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AN IN-DEPTH SOLUTION FOR CANDIDATE SELECTION

Report For: Sam Poole

ID: HC560419

DATE: March 16, 2017

Job Title: Hogan - Sales





INTRODUCTION

This is the Pre-Employment Assessment Report for Sam Poole. 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

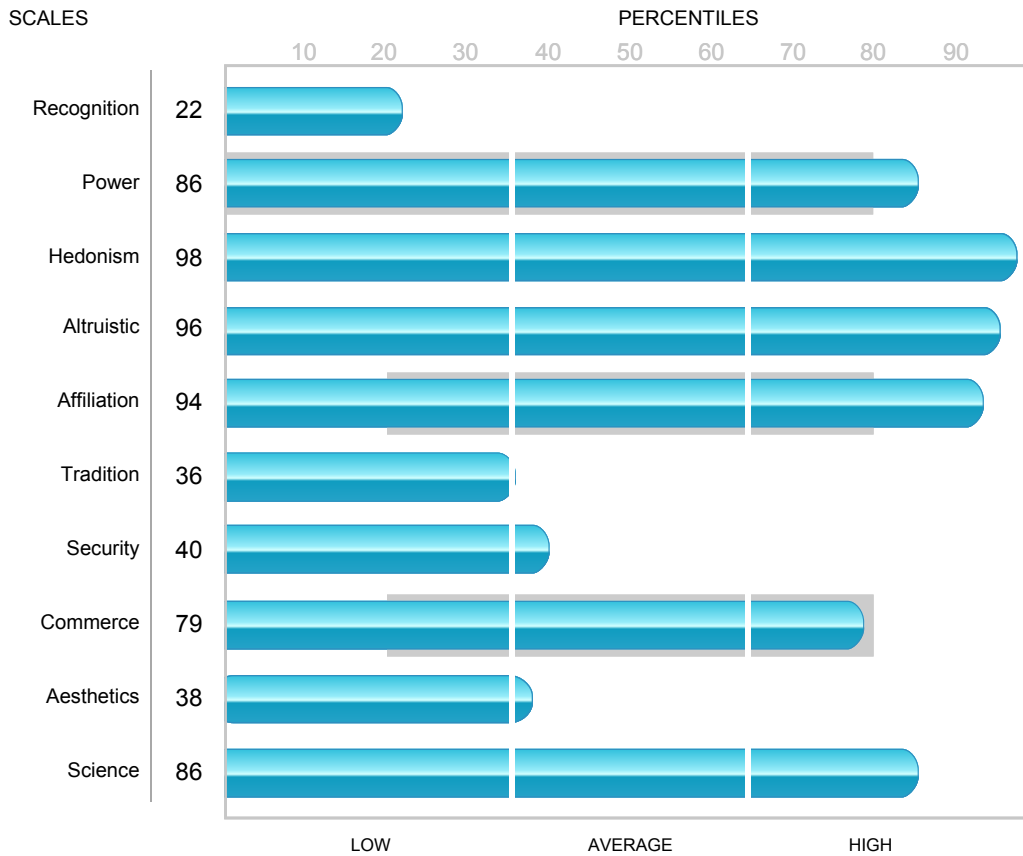
This section provides a structured interview guide based on the candidate's assessment results. The interview guide is designed to increase the hiring manager's understanding of the assessment results and allow him/her to probe areas of particular concern regarding the candidate's job fit. The guide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



