

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
<b>First Interview Rating</b>					
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"/>
<b>Skills, Knowledge &amp; Experience Rating</b>					
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"/>
<b>FirstView Assessment Rating</b>					
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.

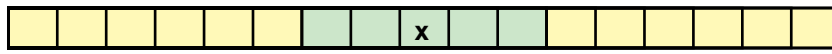
NOTE: Each job category will tend to have a different pattern for the level of concern for a specific personality trait or cognitive score. The behavioral requirements for job categories are different, and may also be subtly different from job to job within a category. FirstView results provide a good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

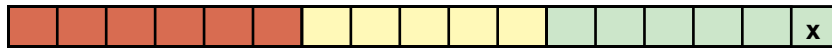
Prefers change,  
resists rules



**Rules**

Prefers consistency  
and structure,  
conforms to rules

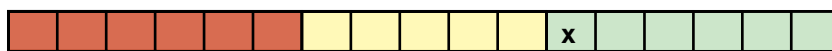
Less need to,  
communicate and  
work with others



**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

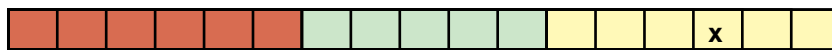
More competitive,  
individualistic



**Teaming**

More collaborative,  
group oriented

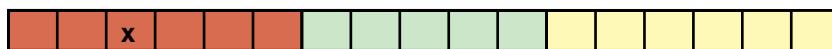
More stable,  
handles stress  
and criticism



**Sensitivity**

More emotional,  
and sensitive to stress  
or criticism

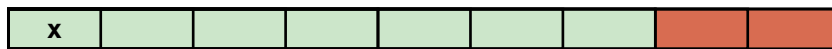
More spontaneous,  
less detail  
oriented



**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**

5

2

1

# Persuasive Sales Report

**Tony Michaels**

**8/12/2003**

## Cognitive:

- Usually learns new product information quickly
- Is in top third of the population in terms of reasoning speed, which makes focusing on strategic issues easier
- Tends to focus on strategic sales opportunities, even when immediate sales are more critical
- Can think of a wider range of solutions allowing for quicker problem solving
- Should continually confirm that verbal communication is understood by others
- Can easily become bored if not continually challenged
- Has fast learning speed, which can be advantageous when selling intangibles or concepts

## Rules:

- Is generally consistent in working with a sales and prospecting program, once trained
- Tends to have a balanced need for structure in the sales process

## Extroversion:

- Enjoys contact with people, which can help in prospecting
- Can communicate enthusiasm and warmth
- Has difficulty listening
- Needs to take notes and use checklists during conversations to ensure effective listening

## Assertiveness:

- Tends to be direct and willing to deal with confrontation
- Is usually comfortable overcoming objections and closing the sale
- When seeking control may become too confrontational and pushy

## Team:

- Usually approaches all situations with a win-win attitude
- Can generally participate positively in either an individual or a team-oriented contest

## Sensitivity:

- Has difficulty handling rejection and stress
- Is vulnerable to negative events or criticism
- Tends to have a high degree of emotional sensitivity, which can be an advantage in recognizing emotional buying decisions

## Organization:

- Is generally comfortable dealing with unplanned circumstances
- Ability to think quickly, once trained
- Has difficulty with planning and detailed follow-up
- Needs to use an effective time management system

Has answered the questions frankly and directly

# Persuasive Sales Interview Questions

**Tony Michaels**

**12-Aug-2003**

## COGNITIVE:

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

1. Salespeople who learn very quickly tend to communicate very quickly during their sales presentation. Give me an example of how you have adapted your speed of communication to your prospects.
2. Once the challenge of learning a new sales process is past, the day-to-day sales routine can become boring to someone who learns quickly. Give me an example of what you have done in previous sales 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 during a sales presentation.
4. Give me an example from your experience of how you make certain that others understand your ideas.
5. Give me an example of strategic sales planning that you have used in the past. Give me an example of how you have then focused your attention on tactical issues.

## 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. Show me how you take notes on a sales call.
3. Give me an example of how you have evaluated the risks of a of a specific situation in the past.
4. Tell me how you make your time alone productive.

# Persuasive Sales Interview Questions

**Tony Michaels**

**12-Aug-2003**

## 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?

## 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:

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 a sales call.
3. Give me an example of how you maintain your motivation.
4. Give me an example of how you deal with the stress of selling.

# Persuasive Sales Interview Questions

**Tony Michaels**

**12-Aug-2003**

## 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 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 sales call.