PeopleClues

HOW TO SELECT, ON-BOARD AND RETAIN GREAT PEOPLE

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PeopleClues. How to Select, On-Board and Retain Great People
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About the Author

As founder and Managing Director of Accela, John is dedicated to helping sales people and teams be the best they can be. Since 2006 he has led ground-breaking Australian and International sales transformation projects for companies, including GE, Wells Fargo, Westpac, AMP, ANZ, Macquarie Bank, Xerox, and Sotheby's and is renowned for his exceptional skills in sales management and leadership.

Working with cutting-edge initiatives, John continues to develop the potential of sales teams and individuals at every level of the market, including wholesale, retail, web, face-to-face and telephone based. This sustains his unwavering commitment to driving each client's ongoing success. This has included multiple languages and cultures from Shanghai, Hong Kong, Singapore, Kuala Lumpur and Bangkok to London, Frankfurt, Milan and Paris implementing diverse sales solutions.

About Accela

Accela is an Australian owned company, established in 2005, renowned for exceptional sales management and leadership training, coaching and consulting. Accela has assisted many Australian blue chip and international companies realise their teams' full potential with a comprehensive range of development solutions. To complement their existing methodology, the Hub was created for clients to measure, report, manage and continuously drive faster, easier sales results.

Accela has over 30 accredited trainers and facilitators across Australia and New Zealand, and over 40 accredited local multi-lingual trainers across Singapore, Hong Kong, Shanghai, Tokyo, London, Frankfurt, Milan and Paris.

+61 2 9368 7969
info@accela.com.au
www.accela.com.au

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PREFACE

According to a survey by Leadership IQ, 46% of new hires fail within the first 18 months. The reason? 89% of the time, it's because they didn't have the right personality traits – their ingrained attitudes and behaviours. CVs, application forms, interviews and references can be insufficient indicators of how a person will perform in a role. Psychometric tests are a valuable tool in the recruitment process. By using psychometric testing, HR Managers and recruiters can discover vital skills which can make a person the ideal fit for a role and reveal the hidden potential of the candidates.

Psychometric tests are used to analyse the so-called 'soft' skills which people possess. Rather than an assessment of IQ, these tests are used to determine things such as leadership qualities, verbal and numerical abilities, how well people can visualise ideas or work with diagrams, charts and systems, or they can analyse personality traits and attributes which might help or hinder a candidate to fit in with a team or organisation.

Well-designed psychometric tests will provide recruiters with a breakdown of how well someone is likely to perform specific tasks, enabling them to make more effective decisions about which candidate is most suited to the role.

HR Managers know that choosing the wrong candidate for a role can be an expensive mistake. If the recruit fails to fulfil what's expected of them, an HR department may find themselves embroiled in a lengthy dismissal case and start the process again to search for a replacement. Rather than trusting potentially unreliable CVs and documentation provided by candidates, putting candidates through psychometric tests can be a far better way of finding out how likely an individual is to succeed in the role.

Going beyond the CV will ensure more new hires are successful. Using services such as PeopleClues provides businesses and hiring managers with access to a level of insight which allows them to make far more informed decisions in driving long-term business stability.

BACKGROUND

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Introduction

Quality of hire is no longer just a buzz word; it's a vital piece of the recruitment puzzle that we should all strive for. In a fast-moving digital world, the pressure to make quick recruitment decisions is increasing. Yet we must also balance delivering the best outcome for the business, with a positive ROI long term? So how can we achieve the quality of hire quickly?

PeopleClues assessments are used by thousands of businesses around the world to hire, train and promote the right people into the right roles. The ease of use, custom benchmarking, applicant ranking and data mining capabilities make it the smart choice for any size business.

PeopleClues Overview

PeopleClues is an award winning & industry recognised range of online pre-employment tests and assessments to help Recruiters, Hiring Managers and HR Professionals identify future talent, look beyond the CV and objectively improve their recruitment effectiveness.

Empowering

...is identifying future talent

PeopleClues helps you to identify the candidates that have:

- the best behavioural job fit
- the ability to do the job
- a good workplace attitude
- high levels of engagement with the company and the job itself
- future management and leadership potential

Insightful

...is looking beyond the candidates CV and seeing the "Big Picture"

PeopleClues helps you to understand the soft skills and to look beyond the CV and assess candidates on more than just skills and experience, including:

- Behaviours
- Competencies
- Ability Level
- Attitudes towards work
- Engagement with the job and the company

Key Benefits

- Improve Quality-of-Hire
- Reduce Employee Turnover
- Reduce Cost-per-Hire
- Reduce Time-to-Hire
- Reduce risk of recruiting poor performers
- Reduce recruitment admin
- Improve your recruitment process

Reassuring

...is recruiting with objective rigour

PeopleClues compliments and improves the recruitment process for Recruiters, Hiring Managers and HR Professionals by providing additional information to help make better hiring decisions.

The PeopleClues Assessments

Personality Assessment
Tells you if the candidate fits the job in terms of the preferred work style.

Cognitive Test
Tells you how well candidates can solve problems and learn new information.

Attitude Assessment
Tells you if the candidate has any counter-productive attitudes towards work.

Engagement Survey
Tells you if the candidate is engaged with the employer and the job.

Features & Benefits

Useful – Assessment Dashboard
The assessment dashboard gives you an at-a-glance view of all your candidates assessment scores.

Comprehensive – Use of all Four Assessments
Cover all aspects of your candidates suitability to join your company and be successful in the role.

Convenient – Careers Site Functionality
Post jobs to your own careers site and provide unique URL's for your candidates to apply and complete your online recruitment process and assess all applicants at the point of application.

Simplicity – Easy To Read Reports
Short and to-the-point graphical and narrative reports show you where candidates fit your job requirements and where you need to probe deeper.

Straightforward – No Expert Interpretation Required
Up and running on the same day with our quick start guide and brief online tutorials.

Recognised – BPS Accredited & Award Winning
Accredited by the British Psychological Society as a robust assessment tool and an award winner at the 2013 OnRec Awards.

The PeopleClues Assessments

PeopleClues is an award winning & industry recognised range of online pre-employment tests and assessments to help Recruiters, Hiring Managers and HR Professionals identify future talent, look beyond the CV and objectively improve their recruitment effectiveness. The PeopleClues assessment range includes:

- Cognitive Ability/General Reasoning Test
- Personality Questionnaire

- Attitude Survey
- Engagement Survey

Cognitive Ability Test

Important ...is knowing if the candidate has the right level of aptitude and ability to do the job.
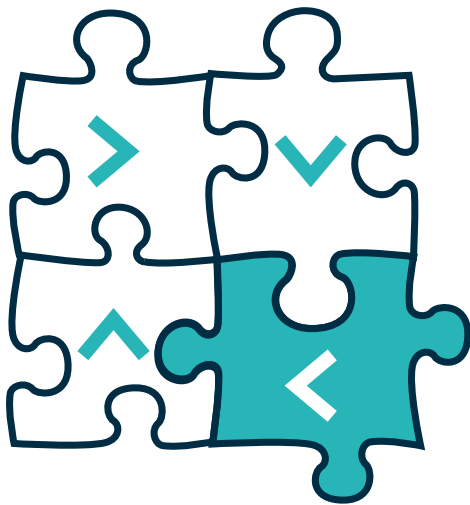
The Cognitive Ability Test measures problem solving and learning speed by assessing verbal, numerical and spatial reasoning then combining these to create one overall cognitive ability score.

Test Summary

MEASURES
Problem solving and speed of learning and processing new information

PREDICTS
The ability to quickly and accurately solve problems.
Hire scorers will learn new skills quickly and have the ability to solve more complex problems. Low scorers will take longer to acquire new skills, but once trained, may be more successful than others in handling routine tasks.

