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B A S I S

AN IN-DEPTH SOLUTION FOR CANDIDATE SELECTION

Report For: Candidate Sample

ID: HC852607

DATE: January 29, 2015

Job Title: Hogan Sales Basis





INTRODUCTION

This is the Pre-Employment Assessment Report for Candidate 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

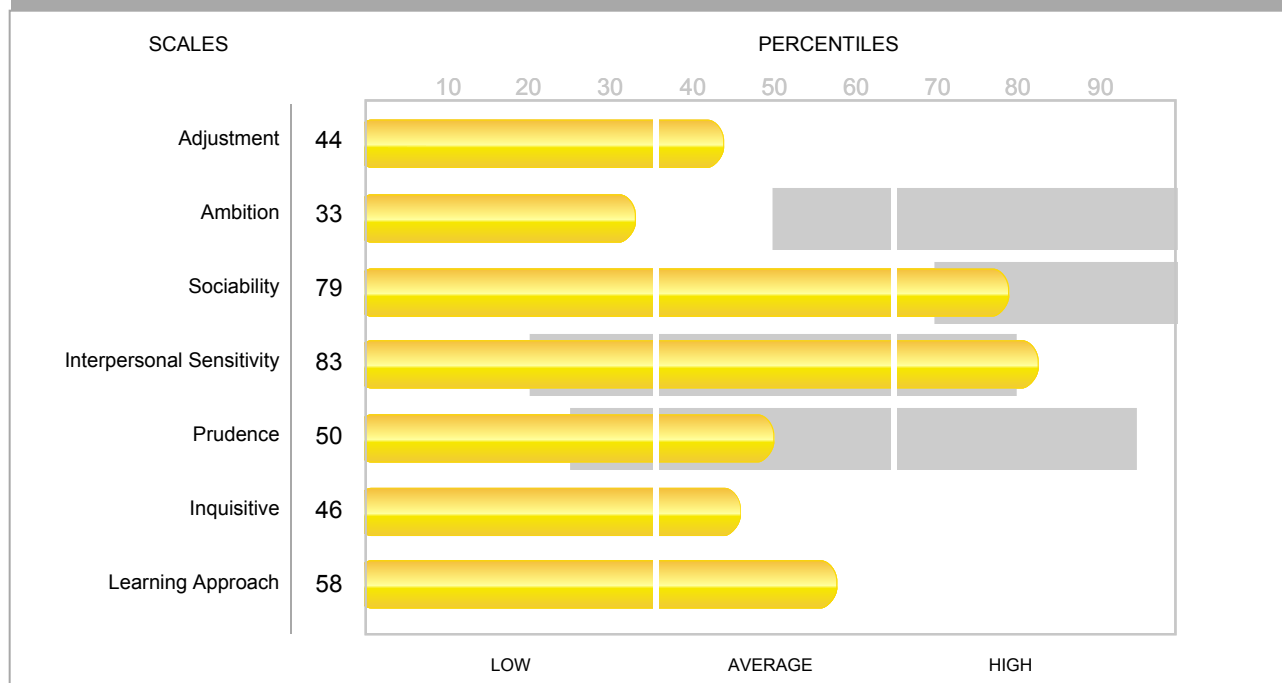
This section provides a structured interview guide based on the candidate's assessment results. The interview guide is designed to increase the hiring manager's understanding of the assessment results and allow him/her to probe areas of particular concern regarding the candidate's job fit. The guide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



GRAPHIC REPORT - HOGAN PERSONALITY INVENTORY



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

Candidate Sample tends to be calm and even-tempered, and should manage his emotions appropriately whether the situation is stressful or relaxed. He is a responsible team player who attends to details, but who can also be flexible about standard procedures. Candidate 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 work with an appropriate sense of urgency and self-confidence in a sales role. In high pressure sales situations with tight deadlines, he may show signs of being stressed or worried. However, more often than not, he will be calm, poised, and respond well to feedback and customer complaints. Most likely, he will work hard when given direction, but he may lack the motivation and drive to take the initiative normally expected in sales roles. He may not expect rapid promotional opportunities or take advantage of opportunities for advancement. 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 likely will be comfortable working within the essential rules and following the procedures required in the organization. He will tend to be able to prioritize his work and sales calls, stay on schedule, and seem organized. At the same time, he can be appropriately flexible about rules when pursuing sales goals. 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 typically respond well to others' suggestions and use their feedback to improve sales performance or business relationships
- Will strike an appropriate balance between staying calm and showing a sense of urgency
- Good team player who will unselfishly contribute to team sales objectives
- Will not mind if promotional opportunities are not readily available
- 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
- Seems conscientious but adaptable; should complete most tasks promptly and thoroughly
- Will likely remain somewhat flexible about rules and procedures
- 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 occasionally resist or ignore negative feedback from customers and managers
- May become tense and indecisive during stressful times
- May fail to show initiative, take independent action, or aggressively pursue sales opportunities
- May allow opportunities for advancement to pass him by
- May have difficulty pushing customers to make a decision
- May over-promise in order to please others
- May occasionally get lost in the details
- May be reluctant to act without clear guidelines
- 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, Candidate Sample's overall fit for the position is:



Low



Moderate I



Moderate II



Moderate III



High

Candidate Interview Style

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

Interview Style	Low	Moderate	High
Emotional Demeanor Candidates with low scores may appear tense and nervous; those with high scores may appear calm and relaxed.		X	
Rapport Candidates with low scores may seem quiet and even shy; those with high scores may seem talkative and approachable.			X
Relationship Building Candidates with low scores may appear challenging and independent; those with high scores may seem agreeable and ingratiating.			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"> <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"> <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"> <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 align="center">Employment Fit Rating</p> <table border="1"> <tr> <td>Clear issues or concerns that may present management challenges regardless of coaching and development.</td> <td>Some potential management challenges that could be overcome through coaching and development.</td> <td>Candidate would be easy to manage based on an ability to handle stress, dependability, and a willingness to learn.</td> </tr> </table>		Clear issues or concerns that may present management challenges regardless of coaching and development.	Some potential management challenges that could be overcome through coaching and development.	Candidate would be easy to manage based on an ability to handle stress, dependability, and a willingness to learn.			
Clear issues or concerns that may present management challenges regardless of coaching and development.	Some potential management challenges that could be overcome through coaching and development.	Candidate would be easy to manage based on an ability to handle stress, dependability, and a willingness to learn.					



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
Ambition Describe a situation in which you independently identified a significant opportunity and saw the project through to completion and/or successful implementation. What key skills facilitated your success and why? Notes:		Answer establishes that the candidate leverages his drive, energy, confidence, and persuasion to successfully drive through to completion. <div> Question Rating: Low Moderate High </div>
Ambition Give an example of a situation in which you did not put enough energy into pursuing an important sales project and lost (or nearly lost) the business as a result. How did you realign your goals as a result? Notes:		Answer reveals candidate's ability to re-energize after stalling on an important project as well as interest in setting clear personal and career-based sales goals. <div> Question Rating: Low Moderate High </div>
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? Notes:		Answer reveals ability to confront problems with a customer and successfully resolve the situation without giving in. <div> Question Rating: Low Moderate High </div>
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. Notes:		Answer demonstrates candidate's ability to recognize when policies and procedures need to be re-evaluated or re-worked to meet changing business needs. <div> 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 Candidate 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	
<u>X</u> 3= Moderate	The candidate was inside the range on key scales, indicating a moderate probability of success.
___ 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?		___ YES ___ NO



Provide an overall rationale for your rating.

Candidate Sample's BASIS Employment Assessment Report is complete.