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

Sam Poole usually is poised, confident, and self-assured but also may overestimate his/her abilities, and may ignore feedback. He/She usually is conscientious, careful about rules and procedures, and will gather the information needed to make informed decisions. Sam Poole 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. Poole will tend to remain calm, composed, and confident in demanding sales positions. His/Her customers and managers will appreciate his/her confidence and positive attitude. However, he/she may at times not seem appropriately concerned about impending problems, customer demands, or performance feedback. He/She will tend to have high expectations for himself/herself and will likely work hard to advance his/her career. Consequently, he/she may sometimes overextend himself/herself due to overconfidence. He/She is eager to succeed and may become dissatisfied if promotions are not available. His/Her ability to focus and channel his/her energy into pursuing sales prospects will facilitate his/her success. Furthermore, he/she will tend to be insightful about social cues and foster a collegial and collaborative sales environment. He/She will have strong relationship-building and client management skills. As a result, he/she may struggle with assertiveness or avoid conflicts and confrontations, even when it is necessary. He/She will tend to be a reliable sales professional because he/she will be perceived as conscientious, trustworthy, and hardworking. He/She will be planful, well organized, and comfortable with rules and procedures. On the other hand, he/she may be somewhat rigid or inflexible in meeting customer needs or adapting to unscheduled customer calls and will need guidance in ambiguous situations. In addition, he/she will tend to be talkative, outgoing, and comfortable establishing new contacts in most sales roles. He/She will likely seem gregarious and approachable, but he/she may not always actively listen to his/her customers and may spend too much time socializing.



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
- 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 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 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./Ms. Poole'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. Poole falls within the four dimensions. **COMMERCE:** A sales culture with a pay-for-performance compensation structure will be a good fit for him/her. He/She 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/She will tend to be highly motivated by the process of communication, relationship building, and interaction. He/She 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/She will be a better fit in a workplace in which he/she can work behind the scenes and receive less public acknowledgment or fanfare for his/her sales achievements. He/She will likely prefer sales environments where credit is shared amongst the team rather than environments that place him/her in the limelight. **POWER:** He/She will tend to value hard working and results-oriented sales cultures. He/She will likely be motivated by opportunities to compete and advance and may feel stagnated in an environment that does not afford him/her opportunity for achievement and promotion.



Overall Candidate Recommendation

Based on the assessment results, and in comparison to the job or job family profile, Sam Poole's overall fit for the position is:



Low Fit



Moderate Fit



Moderate Fit



High Fit



Excellent Fit

Candidate Interview Style

The following suggests how Sam Poole 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. Poole. 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" style="width: 100%; text-align: center;"> <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" style="width: 100%; text-align: center;"> <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" style="width: 100%; text-align: center;"> <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					
Employment Fit Rating							
<p>Clear issues or concerns that may present management challenges regardless of coaching and development.</p>	<p>Some potential management challenges that could be overcome through coaching and development.</p>	<p>Candidate would be easy to manage based on an ability to handle stress, dependability, and a willingness to learn.</p>					



Part 2 - Interview (Job Fit)

Questions about Job Fit focus on Mr./Ms. Poole'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 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> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Ambition 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> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>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?</p> <p>Notes:</p>	<p>Answer reveals ability to confront problems with a customer and successfully resolve the situation without giving in.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>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.</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> <div style="border: 1px solid black; padding: 5px; text-align: center;"> 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 (Organization Fit)

Questions about Organization Fit focus on Sam Poole'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						
<p>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?</p> <p>Notes:</p>	<p>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.</p> <table border="1" style="width: 100%; text-align: center;"> <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>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?</p> <p>Notes:</p>	<p>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.</p> <table border="1" style="width: 100%; text-align: center;"> <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>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?</p> <p>Notes:</p>	<p>Answer reveals the ability to manage time effectively and build a purpose driven agenda when interacting with clients.</p> <table border="1" style="width: 100%; text-align: center;"> <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>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?</p> <p>Notes:</p>	<p>Answer demonstrates the candidate's ability to push for recognition when it is due.</p> <table border="1" style="width: 100%; text-align: center;"> <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					
Organization Fit Rating							
<p>Poor or missing examples of successful performance of the job.</p>	<p>Some positive examples associated with the successful performance of the job.</p>	<p>Specific, positive examples in each of the areas associated with successful performance of the job.</p>					



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 Sam Poole

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	
___ 3= Moderate	The candidate was inside the range on key scales, indicating a moderate probability of success.
<u>X</u> 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?		<input type="checkbox"/> YES
		<input type="checkbox"/> NO



Provide an overall rationale for your rating.

Sam Poole's BASIS Employment Assessment Report is complete.