QUESTIONS
The 30 items test is broken down in to 10 items that measure verbal reasoning, 15 items that measure numerical reasoning and 5 items that measure spatial reasoning.

TIME
7 minutes, timed test (Online)

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Personality Questionnaire

Indispensable ... is knowing if the candidate has the right level of behavioural traits to do the job.

The Personality Questionnaire is built upon the well-accepted "Big 5" concept of core personality traits. While these factors have been given various names, we have chosen to label them as **CLUES**, an easily-remembered acronym that precisely captures their intended usage – **CLUES** about the nature of the person being assessed. These five independent factors are:

1. **C**onscientious: (Conscientiousness)
2. **L**ikeable: (Agreeableness)
3. **U**nconventional: (Openness)
4. **E**xtroverted: (Extraversion)
5. **S**table: (Neuroticism)

Candidates that have completed the assessment can be compared against a library of over 125+ benchmarked job roles giving a 'job-fit' percentage of their match to the ideal candidate which takes the guesswork out of candidate suitability.

Test Summary

MEASURES
Big Five Personality Traits, including:
1. Conscientious vs. Carefree
2. Likeable vs. Tough-Minded
3. Un-Conventional vs. Rules Orientated
4. Extroversion vs. Introverted
5. Stability vs. Sensitivity
Plus Team & Good Impression (Faking) Scales

PREDICTS
Future workplace behaviours

QUESTIONS
45 questions, untimed assessment

TIME
Approximately 6 minutes to complete

Attitude Survey

Useful ... is knowing if the candidate possesses any counter-productive attitudes towards workplace issues.

The Attitude Survey assesses a candidate's attitudes toward work and work-related issues by measuring for counter-productive behaviours. This helps you to ensure that any candidates short listed for interview aren't going to give you cause for concern in terms of their cultural fit with your business.

The scales measured are:

1. Conscientious (Dependability)
2. Hostility (Aggression)
3. Integrity (Honesty)
4. Good Impression

Test Summary

MEASURES
Counter-productive workplace behaviours and attitudes, including:
1. Hostility/Aggression
2. Conscientiousness/Dependability
3. Integrity/Honesty
4. Good Impression (Faking scale)
Additional Scales Measured (optional)
● Substance Abuse
● Sexual Harassment
● Computer Misuse

PREDICTS
If candidates present a risk in terms of likelihood to engage in counter-productive work behaviours

QUESTIONS
45+ questions, untimed test

TIME
Approximately 6 minutes to complete

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Engagement Survey
Priceless ... **is knowing if the candidate is likely to be commited to your company and the job.**

The Engagement Survey measures the current level of committment a candidate has towards their current job and employer.

Commitment To The Employer
Individuals who are highly engaged with their employer tend to be loyal to their employers and see their job as a source of pride and enjoyment. If you know a candidate has a low level of commitment with their current or most recent employer, how do you know if you can motivate them to work for your business?

Commitment To The Job
Individuals that are highly engaged with their job are typically insprired to go above and beyond their job description to help meet business goals. If a candidate indicated that they have a low level of commitment with their current or most recent job, the risk of hiring them is higher because you have to determine if they can be motivated to work in your current vacancy.

Test Summary

MEASURES
Commitment to the Job and Employer

PREDICTS
Current levels of engagement with their current or most recent job and employer.

QUESTIONS
30 Questions

TIME
Approximately 10 minutes to complete (untimed survey)

In a nutshell what is the science behind PeopleClues assessments?

A normative assessment** like PeopleClues measures proven quantifiable personality characteristics on individual scales.

All personality assessments are developed by Occupational Psychologists for use in work are in line with a widely accepted model of personality known as the 'Big 5'. These are 5 high-order factors of personality that have emerged from decades of research and have become accepted as a standard. Enormous amounts of research has demonstrated the reliability and validity of the Big 5 at predicting job-fit and job success.

A person's "score" for each construct measures a specific set of traits against group data or patterns of normality represented on a bell curve and usually includes a social desirability (faking) scale to measure accuracy of responses. This scale provides an indication of how a candidate has portrayed themselves (favourably or critically) in comparison to the 'norm' group.

The faking scale is more properly known as the Social Desirability or Good Impression scale and is a perfectly normal phenomenon. When a candidate is asked to take some psychometric assessments they usually approach the task with the best intentions or sometimes the worst intentions.

Part of the best intentions can be the desire to "show yourself at your best" or "be the person you think the employer is likely to want". This sometimes results in the candidate slightly adjusting or adapting their responses.

Part of the worst intentions can be the desire of the candidate to "sabotage the test" or "spoil the results" through deliberately responding falsely or randomly, etc.

In some assessment systems this may go unnoticed but the advanced PeopleClues System contains sophisticated algorithms that are constantly monitoring and evaluating the candidate's responses – thereby protecting the system from any unnecessary distortion and endeavouring to provide the most accurate assessment.

Our best advice to all candidates is to relax – just be yourself and answer naturally and spontaneously. This will allow the assessment to accurately match you to the job roles for which you are best suited – then everyone is happy!

**NB: Normative testing allows people to be compared to other individuals who have met with success or failure in a job – so this can predict candidates who will have the best chances of success if hired or promoted and to help avoid placing people in the wrong positions.

Chalk & Cheese... Normative vs Ipsative Assessments – Different Designs, Different Applications

At a glance: Most ipsative personality assessments (like Predictive Index, Myers-Briggs, Thomas, DiSC, McQuaig, etc.) are only suitable for applications where there is no need to compare the test results of different people, for example in coaching or team building. However, only normative tests (like 16PF, NEO, PeopleClues, Prevue, etc.) should be used in selection circumstances that require comparative analysis of traits, job-fit behaviours, and the prediction of job performance.

Many users of personality assessments are unaware that assessments (or tests) are constructed for different purposes. These design differences mean that they are not all alike and cannot all be used for the same applications. The inappropriate use of tests can lead to wrong people decisions, diminished performance and productivity, misdirected careers and open up any organisation to potential legal issues. So, it is critical that users understand the design intent and limitations and the suitability for purpose of whatever tests they are using or are considering using. Some tests are ipsative and some are normative and there is a fundamental design difference between them and this design affects their suitability for purpose.

A normative assessment measures proven quantifiable personality characteristics on individual scales. A person's "score" for each construct measures a specific set of **traits** against group data or patterns of normality represented on a bell curve and usually includes a social desirability (faking) scale to measure accuracy of responses. Normative testing allows people to be compared to

other employees who have met with success or failure in a job – so this can predict candidates who will have the best chances of success if hired or promoted and to help avoid placing people in the wrong positions. **Normative tests are therefore well suited to recruitment and selection applications.**

An ipsative assessment presents candidates with options equal in desirability and requires them to indicate which items are 'most true' of them and which are 'least true' of them in their everyday behaviour. Unlike normative assessments which measure clearly identifiable traits, ipsative assessments indicate only orientations and the relative type of person being assessed. What it does not reveal or predict is how two people with similar patterns or types will actually perform in a job. It is generally accepted that ipsative assessments are ambiguous, because **ipsative literally means using yourself (rather than others or a defined population) as the norm against which to measure something,** for example, your present performance against your past performance (rather than the performance of others).

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So, although, ipsative assessments indicate how one individual prefers to respond to problems, people, work pace and procedures, they offer no meaningful correlation to comparative strength or visibility of traits when attempting to compare one person with another. **This inability to compare people means that ipsative assessments are very limited in any application where the purpose is predicting job behaviour and job suitability.**

Ipsative assessments may be effective when used for applications like development, coaching or team building where comparisons among people are not necessary but should not be used in recruitment or selection since in these applications the fundamental purpose is the comparison of people. Using an ipsative assessment for selection is like selecting an investment fund by comparing it only to the company's other funds and without comparing the performance of the fund to other funds in the marketplace…!

