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AN IN-DEPTH SOLUTION FOR CANDIDATE SELECTION

Report For: Kelly Warren

ID: HA390171

DATE: January 10, 2012

Job Title: Hogan - Sales





INTRODUCTION

This is the Pre-Employment Assessment Report for Kelly Warren. 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.

Motives, Values, Preferences Inventory (MVPI) Graphic Report

This section provides a graphic report of the candidate's results on the Motives, Values, and Preferences Inventory (MVPI). The MVPI evaluates individual fit within a corporate culture; it indicates the kind of jobs, work, and environments people will find most satisfying.

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.

Organization Fit

This section reviews the candidate's results in terms of fit within a particular organization. The culture of every organization is different, and just because a candidate fits with a specific job, does not mean that he/she will fit within the organization.

Candidate Fit Recommendation

This section provides an overall recommendation regarding the candidate's degree of fit within the job at your organization. This recommendation is based on the assessment data.

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

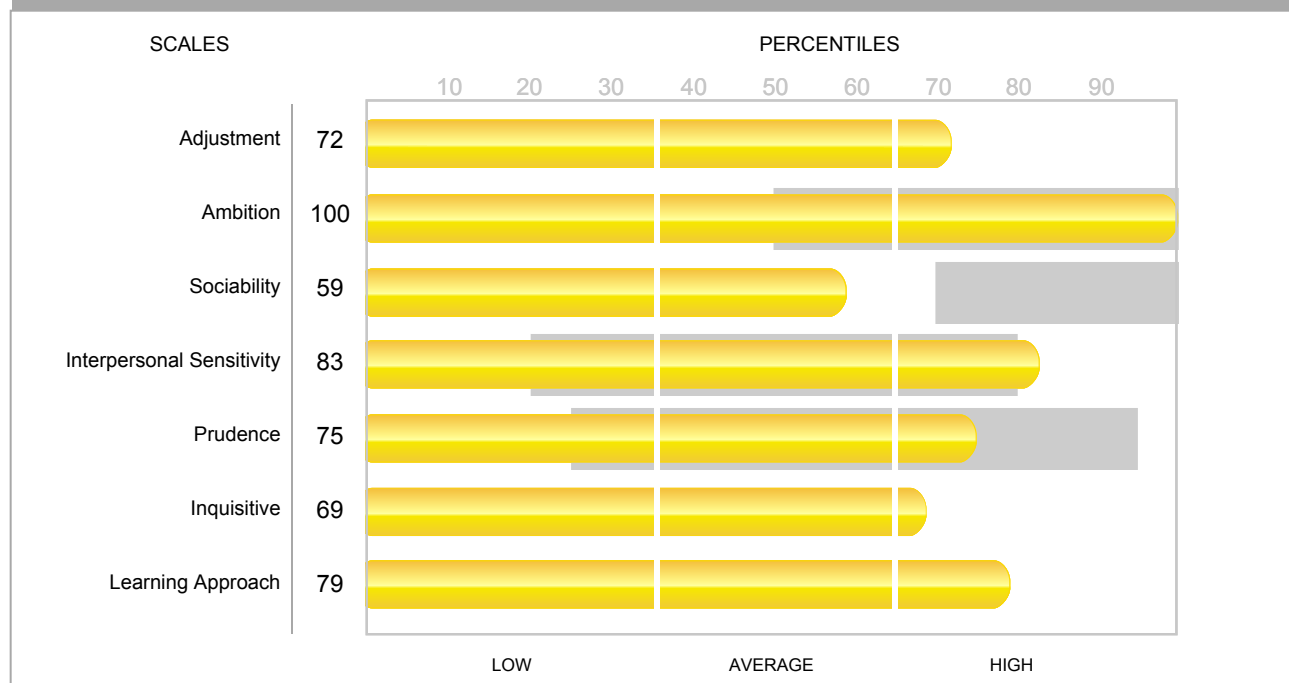
This section provides a structured interview guide based on the candidate's assessment results. The interview guide is designed to increase the hiring manager's understanding of the assessment results and allow him/her to probe areas of particular concern regarding the candidate's job fit. The guide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

