

Tony Michaels

12-Aug-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"/> x1	<input type="checkbox"/> x2	<input type="checkbox"/> x3	<input type="checkbox"/> x4	<input type="checkbox"/> x5
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.

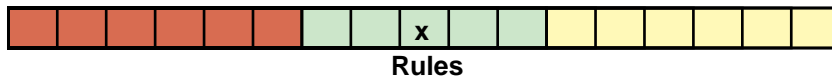
NOTE: Each job category will tend to have a different pattern for the level of concern for a specific personality trait or cognitive score. The behavioral requirements for job categories are different, and may also be subtly different from job to job within a category. FirstView results provide a good 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: Retail Sales

CANDIDATE NAME: Tony Michaels

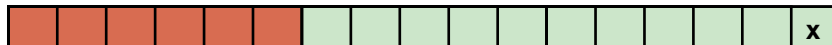
Prefers change,
resists rules



Rules

Prefers consistency
and structure,
conforms to rules

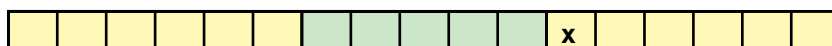
Less need to,
communicate and
work with others



Extroversion

More need to,
communicate and
work with others

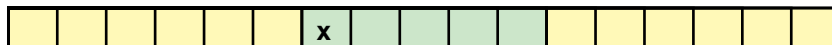
Less decisive and,
confrontational,
takes direction



Assertiveness

More decisive and,
assertive, less willing
to take direction

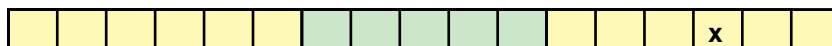
More competitive,
individualistic



Teaming

More collaborative,
group oriented

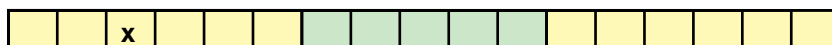
More stable,
handles stress
and criticism



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

4

4

0

Retail Sales Report

Tony Michaels

8/12/2003

Cognitive:

- Learns very quickly, which leads to recognizing solutions to customer problems
- Usually learns the stock in a short time, and has little difficulty with product knowledge updates
- Needs to take time to slow down and explain to customers the thinking process used
- Can easily become bored with many of the routines of retail sales

Rules:

- Is usually consistent in following sales and service procedures, once trained
- Can handle most changes and unusual situations, if reasonable

Extroversion:

- Enjoys interaction with people and will usually be quick to greet customers
- Needs to recognize when to let customer's talk
- Needs to control socializing with fellow employees when customers are in the store

Assertiveness:

- Tends to state opinions directly and confidently, which can be an asset once trained
- Becomes frustrated if managed too closely
- Needs to remember when to balance the need for control with customer's need to feel served

Team:

- Usually looks for win-win situations for the customer and the store
- Is generally service-oriented and works easily with other employees

Sensitivity:

- Is sensitive to emotional buying signals, which can be an asset where buying decisions are mainly emotional
- Tends to take criticism and rejection personally, which can cause moodiness and pessimism
- Feels effects of stress sooner than most people

Organization:

- Usually enjoys the spontaneity of customer service
- Can generally think quickly and improvise solutions when necessary
- May have difficulty working with detailed tasks such as price changes and inventory

Has answered the questions frankly and directly

Retail Sales Interview Questions

Tony Michaels

12-Aug-2003

COGNITIVE:

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

1. People who learn very quickly tend to communicate very quickly also. Give me an example of how you have adapted your speed of communication to better communicate with someone else.
2. Once the challenge of learning a new job is past, the day-to-day routine can become boring to someone who learns quickly. Give me an example of what you have done in previous positions to challenge your abilities.
3. Give me an example from your experience in which you have used your ability to think quickly to your advantage.
4. Give me an example from your experience in which your ability to think quickly has been a problem.
5. Give me an example of how you make certain that other people understand your ideas.
6. Give me an example of strategic issues that you have dealt with in the past. Give me an example of tactical issues that you have dealt with in the past. Is strategic thinking or tactical thinking your strength?

RULES:

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

1. Give me an example of how you have used consistency and routine to achieve one of your goals.
2. Give me an example of a situation in which you have used “out of the box thinking” to make a sale.
3. Success in selling often means finding a way of selling that works and sticking to it. Tell me how you have used that principle in your career.
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. How can you tell when you are really listening to what the customer is saying?
2. What have been your most productive sales techniques?
3. Give me an example of how you have evaluated the risks of a specific situation in the past.
4. Tell me how you make your time alone productive.

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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 customer.
3. How do you know when to let the customer explore merchandise without assistance versus when to know to approach them for assistance?
4. Give me an example of when you have pushed too hard for a sale. What happened?

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 when you have had to juggle the needs of more than one customer at a time. How did you do it?

SENSITIVITY:

This is a very challenging area! It is recommended that you ask all of the questions in this group for a thorough interview.

1. Give me an example of how you have dealt with rejection in selling.
2. Tell me what techniques you use to get yourself "up" for approaching a customer.
3. Give me an example of how you maintain your motivation.
4. Give me an example of how you deal with the stress of retail sales.

ORGANIZATION:

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

1. Show me the time management system that you use to plan your day.
2. Show me how you insure that your follow up with a customer is timely and accurate.
3. Give me an example of how you plan your priorities on a typical day.
4. Show me how you keep up with the details of a customer's request.