There is a general misconception about the merits of ipsative tools in selection that was initially fostered by test publishers many years ago and which today creates confusion in the marketplace. To quote from Johnson, Wood and Blinkhorn; "publishers and promoters of these (ipsative tests) are either unaware of, or do not understand, or choose to ignore their limitations".

To learn more about these design limitations and misuse of ipsative personality tools, please see the following articles:

Spuriouser and Spuriouser, The use of ipsative personality tests, Blinkhorn, S.F., Johnson, C.E., & Wood, R.F. Journal of Occupational Psychology, 61, 153–162, (1988).

Ipsative Personality Tests; Unsound and Unfair, Jim Closs, Selection and Development Review, British Psychology Society, Vol. 11(4), August 1995.

Where does PeopleClues fit in with other assessments?

Generations of Assessments

GENERATION	CHARACTERISTICS	EXAMPLES
6th Generation	Cognitive &/or Personality Designed for Business Use Normative Instrument Faking Scales Requires No Experts Requires No or Little Training Turnkey Hiring System	PeopleClues
5th Generation	Cognitive &/or Personality Designed for Business Use Normative Instrument Quantified Scales Faking Scales Requires Training or Experts	TotalView Preview NEO-5 Harrison Inner View
4th Generation	Cognitive &/or Personality Adapted for Business Use Normative Instrument Quantified Scales Faking Scales Requires Training or Experts	Achiever
3rd Generation	Cognitive &/or Personality Designed for Clinical Use Normative Instrument Quantified Scales Faking Scales Requires Experts	MMPI 16PF
2nd Generation	Behavioural Styles/Some Traits Ipsitive Scales/ Some Normative Generalised Text Reports Fakeable	Caliper Birkman Myers-Briggs Wonderlic CPP
1st Generation	Simple Behavioural Styles Ipsitive Scales Fakeable	DISC Predicative Index McQuaig TTI Activity Vector Analysis Omnia ProScan Survey

What is the predictive validity of various recruitment tools?

In psychometrics, predictive validity is the extent to which a score on a scale or test predicts scores on some criterion measure. For example, the predictive validity of a cognitive test for job performance is the correlation between test scores and the employee's performance against job-related ratings – e.g completing calculations accurately or composing technical documents, etc. Such a cognitive test would have predictive validity if the observed correlations were statistically significant.

However, the level of predictive validity varies enormously across the range of criteria used in recruitment – some being more useful than others!

VALIDITY

1.0	Certain Prediction		0.4	General Personality Style Questionnaires (0.40)
0.9			0.3	Biodata (0.30 – 0.35)
0.8	Assessment Centre with psychometrics and assessor-led validating interviews (0.80) Cognitive, Personality & Attitude/ Motivation/EQ with Validating Interview (0.78)		0.2	References (0.20); CV/Resume (0.20); Unstructured Interviews (0.20) Specified Number of Years Job Experience (0.18)
0.7	Competency-based interview using standardised questions (0.70)		0.1	Interests (0.10)
0.6	Work Sample & Ability Tests (0.55 – 0.60)		0.0	Graphology (0.02) Astrology (0.01)
0.5	Structured Interviews (0.51) Job Knowledge Tests (0.48)			

Sales Related Role Definitions

Customer Service

Positions that entail basic support and direct interaction with customers either by phone or face to face; there may be some "up-selling" involved but these positions are not as much as sales related as focused on customer service; examples of position titles include CSR, Sales Support Executive and Account Representative.

Inbound Call Centre

Positions where the employee deals with outbound and/or inbound calls to support customers, up-sell goods or services or provide information; please note that the Telemarketing benchmark is better suited for call centre positions that require the employee to sell products or services in a direct and targeted manner.

Inbound Call Centre – Technical Support

Supporting and assisting users of technology within a variety of areas such as but not limited to hardware and software as well as escalation to others when necessary to resolve the client issue or training need, etc. Typically, call times can average 20–30 minutes or more depending on the complexity of the technology being supported.

Outbound Call Centre

Positions where the employee deals with outbound calls to support customers, provide information and may in some cases gently attempt to up-sell additional goods or services. These positions are not telemarketing in nature where a strong sales process and close is necessary. These positions are primarily for providing assistance and/or information.

Telemarketing

Positions that require the individual to make outbound calls for the purpose of prospecting, setting appointments, selling and/or getting pre-sales information.

Technology Consultant

Roles that require a high level of technology expertise and the ability to consult with prospects and customers to find solutions to technology related issues. These roles typically have very defined procedures in terms of what solutions have been built to meet the needs of the client, but this role requires the individual to make certain that the solution is tailored to meet the customer's specific needs.

Tangible Sales

Sales positions that deal with a product or service that is more tangible and clear versus products or services that are more conceptual in nature; many times, this product or service is sold using scripts rather than a consulting approach; the product or service might be highly technical but the product or service is straight forward in it's potential benefit to prospects

Persuasive Sales

Positions that require business prospecting, presentation, negotiation, closing and account management.

Solution Sales

Sales positions that deal with solutions and conceptual products or services rather than more tangible items. This is usually a "consulting" type of sales process where the individual must adapt rather than follow a script and make proposals for negotiation. This is usually associated with more complex product or service requiring more extensive training and skill is required.

Selection Process

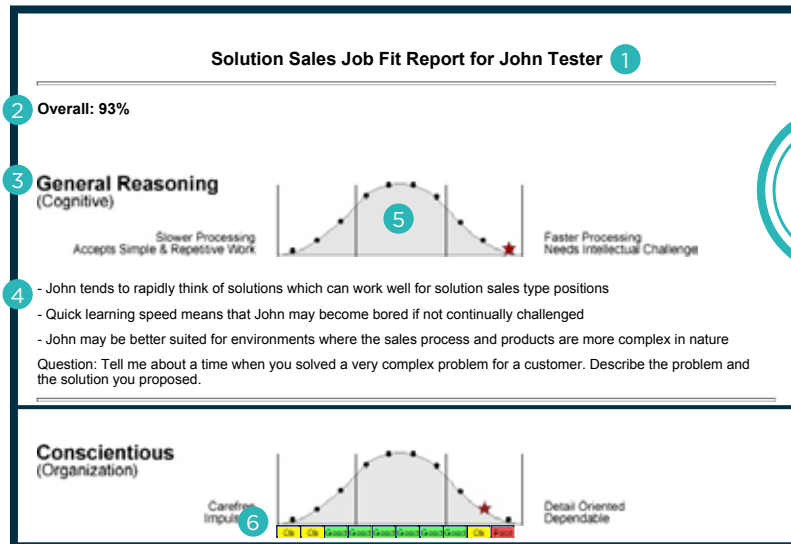**Make it automated, effective and affordable!**

Tools

Verify		Tools

Basics
Do they have the basic requirements for the job?
- Phone Screen
- Brief Interview
- Resume Review

"Attitude"
(Attitude, Values, Ethics)
- Behavioral Interviews
- Attitude Assessments & Attitude Reports

"Job Fit"
(Personality Characteristics & Cognitive Avilities)
- Personality, Cognitive Assessment & Job Fit Reports

"Skills"
(Skills, Knowledge, Experience)
- Skills Assessments
- Demonstrations of Skills

Overall Fit
Reviewing all aspects of the applicant for the job.
- In-Depth Interview using CompanyFit and JobFit Behavioral Interview Questions

Information
Verify all information necessary.
Job may be contingent on background checks.
- Background Checks

Applicants

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Development
(On-Boarding, Training & Coaching, Leadership Identification & Development)

Personality, Cognitive Assessments & Development Reports

The HUB

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ASSESSMENT REPORTS

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Introduction

PeopleClues assessments provide a complete picture of a potential employee. Assessments for personality, cognitive ability, attitude and engagement will reveal whether the candidate is a top performer or someone that will struggle to fit within the role and company. The results are in the form of straight to the point graphical and narrative reports that don't require any specialised training to interpret. Anyone can review a report and understand what areas to probe deeper.

