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Fitzgerald MSI

Peak Performance Consulting

CUSTOM BASIS

Selection Recommendation and Behavioral Interviewing System.

Joe Sample

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INTRODUCTION

This is the Pre-Employment Assessment Report for Report Sample. It is divided into different sections, and they are described below.

SECTION I - GRAPHIC REPORT

Hogan Personality Inventory (HPI) Graphic Report

This section provides a graphic report of the candidate's results on the Hogan Personality Inventory (HPI). The HPI evaluates people on seven well-known characteristics that influence occupational success.

SECTION II - SUMMARY OF ASSESSMENT RESULTS

Employment Fit

This section reviews the candidate's results, focusing on general characteristics relevant to that person's success in most work environments. The review covers the candidate's reaction to stressful situations, how the candidate will manage the assignments associated with a job, and how the candidate will approach learning in a new job.

Job Fit

This section reviews the candidate's assessment results in terms of fit with a particular job. Different characteristics are important for success in different jobs, and characteristics that are important in one job may interfere with performance in others.

Candidate Interview Style

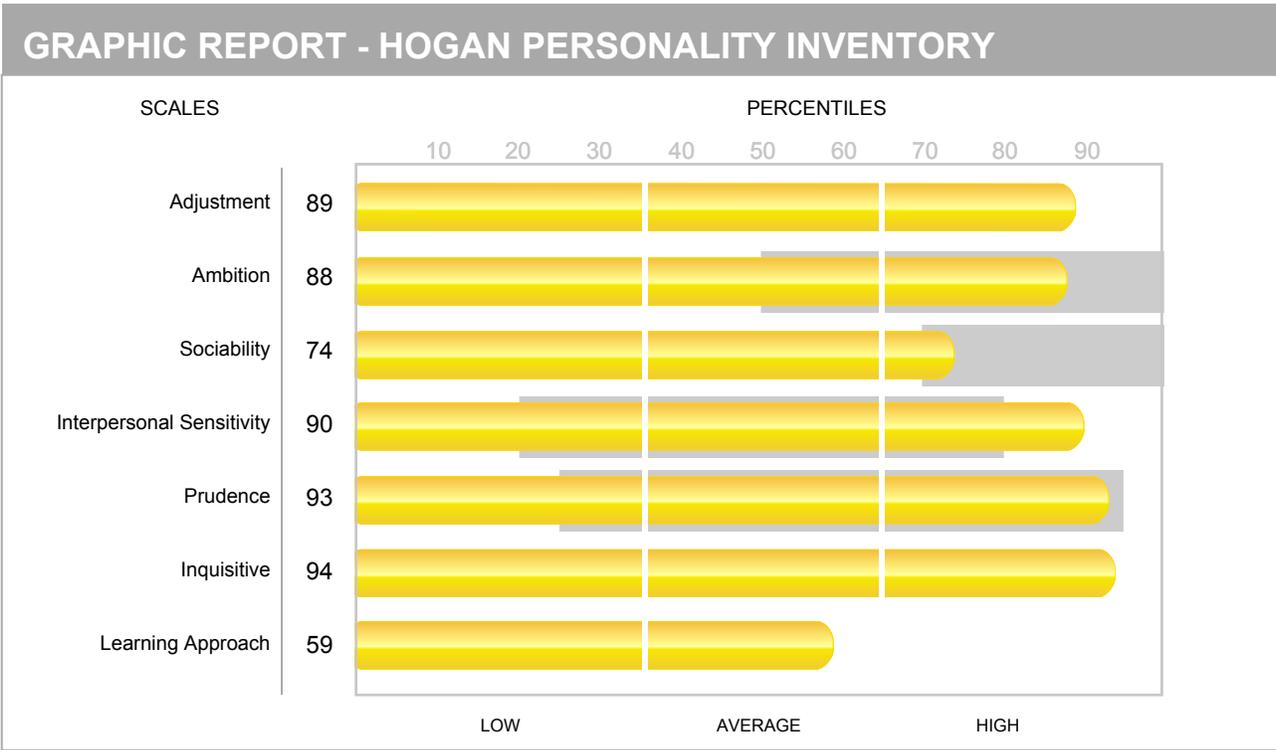
This section summarizes the candidate's interview style. Interview style can impact the evaluation of a candidate's fit for the position. This section indicates what to expect from a candidate in order to minimize the impact of interviewing skills.

SECTION III - STRUCTURED INTERVIEW GUIDE

This section provides a structured interview guide based on the candidate's assessment results. The interview guide is designed to increase the hiring manager's understanding of the assessment results and allow him/her to probe areas of particular concern regarding the candidate's job fit. The guide also provides a systematic method for making a hiring decision using a combination of the assessment and the interview results.

SECTION IV – OVERALL EVALUATION OF CANDIDATE

This section provides a way in which to combine the candidate's assessment and interview results into an overall evaluation. From this, you will be able to make a more informed hiring decision.



NOTES: Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.

