



TotalView Report

- Selection
- Coaching
- Individual
- Succession Planning
- Working Characteristics

on

Mr. John Sample

regarding the position of

Sales & Marketing Representative

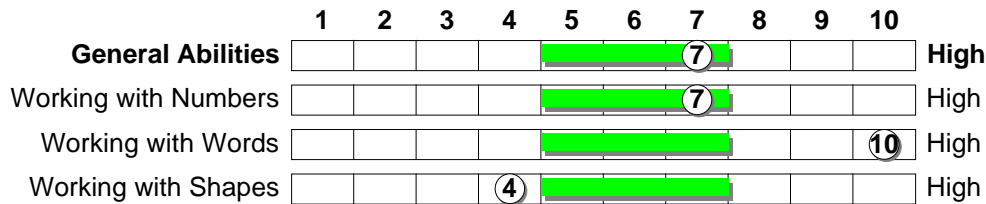


TotalView Benchmark

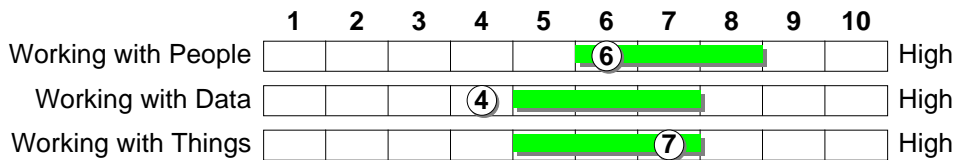
John Sample

Sales & Marketing Representative

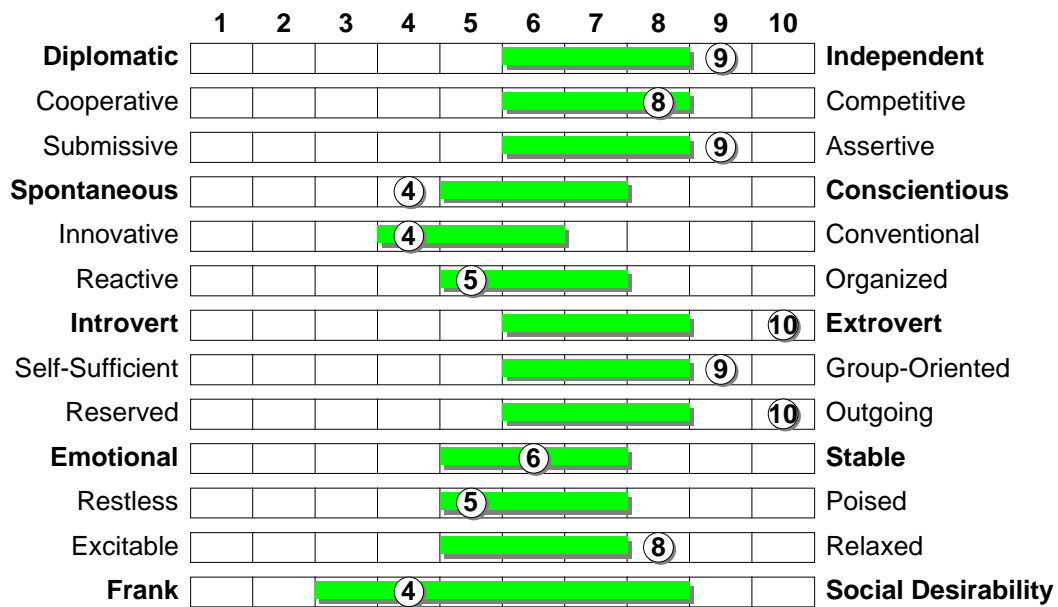
Abilities



Motivation/Interests



Personality



A TotalView benchmark illustrates the required characteristics for this job as decided by management. The shadowed areas above graphically represent the benchmark for this Sales & Marketing Representative position. The number on each scale is John Sample's actual score. The following percentage reflects the degree of suitability of his scores when compared to this benchmark.

TotalView Job Suitability

The TotalView benchmark suitability should comprise not more than one-third of the selection decision process. The other aspects of the selection decision process, including the job interview, candidate history and background check, should be furnished by management.

Benchmark Suitability

81%

The Interview

John Sample

Sales & Marketing Representative

Planning the Interview

Your interview should be a formal meeting with the objective of assessing Mr. Sample's qualifications for this Sales & Marketing Representative position. Planning for this interview should begin with an examination of any areas of confusion or concern which were identified in the previous steps in the selection process, including his work history and education. This background information, in conjunction with this report, will assist your determination of the correct **Total Job Suitability**.