How To Interpret Job Fit Reports

Solution Sales Job Fit Report for John Tester ①

② **Overall: 93%**

③ **General Reasoning** (Cognitive)

Slower Processing
Accepts Simple & Repetitive Work

⑤

Faster Processing
Needs Intellectual Challenge

④ - John tends to rapidly think of solutions which can work well for solution sales type positions

- Quick learning speed means that John may become bored if not continually challenged

- John may be better suited for environments where the sales process and products are more complex in nature

Question: Tell me about a time when you solved a very complex problem for a customer. Describe the problem and the solution you proposed.

Conscientious (Organization)

Carefree
Impulsive

⑥

Detail Oriented
Dependable

1. Job Fit Benchmark

This is the template of the ideal candidate as determined by a number of scientific studies and previous research of where the best candidates score. We have a library of over 120+ job fit templates for you to use right away and we can also create custom job fit benchmarks for your business if required.

2. Percentage Job Fit Score

This gives you an overall percentage job fit score for the candidate when compared to the ideal fit for the job role. The lower the score, the less likely the candidate will be successful in the job.

3. General Reasoning Ability

This tells you how well candidates have scored on the Cognitive Ability Test and is an indication of how well candidates can solve problems, learn new things and, process information and what level of challenge they can handle.

4. Narrative Description

The narrative description provides an interpretation of the candidates score and a summary of their preferred behavioural approach to work in relation to the each specific trait.

5. Bell Curve Score

The red star illustrates where candidates actually scored for each specific trait in relation to all the other particpants that have completed the PeopleClues assessment.

6. Benchmark Indicator

This illustrates the level of job fit the candidate has against the template of the ideal candidate and is specific for each trait. Candidates scoring in the Green area represent a good fit for the role, candidates scoring in the Yellow area represent an OK level of job fit and candidates scoring in the Red area represent a poor level of job fit.

7. Candidate Specific Interview Questions

This gives you a suggested interview question to ask the candidate that is specific to the job role and the candidates score for each trait. Use the interview questions to help you probe and verify the candidates level of job fit.

8. Good Impression Scale

This gives you an indication as to whether the candidate has responded in an honest and open way to the assessment or if they have tried to exaggerate and disguise their responses, perhaps in an atempt to fake the assessment or second guess the assessment.
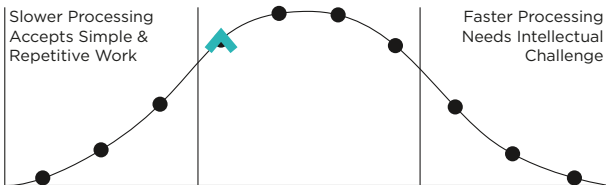
Top Tips
Selecting The Best Candidate

1. Check the candidates overall level of job fit using the percentage job fit score and determine if they are a candidate you want to invest time assessing further. Remember, the higher the job fit score, the more likely it is they will go on to be successful in the job role.

2. Next, check to make sure they have a "valid" profile by assessing the candidates score on the Good Impression scale. Remember, too high a score would suggest the candidate may have disguised or exaggerated their answers casting some doubt on the accuracy of the report.

3. Finally, review each of the scales to understand the candidates level of job fit. Remember, you should use the interview questions to help you probe and verify the candidates scores at interview.

Solution Sales Job Fit Report for *Paul Tester*

CHARACTERISTIC	GOOD	OK	POOR
General Reasoning (cognitive)	●		
Conscientious (organization)		●	
Tough Minded		●	
Conventional (rules)	●		
Extroversion			●
Stable			●
Team	●		
Good Impression (social desirability)	●		
		Overall	**64%**

General Reasoning (cognitive)

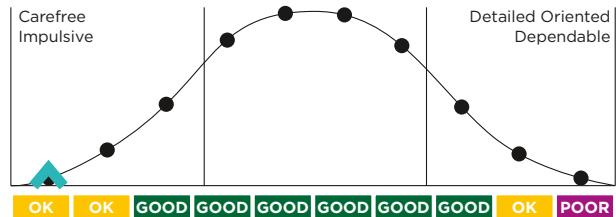Slower Processing Accepts Simple & Repetitive Work — Faster Processing Needs Intellectual Challenge

- Paul has the ability to think of solutions at an average rate of speed which can work well in some solution sales type positions
- For more complex solution selling, Paul may need additional training time and time to think through possible solutions for each prospect situation

Question: Describe a time when you had to solve a very complex problem for a customer and because of the complexity you needed more time than usual to come up with a solution. How did it work out?
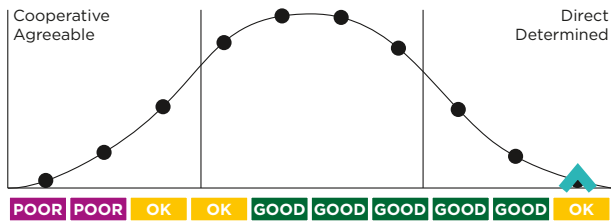
Conscientious (organization)

Carefree Impulsive — Detailed Oriented Dependable

| OK | OK | GOOD | GOOD | GOOD | GOOD | GOOD | GOOD | OK | POOR |

- Paul is generally reactive and carefree when it comes to handling details
- Paul will generally react well to customer interruptions and questions in the sales process
- Important that the sales process forces Paul to capture critical details, so that they are not missed

Question: Tell me about a time when you overlooked some important details and it resulted in a lost sales opportunity. What happened?
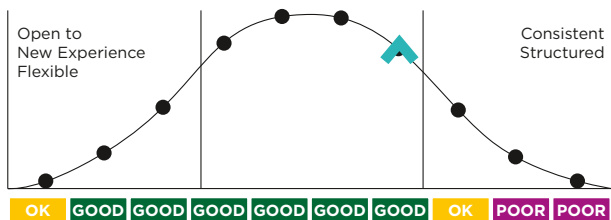
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Tough Minded

Cooperative Agreeable — Direct Determined

| POOR | POOR | OK | OK | GOOD | GOOD | GOOD | GOOD | GOOD | OK |

- Paul is usually able to overcome objections from prospects which can be critical in a solution sales role
- Sceptical in nature, Paul likes to dig into the issues to find possible solutions
- In sales situations that require a "soft sale" or diplomatic approach, Paul may appear too pushy or confrontational

Question: Describe a time when you lost a sale because you may have pushed the prospect a little too hard to buy into your solution.

Conventional (rules)

Open to New Experience Flexible — Consistent Structured

| OK | GOOD | GOOD | GOOD | GOOD | GOOD | GOOD | OK | POOR | POOR |

- Unless there is a good reason to make an exception, Paul tends to be consistent with the sales process and coming up with solutions for clients
- Paul may not enjoy highly structured sales processes where there is no room for creative solutions

Question: Give me an example of a time when you felt the sales process in your position was so structured and inflexible that you became frustrated. What did you do?
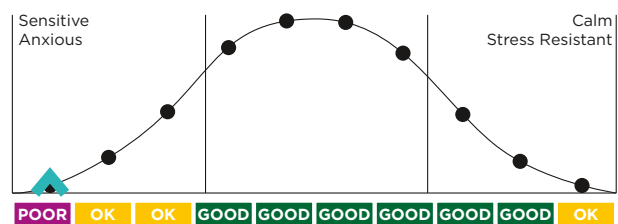
Extroversion

Reserved Listener — Outgoing Talker

| POOR | POOR | OK | GOOD | GOOD | GOOD | GOOD | GOOD | GOOD | OK |
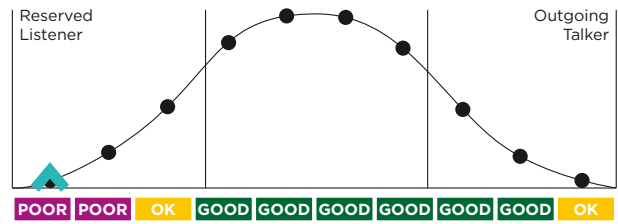
- Paul tends to be more reserved and introverted which may cause difficulty in giving enthusiastic presentations or prospecting for business
- Paul may be better suited to solution selling environments where listening to the prospect or customer is much more important than being outgoing and friendly
- Reserved nature can be beneficial in some solution selling environments such as those that are highly technical where Paul would need to be highly attentive to the client's communications

Question: Describe a time when you had to do your own prospecting for customers. How effective was your approach?