Adjustment	Reflects the degree to which a person is calm or moody and volatile. High scorers seem confident, resilient, and optimistic. Low scorers seem tense, irritable, and negative.
Ambition	Evaluates the degree to which a person seems leaderlike and values achievement. High scorers seem competitive and hard working. Low scorers seem unassertive and less interested in advancement.
Sociability	Assesses the degree to which a person appears socially self-confident. High scorers seem outgoing and colorful. Low scorers seem reserved and quiet.
Interpersonal Sensitivity	Reflects tact and perceptiveness. High scorers seem friendly, warm, and popular. Low scorers seem independent, frank, and direct.
Prudence	Concerns self control and conscientiousness. High scorers seem organized, dependable, and easy to supervise. Low scorers seem spontaneous and flexible.
Inquisitive	Reflects the degree to which a person seems curious, adventurous, and imaginative. High scorers tend to be quick-witted and visionary, but easily bored. Low scorers tend to be practical, focused, and able to concentrate.
Learning Approach	Reflects the degree to which a person values education as an end in itself. High scorers tend to enjoy reading and studying. Low scorers are less interested in formal education and more interested in hands-on learning on the job.



Section II – Summary of Assessment Results

Employment Fit — Overall Suitability for Work

Report Sample usually is poised, confident, and self-assured but also may overestimate his abilities, and may ignore feedback. He will be conscientious and hard working but also can be controlling, inflexible, and reluctant to delegate. Report Sample may be interested in training and staying up to date. However, he may prefer to learn on the job rather than in a formal training situation.

Job Fit — Suitability for the Position

Mr. Sample will tend to remain calm, composed, and confident in demanding sales positions. His customers and managers will appreciate his confidence and positive attitude. However, he may at times not seem appropriately concerned about impending problems, customer demands, or performance feedback. He will tend to have high expectations for himself and will likely work hard to advance his career. Consequently, he may sometimes overextend himself due to overconfidence. He is eager to succeed and may become dissatisfied if promotions are not available. His ability to focus and channel his energy into pursuing sales prospects will facilitate his success. Furthermore, he will tend to be insightful about social cues and foster a collegial and collaborative sales environment. He will have strong relationship-building and client management skills. As a result, he may struggle with assertiveness or avoid conflicts and confrontations, even when it is necessary. He will tend to be a reliable sales professional because he will be perceived as conscientious, trustworthy, and hardworking. He will be playful, well organized, and comfortable with rules and procedures. On the other hand, he may be somewhat rigid or inflexible in meeting customer needs or adapting to unscheduled customer calls and will need guidance in ambiguous situations. In addition, he will tend to be talkative, outgoing, and comfortable establishing new contacts in most sales roles. He will likely seem gregarious and approachable, but he may not always actively listen to his customers and may spend too much time socializing.

Candidate Strengths

- Will be calm and even-tempered in demanding or ambiguous sales environments
- Adjusts easily to heavy workloads or fast-paced sales environments
- Independent and action-oriented sales person who needs little, if any, direction
- Driven and ambitious; works hard to meet challenging sales goals
- Good at building strong business relationships with customers and colleagues
- Pleasant and socially insightful; attempts to resolve issues in a manner that satisfies all parties
- Customers and clients will likely view him as reliable, trustworthy, and professional
- Will be task-oriented, good with details, and will follow through with customers and prospects
- Likely establishes relationships with new customers easily
- Will excel in public sales situations such as customer meetings, public receptions, and trade shows

Candidate Areas of Concern

- May overestimate own sales abilities or sales challenges and might appear to lack a sense of urgency
- May ignore criticism and negative feedback
- May compete with subordinates or team members in a non-productive way
- His overconfidence may cause him to overextend himself
- May have difficulty pushing customers to make a decision
- May over-promise in order to please others
- May need structure to function and will likely strongly resist change
- May be very rigid and inflexible about rules and policies
- May have a tendency to over-socialize and not listen very well
- May not follow through on the solitary tasks, such as inputting sales data or keeping up with paper work



Overall Candidate Recommendation

Based on the assessment results, and in comparison to the job or job family profile, Report Sample's overall fit for the position is:



Low



Moderate I



Moderate II



Moderate III



High

Candidate Interview Style

The following suggests how Report Sample is likely to behave during the interview.

Interview Style	Low	Moderate	High
<p>Emotional Demeanor Candidates with low scores may appear tense and nervous; those with high scores may appear calm and relaxed.</p>			X
<p>Rapport Candidates with low scores may seem quiet and even shy; those with high scores may seem talkative and approachable.</p>			X
<p>Relationship Building Candidates with low scores may appear challenging and independent; those with high scores may seem agreeable and ingratiating.</p>			X



Section III - Structured Interview Guide

Part 1 - Interview (Employment Fit)

These questions about Employment Fit focus on how easy it will be to manage Mr. Sample. The questions are derived from the Assessment Report - Employment Fit.

