

Jerry Doe

13-May-2003

Job Position: _____

There are many elements that affect job performance. Each of these must be considered when making a hiring decision. The following format will help you to evaluate each candidate on an effective range of criteria.

Rate the Candidate on each of these elements by placing a checkmark in the appropriate box. Then complete the simple calculations to generate a Relative Composite Rating for the Candidate.

	nothing like job requires	less than job requires	adequate for what job requires	more than job requires	far more than job requires
First Interview Rating					
First Impression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grooming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to express ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skills, Knowledge & Experience Rating					
Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Experience in this job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General Experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FirstView Assessment Rating					
Report Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FirstView Interview Questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Count # of check marks in each column and bring down the total	<input type="checkbox"/> <u>x1</u>	<input type="checkbox"/> <u>x2</u>	<input type="checkbox"/> <u>x3</u>	<input type="checkbox"/> <u>x4</u>	<input type="checkbox"/> <u>x5</u>
Multiply by the # given and bring down the total	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RELATIVE COMPOSITE RATING-ADD THE SCORES ABOVE AND PUT THE TOTAL HERE

COMPARE THIS SCORE TO ALL CANDIDATES

FirstView Summary Chart

FirstView assesses six personality traits, a measure of cognitive ability, and a measure to determine if the candidate was answering the personality questions in a frank and open manner.

The candidate's score is marked in each test dimension. A candidate's score will fall into one of three possible classifications denoted by shade or color:

- *Least Concern*. Candidates score indicates good tendencies, well matched to the requirements of this job category.
- *Some Concern*. Candidates score indicates some low level potential for behavioral misalignment with the requirements of this job category.
- *Most Concern*. Candidates score indicates more potential for a material misalignment with the requirements of this job category.

NOTE: Social Desirability is an internal validity scale and indicates the degree to which the candidate may be manipulating his/her answers to the implicit requirements of the job category. Scores are either in the *Least Concern* area or are in the *Most Concern* category. The test results of candidates who score in the *Most Concern* category in the Social Desirability dimension should be viewed as potentially not accurate.

Applicant results at the bottom of the chart page show the number of dimensions a candidate scored in each of the 3 potential categories. From these results you have a comparative measure of job fit.

NOTE: Each job category will tend to have a different pattern for the level of concern for a specific personality trait or cognitive score. The behavioral requirements for job categories are different, and may also be subtly different from job to job within a category. FirstView results provide a good overview of job fit for a job category, but should be viewed with flexibility when considering the specific job and behavioral requirements of your position.

The FirstView information represents only one part of the factors that determine job performance. The FirstView information should only be used as a percentage of any hiring decision.

WORK CATEGORY: Persuasive Sales

CANDIDATE NAME: Jerry Doe

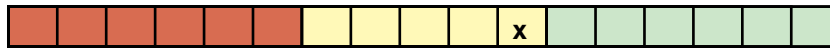
Prefers change,
resists rules



Rules

Prefers consistency
and structure,
conforms to rules

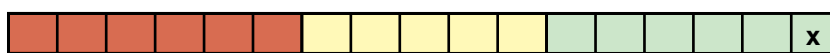
Less need to,
communicate and
work with others



Extroversion

More need to,
communicate and
work with others

Less decisive and,
confrontational,
takes direction



Assertiveness

More decisive and,
assertive, less willing
to take direction

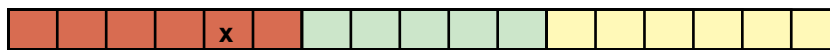
More competitive,
individualistic



Teaming

More collaborative,
group oriented

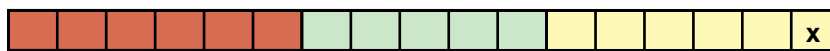
More stable,
handles stress
and criticism



Sensitivity

More emotional,
and sensitive to stress
or criticism

More spontaneous,
less detail
oriented



Organization

More detail
oriented, plans
and manages time

Less likely to be
shading answers
to make a good
impression



Social Desirability

More likely to be,
shading answers
to make a good
impression

Relative lower
cognitive ability



Cognitive Ability

Relative higher
cognitive ability

Key

LEAST CONCERN

SOME CONCERN

MOST CONCERN

TOTALS

Applicant results

3

4

1

Persuasive Sales Report

Jerry Doe

5/13/2003

Their reasoning speed is well-matched to most of the population. This enables them to fit easily into most sales training programs. Such training opportunities are optimized when the knowledge is demonstrated through actual real life applications. They are suited to average problem solving situations, although fast-paced or complex situations can present some degree of difficulty. They will work best with sales presentations that are somewhat planned. They should learn their sales presentation thoroughly and rehearse it realistically in order to be more effective. They should also prepare and rehearse their best responses to the most common stalls and objectives.

They are generally focused on tactical or short term goals, and it is within that arena that their strengths are most capable. It is beneficial for them to partner with others who are more focused on strategic issues, such as potential changes in their market, new technology, or potential competitive threats.

They work most effectively in sales positions which have clearly defined sales processes. Many companies have well-proven systems for selling their products or services, which may include scripted presentations and sales paths complete with visual aids. Once they have mastered that presentation, they have the ability to consistently repeat it with little variation. For them, sales can really become a numbers game in which the more people to whom they can show their presentation, the more people they sell. They should seek products or services with stable applications and proven sales methods.

If a company does not have an established sales system, they will not have a structure within which to exercise their strength of consistency. Many products and services must adapt to the needs of the customer, and the presentations for these types of products and services must adapt also. Standardization of this type of presentation is not possible. These situations will be extremely difficult for them. They are uncomfortable improvising and can be slow to start, because they want to know the "right way" to do the sales presentation of the product or service. It is important that they have the benefit of a very thorough training program.

