BASIS

AN IN-DEPTH SOLUTION FOR CANDIDATE SELECTION

Report For: Candidate Sample	
ID: HC852607	
DATE: March 17, 2015	
Job Title: Hogan - Sales	

POWERED BY HOGAN

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.

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.
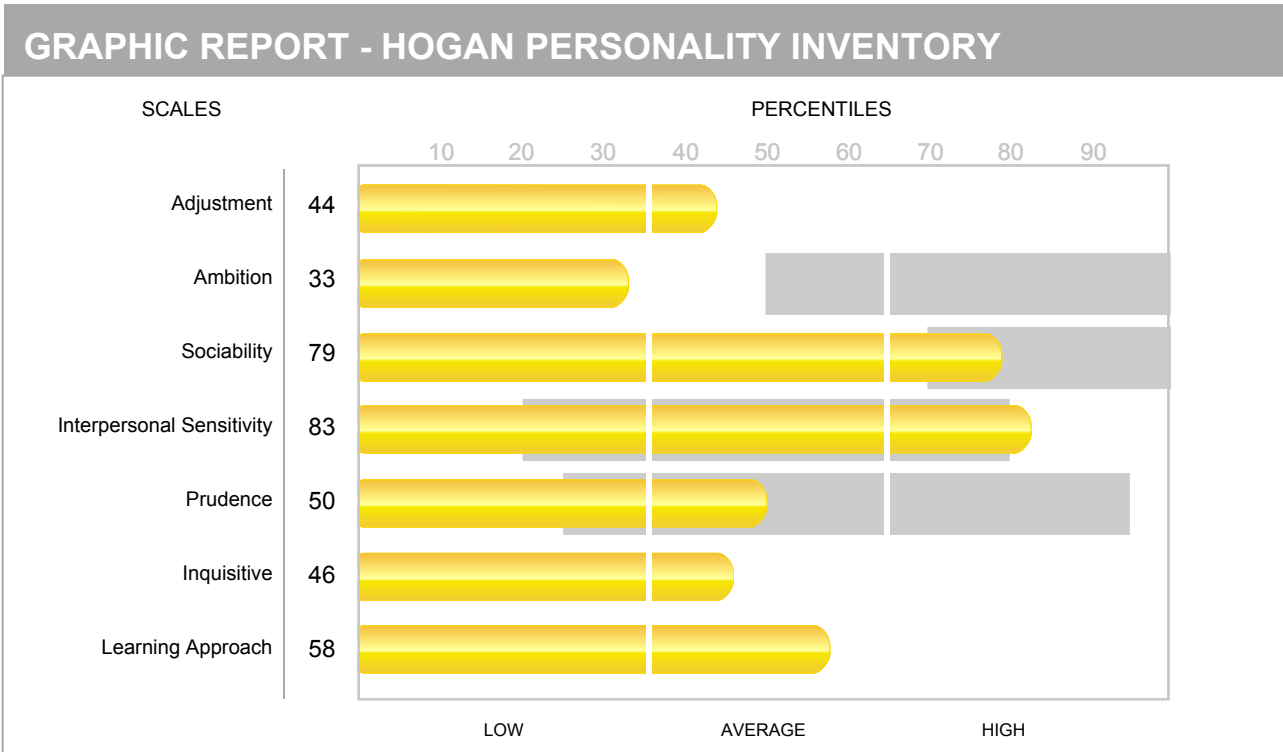
SECTION III - STRUCTURED INTERVIEW GUIDE