Stable

Sensitive Anxious — Calm Stress Resistant

| POOR | OK | OK | GOOD | GOOD | GOOD | GOOD | GOOD | GOOD | OK |

- Paul may have difficulty handling rejection and the stress of some solution sales roles
- May be better suited for situations such as retail or account maintenance where the customer is generally ready to buy and needs information or a good experience to come up with a good solution for their needs

Question: Describe a time when a prospect was particularly pushy and difficult to deal with. What happened?

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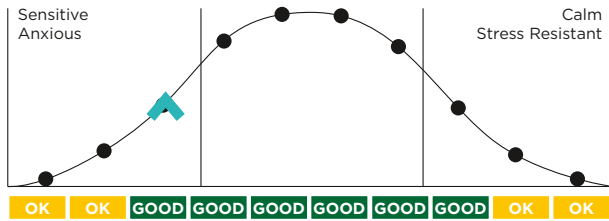
Team

- Paul's competitive nature generally creates more motivation for individual rewards
- May be better suited to environments that highly value and reward individual achievement versus those that focus on team selling

Question: Tell me about a time when you felt your job was too focused on team results. What did you do to make it work for you?

Good Impression (social desirability)
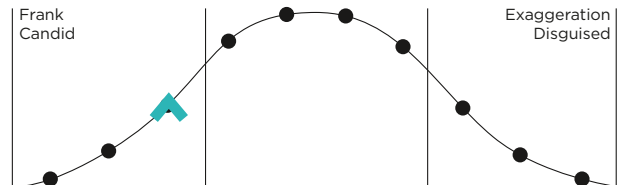
- Paul's responses have been frank and open

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Report Generated On 13/10/2016 by John Pennington

ParticipantID #423828

Solution Sales Interview Questions for *Paul Tester*

Please rate from 1 to 5 the Participant's response to the following questions, where: **1** = Poor **2** = Fair **3** = Good **4** = Very good **5** = Excellent

General Reasoning

1. Describe a time when you were most challenged at work. What did you enjoy the most about it?

   1   **2**   **3**   **4**   **5**

2. When you started your last position, how was the training process for you? What helped you get up to speed quickly?

   1   **2**   **3**   **4**   **5**

3. Describe a time when you had to solve a very complex problem for a customer and because of the complexity you needed more time than usual to come up with a solution. How did it work out?

   1   **2**   **3**   **4**   **5**

Conscientious

4. Tell me about a time when your ability to respond quickly to a prospect's needs led to a big sale for your company. What exactly did you do?

   1   **2**   **3**   **4**   **5**

5. Tell me about a time when you overlooked some important details and it resulted in a lost sales opportunity. What happened?

   1   **2**   **3**   **4**   **5**

6. Describe a time when you had to exaggerate information about a product or service because you did not recall the details. What happened as a result?

   1   **2**   **3**   **4**   **5**

Tough Minded

7. Describe a time when you disagreed with a sales method management wanted you to try. What did you do?

   1   **2**   **3**   **4**   **5**

8. Tell me about a time when you influenced a customer into purchasing a product or service that they did not really need. What was the situation?

   1   **2**   **3**   **4**   **5**

9. Describe a time when you lost a sale because you may have pushed the prospect a little too hard to buy into your solution.

   1   **2**   **3**   **4**   **5**

Conventional

10. Describe a time when you struggled with a new sales process your company wanted you to try. What happened and how did you make it work?

    1   **2**   **3**   **4**   **5**

11. Tell me about a time when a customer asked for a change to an order that was not consistent with the company policy. What did you do?

    1   **2**   **3**   **4**   **5**

12. Tell me about a time when you were unable to close several transactions in a row. What happened and what did you do to get out of the slump?

    1   **2**   **3**   **4**   **5**

Extroversion

13. Tell me about a time when you worked in an environment that required you to work very closely all day with other sales and non-sales employees. How did this work environment impact your sales results?

1   2   3   4   5

14. Describe a time when you had to do your own prospecting for customers. How effective was your approach?

1   2   3   4   5

15. Give me an example of when you were recognized by your supervisor or customer for your good listening skills. What was the situation?

1   2   3   4   5

Stable

16. Describe a time when a prospect was particularly pushy and difficult to deal with. What happened?

1   2   3   4   5

17. Describe a time when you needed to take a good long break and walk away from things during the day. What did you do?

1   2   3   4   5

18. Tell me about a time when your frustrations may have came through while dealing with a customer or prospect. Did you recognize it and what happened as a result?

1   2   3   4   5

Team

19. Tell me about a time when others on your team got credit for a sale that you should have received recognition for. What was the situation and what did you do?

1   2   3   4   5

20. Describe a time when you were asked to work with another co-worker and they did not contribute as much as you did. How did you feel and what did you do about it?

1   2   3   4   5

21. Tell me about a time when you felt your job was too focused on team results. What did you do to make it work for you?

1   2   3   4   5

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ParticipantID #423828

Engagement Report for *Paul Tester*

CHARACTERISTIC	LOW	AVERAGE	HIGH
Job Engagement	●		
Employer Engagement	●		

Overview

Paul's responses to the assessment questions indicate that on the previous job, Paul was poorly engaged with the work itself and with the prior employer. This pattern of responses suggests a poor job fit between Paul and the work involved, and with the prior employer. Given these facts, it is quite possible that Paul was not an effective resource in the prior job. Paul can become a productive, loyal employee only if there is both a better job fit and a fit between what Paul expects from an employer and what your organization can provide—a difficult set of requirements to meet.

LOW	AVERAGE	HIGH

Job Engagement **(low)**

Summary: Paul's responses to the assessment questions indicate a LOW level of engagement with the work involved in doing the previous job. Paul reports low levels of job satisfaction and found it difficult to maximize efforts in doing the previous job. This lack of job motivation may be due to a poor fit with the previous job or to a general lack of commitment to working. To determine which of these two possible explanations best fit Paul's situation, the following questions should be asked:

Question 1: Paul, tell me about your last job. What did you like about doing this job? What did you find frustrating?

Question 2: Paul, tell me about the kind of job or jobs that you would find more satisfying. Did you ever hold such a job? What caused you to leave your last job?

Employer Engagement (low)

Summary: Paul's responses to the assessment questions indicate a LOW level of engagement with the prior employer. Paul reports having little or no pride in working for this prior company, lacking concern about its future success, and having low confidence in the company's management. If this low level of employer engagement persists on Paul's next job, it is unlikely that Paul will become a valued and productive employee. This lack of engagement with the prior employer may be a function of weak management, lack of a clear organizational strategy, or a variety of other valid reasons. Thus, understanding the underlying reasons for Paul's negative attitudes toward the former employer is crucial. To investigate this matter, the following questions should be asked:

Question 1: Paul, tell me about your previous boss and the company for which you worked. What did you dislike about how they went about doing business and how they treated their employees?

Question 2: Paul, what specifically did they do that made you feel negative about this company? Were there also things that you liked about the way the company operated?