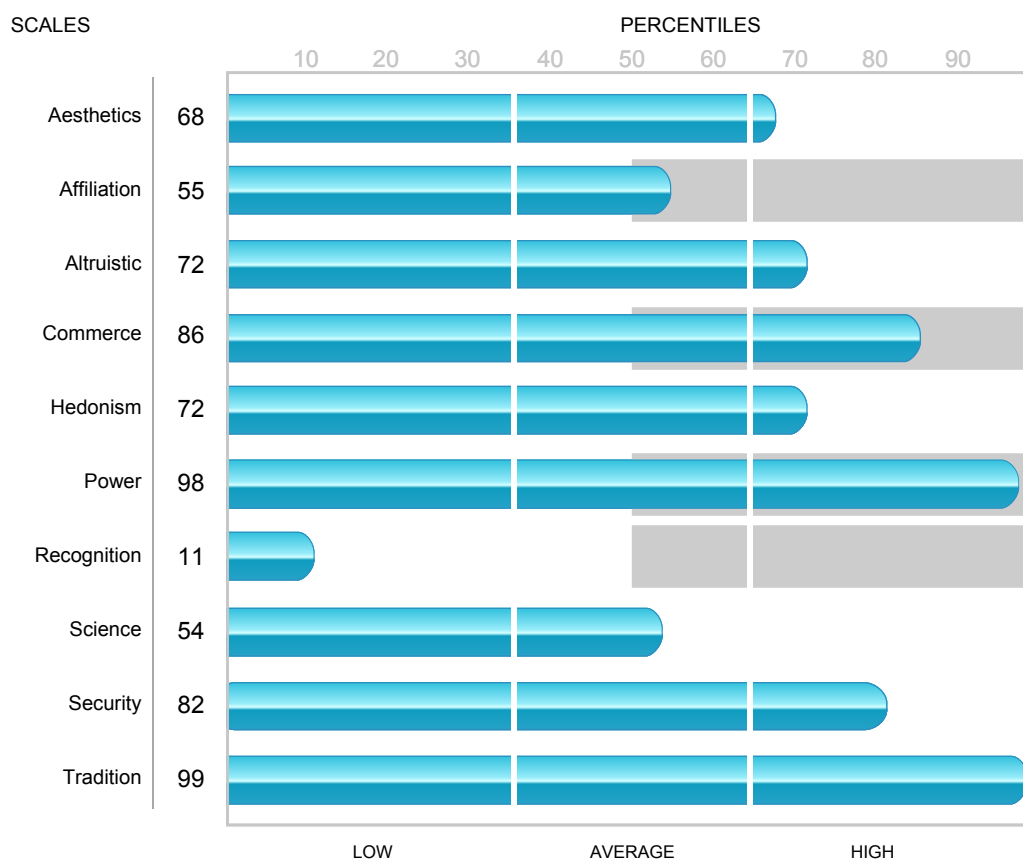


NOTES: Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.

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.



GRAPHIC REPORT - MOTIVES, VALUES, PREFERENCES 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.



Aesthetics	Concerns quality, and a lifestyle organized around art, music, and fashion.
Affiliation	Concerns a desire for social contact, and a lifestyle organized around socializing and reaching out to others.
Altruistic	Concerns a need to help others, and a lifestyle organized around coaching, teaching, and improving the lives of the less fortunate.
Commerce	Concerns an interest in financial issues, and a lifestyle organized around salary increases and financial planning.
Hedonism	Concerns the pursuit of fun, variety, and pleasure, and a lifestyle organized around eating, drinking, traveling, and entertaining.
Power	Concerns the desire to make a difference, and a lifestyle characterized by competition and achievement striving.
Recognition	Concerns a desire to be recognized, and a lifestyle guided by a search for opportunities to be noticed.
Science	Concerns being interested in science, enjoying technology, and preferring to make data-based—as opposed to intuitive—decisions.
Security	Concerns a need for predictability, structure, order, and a lifestyle organized around avoiding risks and minimizing errors and mistakes.
Tradition	Concerns a commitment to family, work, respect for authority, and a lifestyle organized around tradition and old-fashioned values.



Section II – Summary of Assessment Results

Employment Fit — Overall Suitability for Work

Kelly Warren tends to be calm and even tempered, and should easily adjust to fast paced environments and heavy work loads. He/She will express emotions appropriately and handle stress well. He/She usually is conscientious, careful about rules and procedures, and will gather the information needed to make informed decisions. Kelly Warren tends to be achievement oriented, interested in training, and will stay up to date on new developments in business and technology.

Job Fit — Suitability for the Position

Mr./Ms. Warren will tend to be unusually calm, confident, and resilient when faced with the adversities and pressures associated with a sales position. He/She will adjust easily to a fast-paced sales environment and will seem unfazed by setbacks, inconveniences, and unexpected customer needs. However, he/she may not have a strong sense of urgency in the face of customer demands, and he/she may not pay much attention to negative feedback. He/She will tend to be driven, goal-oriented, and energetic in sales positions. Thus, he/she will also tend to set high expectations for himself/herself and work hard to meet these expectations. He/She may sometimes compete with other team members, but he/she has the confidence needed to achieve ambitious sales goals. Furthermore, he/she will seem tactful, warm, friendly, and willing to help out when others need assistance. He/She will tend to excel at building and maintaining relationships, which may strengthen customer relations. Because he/she is usually diplomatic, he/she will tend to avoid conflict and avoid having difficult conversations with customers and colleagues. He/She will tend to be a conscientious and hardworking person who consistently follows policies and procedures. He/She likely will be planful and well organized. In the same respect, he/she may resist change and will need guidance in ambiguous sales circumstances. He/She may tend to get lost in details and let rules interfere with customer satisfaction. He/She will tend to be comfortable engaging and speaking with potential customers. In addition, he/she will be able to start conversations, listen actively, and respond to others without being overbearing.



