outcome?

Did the candidate learn from his or her mistake? Does the candidate now understand what caused the mistake in order to avoid making the same error again? Was the candidate able to rectify the mistake in such a manner that the outcome was acceptable?

Tell me what steps you took to gather information needed to solve problems in your last job.

Does the candidate appear to understand how to gather information? Does the candidate have specific steps he or she takes in order to gather information, or is the process more haphazard?

Describe a time when you trusted someone in your last job and should not have. What were the circumstances and what was the outcome? Has that situation changed your outlook on life?

Did the candidate exhibit gullibility and too much trust in the other person? Does the candidate appear to understand the need to be cautiously trusting? Does it appear the situation has unnecessarily jaded the candidate's outlook and attitude about life?

We all assume more than we should, from time to time. Tell me about a time when you assumed too much and problems arose due to your not asking enough questions.

Does it appear the candidate is overly assuming? Since assuming people can sometimes tell more than they should, did the candidate talk extensively about personal matters which had little relevance to the interview or job?

Name: Joe Dogre

Date:  
3/13/01

Company: Acme Pharmaceuticals, Inc.

Page:  
22

### Interview Questions for Motivation

**Motivation** - Measurement of the individual's achievement orientation and internal motivation to initiate changes and take risks in order to advance.

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

#### Probes

#### Interpretive Guides

Tell me about a prior job in which you were highly motivated and enthusiastic about coming to work each day. What one part of the job kept you motivated?

Does the candidate have a clear understanding of what personally motivates him or her? Will these motivating factors be available to the candidate in this position?

We've all had days when we only wanted to do what we had to do and little more. Tell me what, in your prior job, motivated you to do more than was expected.

Does it appear the candidate is able to motivate him or herself easily? Does the candidate expect more in the way of motivating factors than is realistic or available in this position?

In your prior job, what was your greatest worry or fear? How did you deal with that worry or fear?

Does it appear the candidate worries unduly about job security? Are the candidate's worries and fears realistic? Does it appear the candidate has good coping skills to handle stress, worry, fear or change?

Regarding compensation plans in prior jobs, what type of compensation plan did you most enjoy? If money was not an issue, what type of compensation plan do you believe you would most enjoy?

Will the candidate have the same type of compensation plan he or she desires? Are the candidate's ideas of an ideal compensation plan realistic and attainable in this position?

**Name:** Joe Dogre

**Company:** Acme Pharmaceuticals, Inc.

**Date:**  
3/13/01

**Page:**  
23

## **Development Suggestions**

### Introduction

The following Personal Development Suggestions have been developed to be given to an individual after hiring, should the appropriate supervisor and/or the individual orienting the individual choose to do so.

The development pages are directed specifically to the individual. The pages can be either removed from the report, or copied, and given to the individual.

The individual who is supervising, leading, directing or coaching new employees may want to review, as part of the employee's orientation process, the job description and the requirements of the job, and at that same time provide the individual this information to assist them in beginning the job on the most effective and efficient basis.

These development suggestions provide guidelines for the individual, recommending actions that can be taken on a daily and weekly basis to become more productive.

**Name:** Joe Dogre

**Date:**  
3/13/01

**Company:** Acme Pharmaceuticals, Inc.

**Page:**  
24

## **Personal Development Suggestions**

**Energy** - Measures drive, energy, stress level and tension, and how an individual copes with stress or pressure.

You handle work-related pressure well and tension usually does not cause a problem, but being calm, you may not approach projects or assignments with as much of a sense of urgency as is needed to complete the job within the prescribed timeframe.

**Your self-affirmation sentence:**

*"I vigorously undertake each task."*

### **Steps to Effect Change**

1. If you desire more achievement-oriented behavior, start making up an itinerary one week in advance and begin activities as early in the day as possible. Then, monitor yourself to see that you are following the plan as closely as possible.
2. If you are in a non-changing, lack-of-activity situation for the majority of your day, you may need to create a pattern to force activity on a consistent basis. This arrangement will create greater momentum toward a more active life.

### **Development Materials Recommended**

1. Development Book Suggestions:  
[\*"Success Is a Journey"\*](#) by Jeffrey Mayer  
[\*"Endless Prospects"\*](#) by Neil Rackham
2. Online Learning Courseware Suggestions:  
How To Excel at Customer Service

**Name:** Joe Dogre

**Date:**  
3/13/01

**Company:** Acme Pharmaceuticals, Inc.

**Page:**  
25

### **Personal Development Suggestions**

**Flexibility** - measures the flexibility and integrity orientation of the person compared to rules,  
laws, guidelines, etc.

You are a very quality-minded, reliable individual with a high degree of integrity and strong ethics. You have a strong interest in living up to your promises, and expect the same from others. Since you are, at times, a little inflexible, you could experience difficulty changing direction in your life, even if such a change appears necessary. You prefer to stick with the "tried and proven" ways of doing things, rather than attempting to handle tasks or resolve problems a new way. You are likely to agree to change only when you are convinced the change is necessary.

**Your self-affirmation sentence:**

*"I am flexible and can adapt to change."*

### **Steps to Effect Change**

You need to learn that handling life's everchanging demands requires that you become more flexible and expedient. This enables you to handle sudden, critical demands placed on you. Outlining "what if" emergency events and role-playing can start you thinking about alternative solutions to common problems or sudden changes in your personal environment.

1. You need reinforcement discussions when changes occur in your life. You should constantly remind yourself of the need to maintain a flexible, less rigid approach to life.
2. To develop the confidence to create and implement change, commit to making one minor change in your life each month. For instance, if you always follow a certain routine in the mornings when getting ready for work, reverse two activities. Once you see that minor changes do not cause major problems and may actually be beneficial, you will become more willing to make significant changes when necessary.

### **Development Materials Recommended**

Development Book Suggestions:

*"Rethinking the Sales Force"* by Neil Rackham

*"Creativity At Work"* by Dorothy S. M. Yep

1. Online Learning Courseware Suggestions:  
How to Write a Business Case

**Name:** Joe Dogre

**Date:**  
3/13/01

**Company:** Acme Pharmaceuticals, Inc.

**Page:**  
26

## **Personal Development Suggestions**

**Organization** - measures a person's attitude about organization, planning, how tasks are performed and how one's life is lived.

You are extremely organized and oriented to planning your time and activities. You generally plan everything in advance and make the best use possible of the time and resources you have available to you to reach goals. When scheduling your activities, you often assign a specific time to each assignment and work best within this frame of time.

**Your self-affirmation sentence:**

*"I am flexible."*

## **Steps to Effect Change**

1. Keep a mental plan of daily activities and the time allotted for them. When allotting specific times to activities, build in enough leeway to handle interruptions, unforeseen contingencies which might arise, etc.
2. Role playing exercises which teach and encourage extemporaneous thought and action should be entered into as frequently as feasible.
3. A weekly or monthly schedule of your objectives should be created, reviewed, and items crossed off when accomplished. Learn to accept schedule interruptions.

## **Development Materials Recommended**

1. Development Book Suggestions:  
*"Time Management for Busy People"* by Roberta Roesch  
*"Goal Management at Work"* by R. Hans Hilgerman
2. Online Learning Courseware Suggestions:  
Strategic Marketing in Action