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Report Generated On 13/10/2016 by John Pennington

ParticipantID #423828

DEVELOPMENT REPORTS

Introduction

PeopleClues provides insights into the recruitment and selection process and also the entire employee lifecycle from onboarding, development planning, succession planning, identifying leadership potential to talent management and talent pooling. Developing your employees requires time and effort. By consistently encouraging professional development amongst your team, you not only arm the employee with lifelong skill sets but also demonstrate organisational trust and eagerness to drive employee growth and retention.

Leadership Self-Development Report for *Paul Tester*

Introduction

The following report is designed to help guide you in your exploration of whether or not you wish to pursue leadership roles.

Please print a copy of this report for yourself, so that you can have a hard copy for future reference!

As you read this report, you will see descriptions of how your traits compare to others who would have been both successful in leadership roles and found them rewarding. The report is divided into various behavioral areas and within each you will find tips provided to help you develop your skills in that area. If you find that there are several areas where your traits do not particularly match up well with typical leadership traits, it may be an indication that you might find leadership roles to be overly stressful and less rewarding over time. It is your choice to make and this information is provided to assist you in deciding whether or not you feel leadership roles will be rewarding for you.

(Note: This report represents only one of many different components that make up job performance and job satisfaction. When reviewing career opportunities, it is critical to also consider other components such as your attitudes, work experience, training and skills, etc.)

Team Orientation

- You typically enjoy competing which can help you stay motivated to succeed
- In many leadership roles, your purpose is to motivate and manage others to be successful; this can be frustrating for you if you in turn are not being recognized for your own efforts and success
- You may find yourself inadvertently competing with your own team members rather than collaborating with them and allowing them to have the spotlight

TIP: Make sure that you have activities outside of work that allow you to compete with others. This will provide an outlet for your competitive nature.

TIP: Recognize that leadership roles demand that you motivate and inspire others rather than taking the spotlight. This may be difficult for you, but it is necessary to create a team atmosphere for your team members.

Decision Making

- You tend to be comfortable making decisions
- Your higher than average comfort level with confrontation may cause you to be more direct with others than they are comfortable with

TIP: Others may not offer their opinions to you for fear of confrontation. Be sure to ask your team members to share their thoughts in a non-confrontational manner. Remind them that their opinions can be extremely helpful given the fact that they are doing the job each day and have insights that are beneficial.

Feedback and Follow Up

- Compared to other successful leaders, you may have more difficulty planning and attending to details which usually means you may have difficulty following through

- You tend to be more reactive than proactive in your style and may have difficulty keeping track of the details necessary to provide solid feedback to your team

TIP: Your reactive nature will make it difficult to keep up with the many details you need for giving appropriate feedback to employees and following through with projects. It is important that you find a time management system that works for you and that you recognize the critical details that you must capture during the day. Team members and management will be depending on you to keep track of what is going on in order to provide others with feedback.

TIP: Always keep a small pad of paper of some kind with you and write down the details from conversations you have during the day, so that you don't forget them. Later in the day or early in the morning, you can refer to those notes and be more effective with your follow through.

- Because you tend to be more direct with your communications, some team members may feel that your feedback is confrontational

TIP: Effective feedback generally leaves the other person feeling positive and motivated. Be sure to think about the delivery of feedback so that it can be received as effectively as possible.

Conflict Management

- You tend to be more comfortable than most people with confrontational situations

- You may have a tendency to tell others what to do rather than actually work through the conflict

TIP: Remember that others may not be as comfortable expressing their thoughts particularly if the situation is confrontational. Part of conflict management is helping individuals talk through the situation and come to a compromise or solution. Remember to attempt to get all the parties to communicate and work through the situation in an effective manner.

Motivating Others

- You tend to be more reserved than most people in leadership roles

- Typically you have the ability to listen while others are talking

TIP: While it may be easy for you to feel motivated to do your job, others will look to you to provide them with enthusiasm and motivation. Providing the outward enthusiasm can be uncomfortable and stressful for you. It is important for you to consciously and genuinely interact with your team members during the day.

Others appreciate being recognized and having the personal interaction to know if they are doing their jobs well and will often appreciate being asked to provide their ideas.

Problem Solving

- You generally solve problems in the same amount of time as the majority of the population which can be helpful when communicating with your team
- You generally learn new information at the same speed as the majority of the population

TIP: If you are faced with a highly complex problem, it can be beneficial to sit down with some of your peers or team members and brainstorm a solution. This not only gives you an outlet for thinking through the solution, but also encourages others to learn to solve similar problems in the future.

Planning and Organizing

- You tend to have loose time management and organizational skills which may cause you to lose track of important details
- In leadership positions, your reactive nature may make it difficult and stressful to deal with the many details and responsibilities for prioritizing work for yourself and your team

TIP: It will be very important for you to find a time management system that works for you and will enable you to keep track of the many details you will have to work with each day.

TIP: Schedule extra time at the beginning and at the end of the day to catch up with detailed paperwork that can get overlooked during the day.

Consistency

- You tend to be moderately consistent when it comes to following rules, HR policies and in checking your work area
- You are also able to be flexible and adapt to situations that require quick change or modification

TIP: Be aware that those situations that require you to be highly structured and consistent for long periods of time will be stressful for you.

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ParticipantID #423828

Leadership Identifier Report for *Paul Tester*

CHARACTERISTIC	ABOVE AVERAGE	AVERAGE	BELOW AVERAGE
Solving Problems		●	
Making Decisions	●		
Motivating Others			●
Planning and Time Management			●
Handling Confrontational Situations	●		
Making Presentations			●
Handling Change		●	
Win-Win Team Approach			●

Solving Problems

A large part of leading others involves the ability to assimilate information, think about how that information affects the big picture or situation and then being able to effectively communicate information and ideas to others in order for them to effectively do something with that information. The speed at which the individual learns new information can dramatically affect not only the ability to understand how different factors affect the big picture, but also in how they ultimately communicate and teach others.

● Paul tends to learn at the same rate of speed as the majority of the population which in turn means that problem solving will be at an average rate

● Solving complex problems may take a little longer

● If daily problem solving is too routine, Paul can become bored and less productive

Question: Tell me about a time when you had to deal with a new and complex problem in your job. What was the situation and what was your solution?

Making Decisions

● Paul typically finds it comfortable to directly question things and make decisions

● Determination and independent nature may cause Paul to make decisions without taking the time to get buy in from others

Question: Describe a time when you had to work through a committee or group to get something accomplished. What was that like?

Motivating Others

● Paul tends to be quiet and reserved which doesn't normally provide the outward motivation others need to be excited about projects or ideas

● Paul may make the assumption that the idea or objective in and of itself should be exciting and motivating, but some people need that outspoken, cheerleader type of interaction to add the motivation

Question: Tell me about a time when you had to be upbeat and sociable with others during the majority of the day. How did you handle it?

Planning and Time Management

- Paul usually prefers to allow things to unfold, reacting to situations as they arise
- Tends to prefer a loose schedule rather than taking the time to plan everything out in advance making it difficult for others to know what is happening
- Generally deals well with multitasking during the day
- Important that Paul take the time to plan their day even though plans may have to change

Question: Describe a time when you had to develop and follow a very detailed plan at work. How long did you have to follow the plan?

Handling Confrontational Situations

- Paul tends to be direct with others making it more comfortable for them to handle confrontational situations
- Could potentially be overly skeptical and questioning of others actually creating a more confrontational atmosphere even when it is not necessary

Question: Tell me about a time when you had to deal with a difficult situation with someone who was very emotional. How did you approach it?

Making Presentations

- Paul tends to be less comfortable giving presentations particularly if they need to be upbeat and enthusiastic
- Typically has a more technical and low-key approach to presenting information and ideas

Question: Describe a time when you had to give a presentation where you were expected to be very enthusiastic in your approach. How did you prepare, and how did it turn out?