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/her as reliable, trustworthy, and professional
- Will be task-oriented, good with details, and will follow through with customers and prospects
- May be comfortable in social situations, including those involving new customers
- Will seem outgoing but unlikely to dominate interactions or seem socially overbearing

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/Her overconfidence may cause him/her to overextend himself/herself
- 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 wish to avoid situations requiring intense socializing, such as conversations with an extremely talkative client
- May not frequently engage leads or clients in conversation

Organization Fit - Suitability for the Culture

While the previous section detailed Mr./Ms. Warren's potential to be successful in a sales role, the organizational fit section provides insight into a candidate's inherent motivators and fit within particular sales cultures. Hogan's research indicates that sales cultures can typically be classified along one or more of four dimensions -- Commerce, Affiliation, Recognition, and/or Power. Furthermore, candidates are likely to be more successful in roles in which their motivators/drivers are matched by the culture of the sales organization. Since organizational cultures vary, it is not necessary for candidates to have high scores on all four dimensions; simply the ones that define the organization's particular sales culture. Listed below is an overview of how Mr./Ms. Warren falls within the four dimensions. **COMMERCE:** He/She will likely be motivated by a sales environment that grants him/her the ability to make sizeable commissions, bonuses, and personal gain. He/She will likely be focused on the financial matters of the company and will likely not be motivated in a culture in which compensation is not largely based on performance or pay is fixed at or below market value. **AFFILIATION:** Although it may not be a primary motivator for him/her, he/she may enjoy an environment in which he/she can be part of a sales team, sharing in one another's successes. Impressing upon him/her the importance of being part of a team may or may not motivate him/her, depending on the situation. **RECOGNITION:** Rewarding him/her by publicly acknowledging his/her accomplishments will not be motivating for him/her. In fact, he/she may retract from the limelight if too much attention is given to his/her achievements. Instead, he/she likely will prefer sales environments in which credit is shared amongst the team. He/She may not be motivated in positions that force him/her into the center of attention such as high-profile sales roles. **POWER:** His/Her strong motivation to compete, achieve, and win will drive his/her sales efforts. Because of his/her competitive desires, he/she will probably want to remain up to date on how his/her numbers compare to other salespeople on the team. He/She will likely not fit in an organization that poses little or no opportunities for upward mobility.

**Overall Candidate Recommendation**

Based on the HPI assessment results, and in comparison to the success profile, Kelly Warren's potential is:

**Low****Moderate I****Moderate II****Moderate III****High****Candidate Interview Style**

The following suggests how Kelly Warren 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./Ms. Warren. 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./Ms. Warren'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</p> <p>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> <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>Ambition</p> <p>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/her competitive nature gets out of hand and how to make necessary adjustments.</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>Interpersonal Sensitivity</p> <p>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> <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</p> <p>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> <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
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<p align="center">Job Fit Rating</p> <table border="1"> <tr> <td>Poor or missing examples of successful performance of the job.</td> <td>Some positive examples associated with the successful performance of the job.</td> <td>Specific, positive examples in each of the areas associated with successful performance of the job.</td> </tr> </table>		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.			
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 (Organization Fit)

Questions about Organization Fit focus on Kelly Warren's fit with the values and culture of the organization. The questions are derived from the Assessment Report - Organization Fit.

Scale - Question	What to look for
Commerce Have you ever been in a situation where you achieved your personal sales goal but the company did not achieve its overall financial budget, and you did not receive you commissions/bonuses as a result? How did you respond? Notes:	Candidate's answer shows willingness to continue working towards the organization's financial goals, even when opportunities for personal financial gain are not possible or available. <div>Question Rating:</div> <div>Low Moderate High</div>
Commerce Tell me about a time that you exceeded the quarterly or yearly sales goals set by the organization, but did not receive a financial reward as a result. How did you respond? Notes:	Candidate's answer shows willingness to continue working towards the organization's financial goals, even when opportunities for personal financial gain are not possible or available. <div>Question Rating:</div> <div>Low Moderate High</div>
Affiliation Give an example of a typical agenda on one of your sales calls? How long do you think an effective sales call should be? Notes:	Answer reveals the ability to manage time effectively and build a purpose driven agenda when interacting with clients. <div>Question Rating:</div> <div>Low Moderate High</div>
Recognition Describe a situation in which someone else received credit for a success that you actually made the greatest contribution to. How did you respond? Notes:	Answer demonstrates the candidate's ability to push for recognition when it is due. <div>Question Rating:</div> <div>Low Moderate High</div>
Organization 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 Kelly Warren

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				
Organization Fit				
Position 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.

Kelly Warren's BASIS Employment Assessment Report is complete.