They have a balanced ability to both listen and talk effectively, which allows them to work successfully in a wide range of sales positions. They work best with products or services that require a degree of needs analysis followed by an enthusiastic presentation of their solution. While they may not often exhibit the extremes of excitement or the intense listening of certain other salespeople, their versatility of approaches can reach a wider audience of customers. It is important for them to recognize when a higher level of enthusiasm is necessary to achieve the sale.

Their direct approach and willingness to deal with confrontation makes them well-suited to sales positions in which closing the sale is critical. There are products that people buy on impulse and products that people buy because of a need. The majority of products and services however, must be sold by a salesperson who makes a presentation, overcomes a series of objections, asks for the order, and then persuades the prospect to make a positive decision. This type of selling is to varying degrees, a confrontational process. They are comfortable with a higher than average level of confrontation. This means that they will ask for the order more effectively and more times than the average person, and this is a significant advantage in most sales situations. It is important that they be trained effectively in sales skills to make the most of their abilities. With experience, they tend to stay in control of the sales process.

The same ability that enables them to close sales can make them unaware of becoming too confrontational. It is important that they do not push for the order too hard or too quickly. Sales situations in which extreme tact and patience are required will be challenging for them. They want to control what they do and they can present a challenge for management.

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They approach all situations with a win-win attitude, believing that each person should be happy after a negotiation. This can be a powerful strength in the sales arena. Such an attitude promotes confidence in their customers and trust among their co-workers. This attitude also enables them to work either individually or as part of a team. They can participate positively in either individually or team oriented contests. This characteristic offers few limitations for most sales positions.

They handle stress well and appear calm under most circumstances. They have the ability to take rejection in stride. The inescapable truth of selling is that they will always get more “No’s” than “Yes’s”. They avoid taking such rejections personally, and are well able to proceed to the next prospect. This is an important strength in the period of cold calling that is so often the starting point for a persuasive sales position.

Their mental toughness also makes it more difficult for them to detect emotional buying signals. All sales involve some degree of emotional decision, but there are many in which recognizing those signals is critical for success. Most of these are products or services that are bought on impulse or purchases that are largely based on an emotional response. They are more suited to sales positions in which success depends upon high levels of activity. They are also well suited to products or services with technical advantages as the buying motive. At times, their relaxed attitude may cause them to be seen by others as lacking a sense of urgency. In fact, they can be too patient in terms of allowing prospects time to make buying decisions. It is important that they recognize what a reasonable sales cycle is for their products or services, so that they can take appropriate action when things do not move forward.

They are well-suited to a sales process that depends on follow-up and attention to detail. This can be a powerful asset in building customer loyalty after the initial sale. They prefer sales situations that allow for careful planning, and they seek to minimize surprises through their careful planning. This can be of tremendous value in complex sales with long sales cycles. They work best when sales presentations can be scheduled, and they place a high value on punctuality.

They are frustrated by schedule changes, and have difficulty when clients or prospects keep them waiting. Their strong need for planning and preparation can be a problem in selling situations which require quick responses to unexpected changes in the sales process. Prospects that want the short version of the presentation may find them presenting too many details. It is important for them to plan for different contingencies, so that they can provide a degree of flexibility.

They have answered the questions frankly and directly.

Persuasive Sales Interview Questions

Jerry Doe

13-May-2003

COGNITIVE:

Select the questions from this area that you feel are important to job performance:

1. Salespeople who learn quickly tend to communicate quickly during their sales presentation. Give me an example of how you have adapted your speed of communication to your prospects.
2. Give me an example of how you have effectively solved an unexpected problem in a previous sales situation.
3. What techniques have you used in the past to expand your strategic thinking in your target market?
4. What methods have you used in the past to ensure that people understand your ideas?

RULES:

Select the questions from this area that you feel are important to job performance:

1. We live in a changing world. Give me an example of a major change that you have made in your life.
2. Give me an example of a situation in which you have used “out of the box thinking” to make a sale.
3. What are some of the ways that you use to stretch your limits?
4. Tell me about how you have dealt with a significant change in what you were selling or how it was sold.

EXTROVERSION:

Select the questions from this area that you feel are important to job performance:

1. Show me how you take notes on a sales call.
2. Give me an example of how you put enthusiasm into your stories.
3. What have been your most productive prospecting methods?
4. Give me an example of some risks that you have taken. How have they worked out?

ASSERTIVENESS:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of a situation in which you have had to follow instructions to succeed.
2. Give me an example of how you have controlled the sales process successfully with a difficult prospect.
3. Sometimes salespeople must “let go” to get the sale. Give me an example of how you got the sale by letting the customer control the sales process.
4. Give me an example of when you have pushed too hard for a sale. What happened?

Persuasive Sales Interview Questions

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TEAM:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of a sales contest that you found extremely motivational.
2. Are you stronger at opening up new accounts or at developing the business in existing accounts? Give me an example of how you have done that in the past.
3. Give me an example of how you have used the talents of other people to increase your own sales.
4. Give me an example of how you have protected the company's interests when a customer was unhappy with something they bought.

SENSITIVITY:

Select the questions from this area that you feel are important to job performance:

1. Tell me how long would be too long to develop a sales territory.
2. Tell me what questions you feel are essential to ask at the start of any sales presentation.
3. Show me how you make certain that you ask all of the necessary questions.
4. Tell me how you communicate your sense of urgency.

ORGANIZATION:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have adjusted to unplanned events in your schedule.
2. Give me an example of how you have used spontaneity to your advantage.
3. Tell me how your attention to details has helped you to grow your sales.
4. Show me how you build flexibility into your planning.