BASIS

AN IN-DEPTH SOLUTION FOR CANDIDATE SELECTION

Report For: Sample Candidate
ID: HC852607
DATE: December 20, 2017
Job Title: Hogan - Sales

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Managementberatung

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INTRODUCTION

This is the Pre-Employment Assessment Report for Sample Candidate. 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.

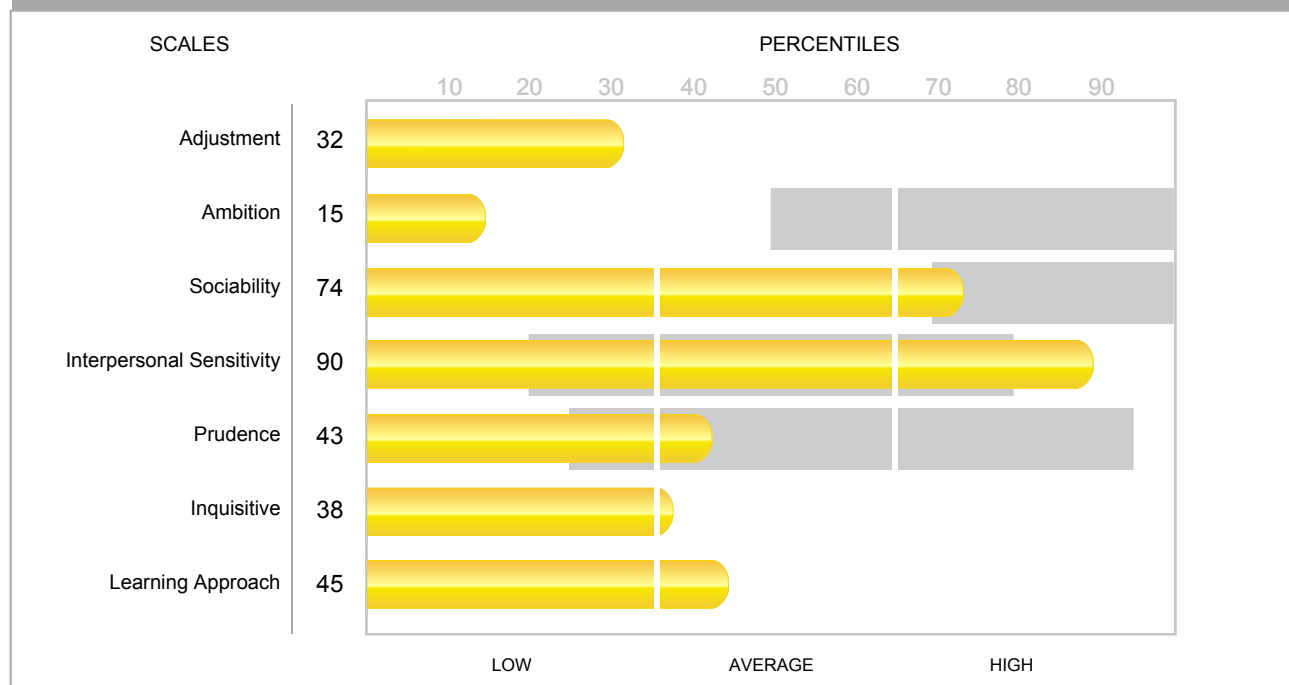## SECTION III - STRUCTURED INTERVIEW GUIDE