Handling Change

- Paul usually has a good balance between dealing with change and consistently following necessary procedures

Question: Give me an example of a situation when you had to suddenly deal with a lot of changes in your job. What was that like?

Win-Win Team Approach

- Paul tends to be motivated by individual rewards and motivations
- While Paul can function well on a team, it is important that there be individual recognition tied to goals and objectives

Question: Tell me about a time when you were highly motivated to do your job every day and felt that you were rewarded for your efforts. How were you rewarded?

Good Impression (Social Desirability)

- Paul's responses have been frank and open

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Report Generated On 02/10/2015 by John Pennington

ParticipantID #423828

Training and Coaching New Employees (On-Boarding) Report for *Paul Tester*

Introduction

As many managers and human resource professionals know, the orientation process of a new employee can be critical to setting the stage for their motivation and productivity for months and even years after the employee is hired. After satisfying the first 2 priorities of effective hiring (conducting a solid job analysis to determine what type of person you need for a particular job and then screening potential applicants to make sure there is solid job fit), the next most important thing is to "on-board" the new employee in the most effective way possible.

This report is designed to help a supervisor or manager better understand the personality characteristics and learning style of a new employee. By understanding these characteristics and how they can affect basic work behaviors, the supervisor or manager can better understand how to maximize the new employee's performance and get them off to a great start within the company.

This report is broken down into basic work behaviors that affect most jobs. Tips will be given for some areas that can be used to improve performance, training and coaching of the new employee over time. It is critical to note that there are 3 major components that affect actual performance on the job. Personality/Learning Style, Attitudes/Motivations and Skills/Experience. This report is only focused on the first component of Personality/Learning Style and does not take into consideration the background, experience, attitudes or other aspects of the individual that could affect their behavior or potential for success.

The supervisor or manager can use the information in this report in conjunction with other information such as skills, experience and attitudes to more effectively bring Paul on board.

Learning New Things

- Paul tends to learn new things at the same rate of speed as the majority of the population
- Paul may need a little more time when learning more complex tasks
- Tasks that are overly routine may cause boredom and low productivity for Paul over time

TIP: When learning complex information, make sure that Paul has access to some hands on type learning and is provided with the time necessary to absorb this new information

TIP: To avoid a loss in productivity, when possible, use technology or other means to deal with highly routine tasks, so that Paul can focus on less routine day to day issues

Taking Direction From Others

- Paul tends to be direct, often questioning things and offering opinions
- The more Paul is able to participate in the decision making process for training, work tasks, etc. the more motivating it will be
- Tends to be skeptical, stubborn and question things which can be difficult for situations when Paul should simply listen and follow directions

TIP: Paul tends to perform better when in positions that need an out-spoken approach to the job

Consistently Following Procedures

- Paul prefers an environment that has some structure but that also allows for minor changes and variety
- Able to follow rules and procedures consistently unless those procedures become too restrictive not allowing Paul to have some flexibility

TIP: Attempt to build in some flexibility with procedures if possible; share which areas may be flexible and which must be followed strictly

Being Friendly

- Paul typically prefers to work with minimal interaction with others
- Positions that require Paul to be outwardly friendly and sociable frequently during the day will be more difficult
- Quiet and introspective nature typically makes Paul a good listener

TIP: Make sure your environment allows Paul to have some space to work free from continual interaction during the day

TIP: Remember that there are times when this quiet nature may cause others to think Paul is not interested or enthusiastic about a project or task

Handling Stress

- Paul typically reacts to stress quicker than most
- May become anxious and tense under pressure
- Emotional sensitivity can be beneficial at times for understanding what may be going on

TIP: If your environment is highly stressful, make sure there is a way for Paul to step away and takes breaks from the action during the day

TIP: Coach Paul that when stressful things occur, try to remember to step back long enough to calm down rather than just reacting to the situation

Working on a Team

- Paul tends to be more competitive and motivated by individual rewards
- Work environments that are highly team oriented and require Paul to continually collaborate with others in order to accomplish tasks will be less motivating

TIP: The work environment for Paul should allow for individual rewards and many opportunities to stand out and be recognized for individual efforts

TIP: During orientation, be sure to point out clearly how rewards will be earned by Paul's individual efforts

Handling Details

- Paul tends to be distractible and easy going when it comes to details and plans
- Paul is usually more comfortable dealing with interruptions during the day which can be beneficial in some positions
- Paul prefers an environment where they can simply react to what's going on versus planning ahead

TIP: Important to choose positions that do not involve detailed tasks OR make sure there are computer screens or other forms that must be filled out to capture details rather than expecting Paul to do this instinctually

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Leadership – Management Report for *Paul Tester*

Introduction

There are 3 major components that impact leadership capabilities. Those 3 components are Skills/Experience, Attitudes/Motivation and lastly Personality/Learning Style. The following report is providing information based solely on Paul's self-assessment of Personality and Learning Style and does not take into consideration their skills or experience or even motivation to be an effective leader. Think of Paul's Personality/ Learning Style as the "raw material" that drives capabilities, success and overall satisfaction within leadership roles. There may be great raw material but no training or motivation. All 3 components are critical.

This report is designed to assist in exploring areas where Paul can be developed as a leader in a managerial role. This report is broken down into sections covering behavioral areas such as Solving Problems and Making Decisions.

Tips will be given for some areas and can be used to improve performance when the particular behavior is important for the job.

Solving Problems

- Paul tends to learn at the same rate of speed as the majority of the population which in turn means that problem solving will be at an average rate
- Solving complex problems may take a little longer whereas more tactical problem solving will be easier
- If daily problem solving is too routine, Paul can become bored and be less productive

TIP: When dealing with more complex problems, it can be helpful for Paul to utilize resources of others to work through them

Making Decisions

- Paul typically finds it comfortable to directly question things and make decisions
- Determination and directness may cause Paul to make decisions without taking the time to get buy in from others

TIP: Sometimes decisions and objectives do not ultimately get implemented because the individuals who are supposed to carry them out do not buy in; be sure to work at getting input from others in order to ultimately make effective decisions

Motivating Others

- Paul tends to be quiet and reserved which doesn't normally provide the outward motivation others may need to be excited about projects or ideas
- Paul may make the assumption that the idea or objective in and of itself should be exciting and motivating, but some people need that outspoken, cheerleader type of interaction to add the motivational component

TIP: Paul can either have someone who is more outspoken and enthusiastic present important ideas or projects on their behalf, or Paul could spend time developing specific presentation skills that will provide additional energy and enthusiasm to others

Planning and Time Management

- Tends to prefer a loose schedule rather than taking the time to plan everything out in advance
- Paul usually allows things to unfold, reacting to situations as they arise

TIP: It is important that Paul take the time every day to plan for the most obvious things that need to be handled; best to do this planning whether at the end of the day or at the beginning of the day when there are minimal interruptions; even 10 to 15 minutes a day will make a difference

TIP: Time management systems should be very simple, otherwise Paul will likely view time management as too big of a project; projects that require a highly detailed approach should be delegated

Handling Confrontational Situations

- Paul tends to be direct with others making it more comfortable for them to handle confrontational situations
- May be overly skeptical and questioning of others which can create a more confrontational atmosphere even when it is not necessary

TIP: Sometimes matters can be handled by compromise and a gentler approach; recognize that a tough minded approach may contribute to the confrontational situation rather than help to move it to resolution

Making Presentations

- Paul may be less comfortable giving presentations particularly if those presentations need to be highly energetic and enthusiastic
- May be more comfortable making presentations that are more technical in nature
- In situations where a high energy presentation must be made, Paul should take extra time to make sure the content is well rehearsed so that all of Paul's focus can be applied to delivering an energetic presentation

TIP: Important to spend time developing presentation skills which may include personal coaching and follow up to practice making presentations

TIP: If it is necessary to deliver high energy presentations on a daily basis, Paul may want to solicit the help of others to deliver the presentations themselves so that Paul can be available to answer questions and provide more of the substance to the material

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Report Generated On 02/10/2015 by John Pennington

ParticipantID #423828

Leadership – Executive Report for *Paul Tester*

Introduction

There are 3 major components that impact executive leadership capabilities. Those 3 components are Skills/Experience, Attitudes/Motivation and lastly Personality/Learning Style. The following report is providing information based solely on Paul's self-assessment of Personality and Learning Style and does not take into consideration skills or experience or even motivation to be an effective leader.