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.
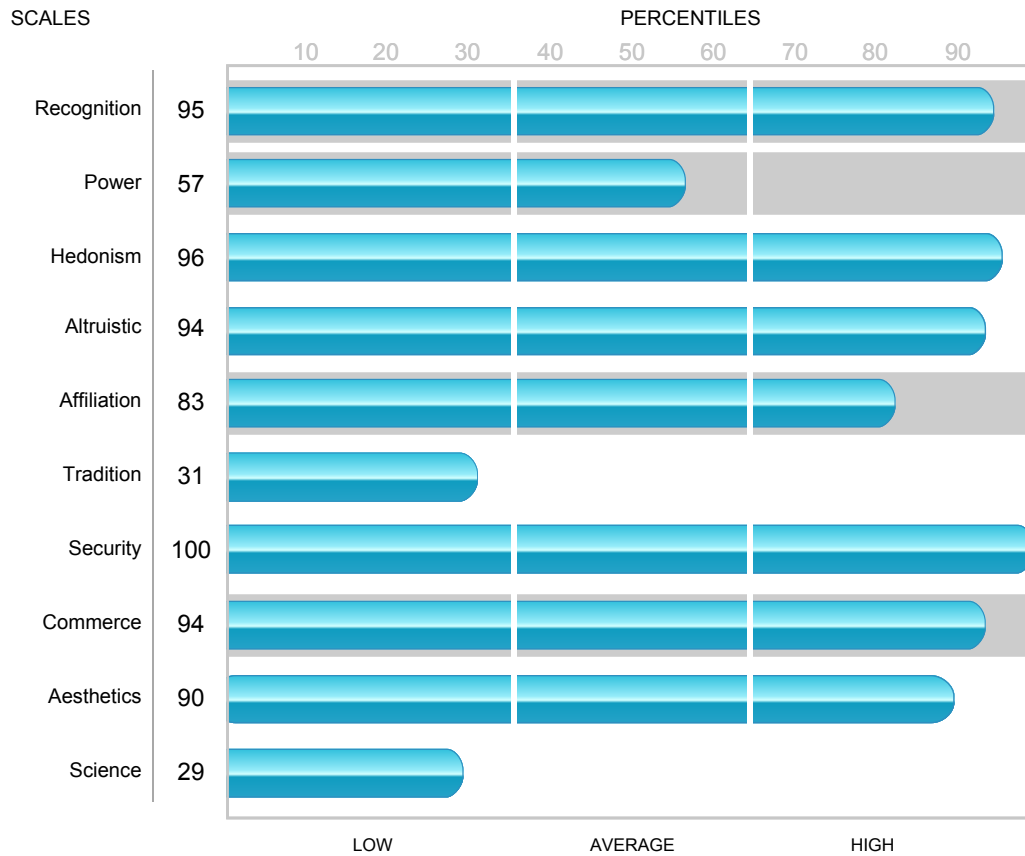
GRAPHIC REPORT - HOGAN PERSONALITY INVENTORY

SCALES		PERCENTILES

Scale	Score
Adjustment	44
Ambition	33
Sociability	79
Interpersonal Sensitivity	83
Prudence	50
Inquisitive	46
Learning Approach	58

LOW   AVERAGE   HIGH

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

SCALES		PERCENTILES

Scale	Score	LOW	AVERAGE	HIGH
Recognition	95			
Power	57			
Hedonism	96			
Altruistic	94			
Affiliation	83			
Tradition	31			
Security	100			
Commerce	94			
Aesthetics	90			
Science	29			

Percentile scale: 10 20 30 40 50 60 70 80 90

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

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

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

Organization Fit - Suitability for the Culture

While the previous section detailed Mr. Sample'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. Sample falls within the four dimensions. COMMERCE: A sales culture with a pay-for-performance compensation structure will be a good fit for him. He will likely be strongly motivated by money and most satisfied working in an environment focused on current business strategies, the marketplace, competitors' activities, and other issues related to the company's financial success. AFFILIATION: He will tend to be highly motivated by the process of communication, relationship building, and interaction. He will likely find it rewarding to deal with customers, network, and work across divisions within the organization and may struggle if expected to work alone in a sales environment. RECOGNITION: He will likely be a good fit in a sales environment where good performance is rewarded and recognized. He will tend to value an organization that allows him to seek high visibility sales positions, assume a high profile, and create opportunities to network in order to be noticed. He will invest effort in sales opportunities based on the extent to which he is praised for positive performance and may not be motivated by sharing credit with team members. POWER: He will tend to prefer sales environments where he can work, and at times take the lead, on challenging sales projects and initiatives. Even though career success and personal sales achievement may not be primary drivers for him, he may find competition to be motivating depending upon the situation.

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
Adjustment Give an example of how your ability to keep a "level head" made the difference between success and failure.	The ability to remain calm in pressure-filled situations, to avoid responding emotionally, and to learn from past mistakes.

Notes:

Question Rating:		
Low	Moderate	High

Scale - Question	What to look for
Prudence Describe a situation when it was important for you to complete an assignment by a specific date or within a specific time frame.	The ability to meet and follow-through on commitments, to complete a high quality task or assignment within a specified time frame.

Notes:

Question Rating:		
Low	Moderate	High

Scale - Question	What to look for
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.	Evidence of being willing to acquire knowledge specific to your industry and company in order to be more effective in performing the job.

Notes:

Question Rating:		
Low	Moderate	High

Employment Fit Rating		
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. **Question Rating:** Low Moderate High
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. **Question Rating:** Low Moderate High
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. **Question Rating:** Low Moderate High
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. **Question Rating:** Low Moderate High

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 (Organization Fit)

Questions about Organization Fit focus on Candidate Sample'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. Question Rating: Low Moderate High
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. Question Rating: Low Moderate High
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. Question Rating: Low Moderate High
Recognition Describe a situation in which you were reluctant to share credit for the success of an important sale with other members of the sales team. How did you handle the situation? Notes:	Answer demonstrates the ability to share credit even when they were reluctant to do so, or believed that their contributions were greater. Question Rating: Low Moderate High

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 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				
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	
X 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.