Scale - Question	What to look for						
<p>Adjustment Give an example of how your ability to keep a "level head" made the difference between success and failure.</p> <p>Notes:</p>	<p>The ability to remain calm in pressure-filled situations, to avoid responding emotionally, and to learn from past mistakes.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
<p>Prudence Describe a situation when it was important for you to complete an assignment by a specific date or within a specific time frame.</p> <p>Notes:</p>	<p>The ability to meet and follow-through on commitments, to complete a high quality task or assignment within a specified time frame.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
<p>Learning Approach Give an example of how you remain up-to-date with respect to new developments in business and technology that affect your job.</p> <p>Notes:</p>	<p>Evidence of being willing to acquire knowledge specific to your industry and company in order to be more effective in performing the job.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
Employment Fit Rating							
<p>Clear issues or concerns that may present management challenges regardless of coaching and development.</p>	<p>Some potential management challenges that could be overcome through coaching and development.</p>	<p>Candidate would be easy to manage based on an ability to handle stress, dependability, and a willingness to learn.</p>					



Part 2 - Interview (Job Fit)

Questions about Job Fit focus on Mr. Sample's ability to perform in the job. The questions are derived from the Assessment Report - Job Fit.

Scale - Question	What to look for	
<p>Ambition Give an example of when you were driven to close a sale, but realized the customer was not ready to commit and you had to "back-off" to maintain a positive relationship with the customer.</p> <p>Notes:</p>	<p>Answer demonstrates the ability to read clients and recognize when to temper aggressive sales tactics.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Ambition Give an example of a time when your competitive nature got the best of you and you found yourself competing against peers instead of collaborating? What made you realize your mistake and how did you respond?</p> <p>Notes:</p>	<p>Answer demonstrates the ability to recognize when his competitive nature gets out of hand and how to make necessary adjustments.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Interpersonal Sensitivity Give an example of a time when you felt uncomfortable confronting a customer on a difficult issue, such as a past due invoice. How did you handle the situation and what was the outcome?</p> <p>Notes:</p>	<p>Answer reveals ability to confront problems with a customer and successfully resolve the situation without giving in.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Prudence Give me an example of a time when you lost business because you adhered strictly to the rules and later regretted doing so. Describe the situation and what would you have done differently.</p> <p>Notes:</p>	<p>Answer demonstrates candidate's ability to recognize when policies and procedures need to be re-evaluated or re-worked to meet changing business needs.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
Job Fit Rating		
Poor or missing examples of successful performance of the job.	Some positive examples associated with the successful performance of the job.	Specific, positive examples in each of the areas associated with successful performance of the job.



Part 3 - Interview (Position Fit)

Use this part of the interview guide to ask questions that are specific to the requirements of an open position. These questions can range from specific requirements unique to a particular unit of the organization to technical skills that are needed to perform the basic function of the job.

QUESTION:		
QUESTION:		
QUESTION:		
QUESTION:		
Position Fit Rating		
Poor or missing examples of behavior associated with position fit.	Some positive examples of behavior associated with position fit.	Specific, positive examples of behavior associated with position fit.



Section IV – Overall Evaluation for Report Sample

Part 4 is designed to evaluate the candidate's probability of success in the open position. Complete steps A, B, and C to reach a final hiring decision.

A. Review of the interview results

Transfer your ratings from Section III to the table below by placing an (X) in the appropriate box and note any comments you have on the candidate's performance.

Interview Area	Low	Moderate	High	Comments
Employment Fit				
Job Fit				

Based on your interview ratings, evaluate the candidate's overall probability of success.

Probability of Success (Interview)	
___ 1= Low	Several areas of fit are low and indicate concern regarding the candidate's probability of success.
___ 2= Moderate	Most areas of fit are moderate to high with only minor concerns regarding the candidate's probability of success.
___ 3= High	Moderate to high fit across all areas indicate that the candidate has a high probability of success.



B. Review of the assessment results

Below is the assessment rating the candidate received indicating the probability of success in the position.

Probability of Success (Assessment)	
___ 1= Low	The candidate was outside the ranges on key scales indicating a low probability of success.
___ 2= Moderate Low	
___ 3= Moderate	The candidate was inside the range on key scales, indicating a moderate probability of success.
<u>X</u> 4= Moderate High	
___ 5= High	The candidate was inside virtually all ranges on key scales indicating a high probability of success.

C. Hiring Decision

Considering all the information you have on this candidate (resume, training and experience, assessment results, interview results), how would you rate this candidate in comparison to other candidates you have seen for this position (or other similar positions)?

Comparing Candidates		
___ 1= Low	One of the worst candidates that I have seen. Would lower our standards.	
___ 2= Moderate	An acceptable candidate.	
___ 3= High	One of the best candidates I've seen. Would raise our standards.	
Considering all of the information, will you offer this candidate the position?		<input type="checkbox"/> YES <input type="checkbox"/> NO



Provide an overall rationale for your rating.

Report Sample's BASIS Employment Assessment Report is complete.