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

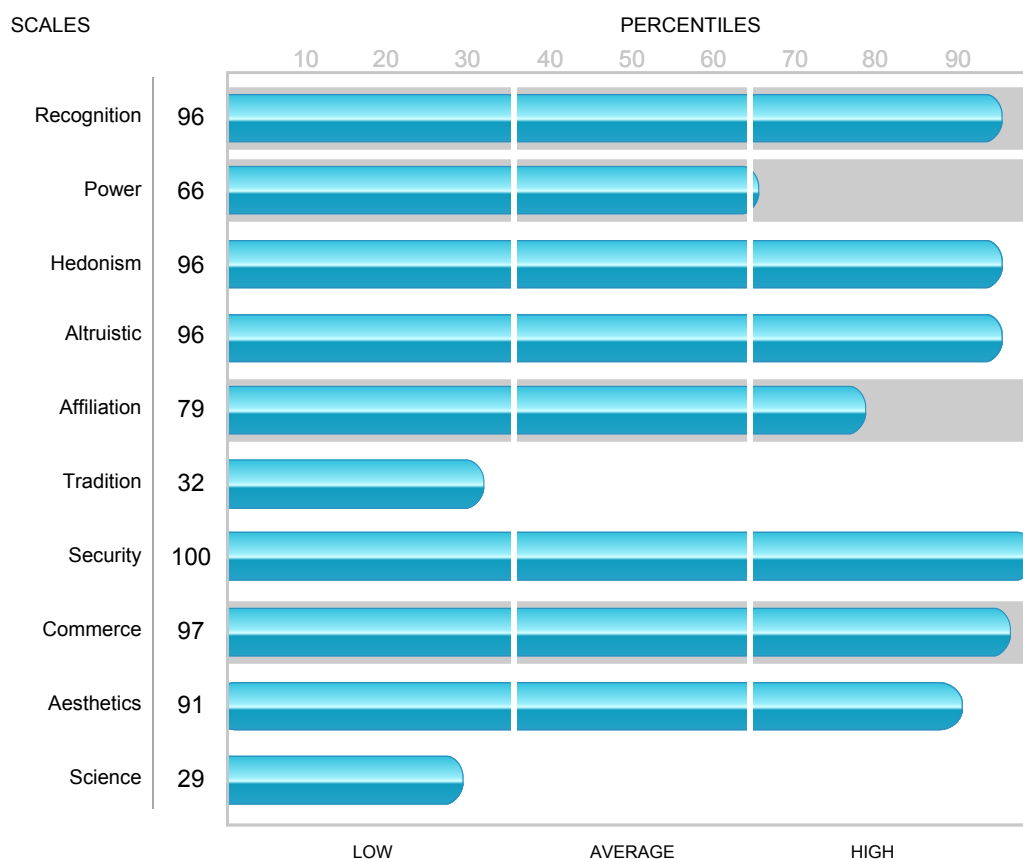| Scale	Score	
Adjustment	32	
Ambition	15	
Sociability	74	
Interpersonal Sensitivity	90	
Prudence	43	
Inquisitive	38	
Learning Approach	45	

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
Recognition	96	
Power	66	
Hedonism	96	
Altruistic	96	
Affiliation	79	
Tradition	32	
Security	100	
Commerce	97	
Aesthetics	91	
Science	29	

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

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.

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

Sample Candidate may be stressed by deadlines and concerned about improving performance. When frustrated or inconvenienced, he may seem emotional and not perform productively until the incident passes. He is a responsible team player who attends to details, but who can also be flexible about standard procedures. Sample Candidate 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. Candidate will tend to be intense, passionate, and work in bursts of energy. Typically, he will want feedback on his sales performance, but he may also be self-critical and somewhat defensive. Although eager to please, he may be stress-prone and easily upset, which may sometimes have a negative impact on sales performance. He may not show a high level of initiative on sales projects and will not mind taking directions from others. Most likely, he will seem less energetic and driven than normal for candidates in sales positions. He will tend to be content as a follower and rarely seem independent or assertive. Furthermore, he will seem tactful, warm, friendly, and willing to help out when others need assistance. He will tend to excel at building and maintaining relationships, which may strengthen customer relations. Because he is usually diplomatic, he will tend to avoid conflict and avoid having difficult conversations with customers and colleagues. He will tend to follow important rules and necessary procedures but can adapt to changing conditions and organizational ambiguity. Also, he will tend to be moderately detail-oriented, planful, organized, and able to prioritize his sales tasks but can be flexible when pursuing sales projects. In addition, he likely will be very approachable, extraverted, outgoing, and will easily initiate relationships with new customers. While he might be quite talkative on sales calls, he may talk over other clients, not listen well, and be somewhat distractible.