Think of Paul's Personality/Learning Style as the "raw material" that drives capabilities, success and overall satisfaction within executive leadership roles. There may be great raw material but no training or motivation. All 3 components are critical.

This report is designed to assist in exploring areas where Paul can be developed as a leader in an executive role. This report is broken down into sections covering areas that are typically found within an executive level position. Most executive level positions are similar to an "entrepreneurial" situation in that the individual is responsible for a business unit or major division of a company with it's own requirements for profitability, budgeting, strategic planning, etc. You will see areas below such as "Business Planning and Vision" and "Leading and Managing Employees".

Tips will be given for some areas and can be used to improve performance when the particular behavior is important for the situation.

Business Planning and Vision

- Paul tends to be easy going when it comes to details and more loose with planning
- Paul may view detailed planning as less important than the vision or overall strategy

TIP: It will be helpful to have someone work with Paul to create a plan containing the level of detail necessary for implementation. Without this process, strategies may not be successful due to the fact that others don't have a detailed plan to follow.

Leading and Managing Employees

- Paul tends to be direct, often questioning things and offering opinions to employees and their managers
- Paul tends to be comfortable with confrontation and handling difficult situations
- Paul's natural skepticism and determined manner may stifle communication; employees and managers may not feel comfortable voicing their opinions
- Paul's direct nature may make it difficult to share control and decision making with partners and other key executives

TIP: Important for Paul to recognize that there is a difference between managing and leading. In order for Paul to more effectively lead others, there will be a need to let employees and managers voice their ideas without confrontation and skepticism

- Paul tends to be less outgoing with others which can give the employees the impression of unavailability or disinterest in them
- Paul's quiet and introspective nature typically makes Paul a good listener
- Providing enthusiasm and optimism for projects and company's goals will be difficult for Paul, potentially creating a lack of enthusiasm by employees to work with Paul or the company

TIP: Paul may want to have someone on the team to provide the optimistic and enthusiastic presentations and social interaction with employees so they stay motivated and excited about participating in the company's success

- Paul tends to be more competitive and motivated by individual rewards
- Paul may create a competitive environment treating employees as if they are motivated by individual rewards when they may actually be more team oriented and motivated by team incentives
- There may be times when an employee should be recognized for their efforts but Paul inadvertently competes with them for the attention rather than giving them the credit

TIP: Be careful that Paul creates an environment that rewards individual performance and also allows team oriented individuals to feel appreciated for their contribution to the team's efforts; Paul should be careful not to assume that everyone is motivated the same way

- Paul tends to be easily distracted and easy going when it comes to details and planning
- Paul typically prefers to deal with things as they come up rather than planning

ahead with employees; this will lead to difficulty remembering to follow up with employees on projects and other items

TIP: A critical component of managing people and business is to follow through with others so that they can stay on track; Paul may want to solicit the help of a partner or key employee who can play this role or at least keep Paul on track with these details to be sure they are taken care of; or find a systematic way to force this follow up on details

- Complex employee problems may take a little longer for Paul to solve
- However, routine daily problem solving may be too boring and create a lack of productivity for Paul

TIP: Be sure to delegate the more routine management tasks and when Paul has to think strategically, solicit the help of a partner or outside consultant to help think through the details

Selling and Marketing

- Paul's tough minded and direct nature will help when it comes to dealing with rejection and overcoming the objections of many sales situations
- Paul's approach may be too strong for some types of products or for the audience being presented to

TIP: Think of Paul's audience and if it is called for, build some warm and tactful techniques into the presentation to where the audience feels as if they are making the decision versus Paul telling them what they should do

- Paul prefers a balanced approach with some consistency in sales processes while at the same time allowing for variety and change with new approaches

- Businesses that are overly structured in their marketing and sales efforts such as franchises may be less motivating for Paul

TIP: It is important for Paul to break down the sales and marketing processes to see what improvements can be made to make them more effective

- Paul is typically more reserved, making it more difficult to deliver highly enthusiastic presentations
- More technical presentations may be easier where Paul is delivering information rather than enthusiasm
- Paul's quiet and introspective nature typically makes Paul a good listener; a good trait to have for working in a consultative manner with prospects

TIP: Paul may want to consider having a partner or other associate give the sales presentations while taking on the more technical role of providing information, as necessary, to close the sale

- Paul typically reacts to stress quicker than most which can make selling some types products or services very difficult
- Paul may become anxious and tense under pressure
- Paul tends to have an emotional sensitivity that can be beneficial for selling and marketing some types products or services

TIP: Unless Paul's product or service requires a particularly high level of sensitivity to sell, Paul may want to delegate the sales function to someone else

- Paul tends to be more competitive enjoying a more competitive type of sales environment
- Products or services which are typically sold with a softer approach or by a team-approach will be more difficult for Paul

TIP: If Paul's product or service requires a more collaborative approach to the sale process, Paul may want to only be involved in the very early stages of the prospecting phase and move on to the next prospect once the prospect is ready to talk and allow others on the team to do the actual presentation and/or implementation meetings

- Paul tends to learn at the same rate of speed as the majority of the population which may allow Paul to present information to others in a manner that is not overly complex potentially making it easier to understand and implement
- Paul may have more difficulty presenting to an audience who is expecting a very complex presentation and solution

TIP: Coach Paul that when dealing with audiences who are expecting a more complex solution, be sure to cover the strategic vision so they can see how the solution works in the bigger picture; avoid getting too tactical with this audience for fear of losing their attention

Servicing and Building Internal/External Clients

- Paul tends to be direct with customers which, at times, can come across as too strong rather than tactful and cooperative
- Customers may view Paul as uncompromising rather than willing to work with them to solve problems

TIP: Paul may want to delegate support activities if the business calls for a tactful and cooperative approach to customers; when a customer situation is particularly difficult and confrontational, it will be helpful for Paul to take the lead

- Paul has the ability to put structures in place to create a consistent customer experience while at the same time allowing for unique requests and problems

- Businesses that are too structured in their customer service may be more difficult for Paul

TIP: It is critical to take the time to put some basic procedures in place to handle customer service, so that it is possible for Paul and Paul's team to be consistent. Part of the outline of the procedures should be to state when it is appropriate to make exceptions to the procedures in order to make a customer happy

- Paul's quiet and reserved nature typically makes customer service more difficult

unless the product or service is more conservative and requires a more reserved approach

- Most customers respond to an enthusiastic approach which is more difficult for Paul to have on a regular basis
- Customers may take Paul's quiet nature as a lack of interest in their issues

TIP: Unless Paul's business requires a more serious and reserved approach to customers, Paul may want to delegate the customer service aspect of the business to someone else

Note: This report represents only a small part of the factors that can be helpful in determining job performance. It is not designed to specifically recommend or not recommend any individual for employment and the ultimate employment decision rests with the Employer.

Report Generated On 02/10/2015 by John Pennington

ParticipantID #423828

John Pennington is the founder of Accela and an executive with over 20 years sales experience with blue chip Australian and international organisations.

Accela is an Australian company specialising in high impact sales performance improvement.

John is the also the author of Field Sales Excellence, Sales Coaching Excellence, Telephone Sales Excellence and Competency Development Made Easy.

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