Candidate Strengths

- Will be vigilant and concerned about his work products
- Has a strong sense of urgency which will drive his sales performance
- 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 become discouraged and lack persistence when problems arise or the course changes unexpectedly
- May be moody and may not make good decisions when under stress
- 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. Candidate'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. Candidate falls within the four dimensions. COMMERCE: He will likely be motivated by a sales environment that grants him the ability to make sizeable commissions, bonuses, and personal gain. He 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: He will be driven by the opportunity to network, engage others, and be part of a team and will likely prefer relational sales as a result. A sales role in which he must "fly solo" or work alone will likely not be a great fit for him. RECOGNITION: To motivate him, he should be publicly acknowledged for his sales accomplishments. He will likely thrive in an environment in which recognition is granted to the top salespeople through high-visibility awards and accolades. He will be driven to sell based on the extent he is praised for positive performance. POWER: His strong motivation to compete, achieve, and win will drive his sales efforts. Because of his competitive desires, he will probably want to remain up to date on how his numbers compare to other salespeople on the team. He will likely not fit in an organization that poses little or no opportunities for upward mobility.

Overall Candidate Recommendation

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

Low	Moderate I	Moderate II	Moderate III	High
☐	☐	☒	☐	☐

Candidate Interview Style
The following suggests how Sample Candidate 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. Candidate. 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
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
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. Candidate's ability to perform in the job. The questions are derived from the Assessment Report - Job Fit.

Scale - Question	What to look for
Ambition Please give an example of an account or prospect that you had to work through several tiers of people to find the decision maker. How did you overcome these challenges and what was the result? Notes:	Answer shows the candidate's ability to remain motivated in challenging situations. Question Rating: Low　　Moderate　　High
Ambition Give an example of a time when you passed up an opportunity to take the lead on an important project or initiative and later wished you had responded differently. What motivated your choice? Notes:	Answer demonstrates candidate's ability to proactively seek additional responsibilities and take the initiative to move beyond existing work requirements. Question Rating: Low　　Moderate　　High
Interpersonal Sensitivity Give an example of a time when you had to execute a tough price negotiation with a customer in order to close a sale. Describe your approach and the resulting outcome. Notes:	Answer demonstrates ability to be firm yet diplomatic in order to close a sale without simply giving into a price concession. Question Rating: Low　　Moderate　　High
Prudence At one time or another, we have all forgotten to follow through on a promise to a customer. Tell me about a time when this happened to you? How did you resolve it? Notes:	Answers reveals that the candidate has developed techniques for delivering on promises made. 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 Sample Candidate'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 Tell me about a time when you made a decision that emphasized concern for the best interests of your customers over concern for the bottom line or financial gain. What influenced your decision?	Answer demonstrates candidate's ability to choose people issues over profitability when appropriate. Probe for details suggesting that their decision was justified (i.e., did they save a valuable customer relationship?).
Notes:	Question Rating: Low　　　Moderate　　　High
Commerce Give me an example of a time that you paid too much attention to securing a sale and lost focus on the actual need of the client. How did you remedy the situation?	Answer suggests the candidate has learned from past mistakes in balancing people and profitability, and will know where to draw the lines in the future.
Notes:	Question Rating: Low　　　Moderate　　　High
Affiliation When dealing with clients, how do you balance the desire to build a friendship versus a more direct business relationship? Which method do you prefer?	Answer reveals the candidate's ability to maintain a solid working relationship with clients despite the desire to be accepted.
Notes:	Question Rating: Low　　　Moderate　　　High
Recognition Tell me about a situation in which you took a "behind-the-scenes" role on a proposal that was very successful. What, if anything, did you do to make your contributions more visible?	Answer suggests the candidate does not mind working in behind-the-scenes roles and is willing to contribute to team efforts without seeking personal credit.
Notes:	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 Sample Candidate

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.

Sample Candidate's BASIS Employment Assessment Report is complete.