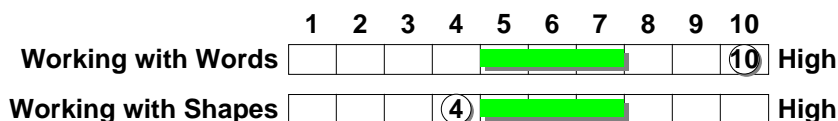
How to Use the TotalView Assessment in the Interview Process

Good hiring and promoting practices require that the personality traits, interests and abilities of job candidates should be matched to those required for the job for which the candidates are being considered. This can be accomplished by creating a Benchmark of the features that your experience has confirmed are required for the job. The Benchmark is the method that graphically represents the desired characteristics for the job as an overlay. The more closely Mr. Sample's scores reflect the benchmark, the higher his suitability for that specific job. Scores that are further from the benchmark should provoke closer scrutiny. Interview questions, which seek answers pertaining to specific on-the-job conduct, will improve selection practices.

In most cases you should customize these questions to better reflect this particular Sales & Marketing Representative position. Mr. Sample's responses should be clarified with further behavioral questions until you are comfortable you can make a quality decision regarding **Total Job Suitability**.

Areas Off the Benchmark

The following are areas where Mr. Sample did not match this Sales & Marketing Representative benchmark. A brief explanation of the score result and benchmark is followed by suggested behavioral interview questions.



It will be evident that Mr. Sample does not fall within the Benchmarks for all of the dimensions of Abilities for this Sales & Marketing Representative position.

A score above any of the Abilities Benchmarks will not generally be detrimental to overall performance. However, consideration should be given to whether the position will provide

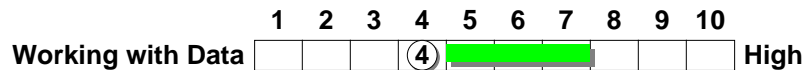
The Interview

John Sample

Sales & Marketing Representative

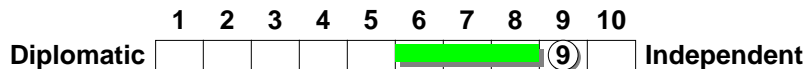
sufficient challenge, stimulation and opportunity for Mr. Sample.

A score below any of the Abilities Benchmarks could be significant. Such results suggest Mr. Sample may have difficulty in quickly and effectively addressing and completing those aspects of the job where he is below the Benchmark.



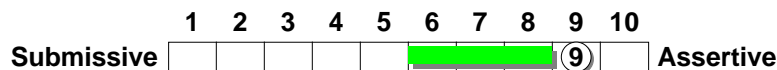
Mr. Sample indicates he has some interest in working with data.

1. What is the hardest part of compiling data for a sales call?
2. Could you describe how you usually checked the accuracy of your work?
3. One of the tedious parts of selling is researching and preparing for a call. Describe how you dealt with the call that you were not sufficiently prepared for.



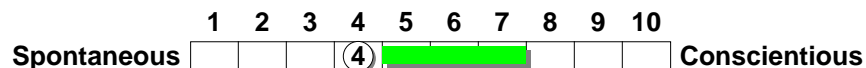
John Sample is apt to be extremely competitive, single-minded, and determined to win at all costs.

1. Describe the last disagreement you had with a customer.
2. How important is it for you to close the order?
3. Give me an example of how you maintain control of a customer complaint.
4. When finalizing a difficult sale, how do you consider a reluctant prospect's feelings when asking for commitment?



Mr. Sample appears to be an extremely rational, assertive, and outspoken Sales & Marketing Representative.

1. During the close of a profitable sales proposal, when is too much sales pressure not the best course of action?
2. Can you give me an example of a circumstance where it was important to agree with the rest of your team?
3. Describe the last sales call where you urged a prospect to make a decision.



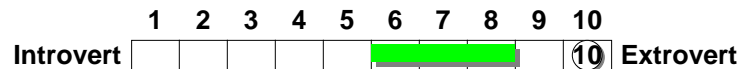
Mr. Sample balances the need to do things well in the quickest possible way with remaining within the rules.

1. Describe a unique sales call where you were initially hampered by pricing or delivery constraints.
2. Tell me about the last time you changed course in the middle of a sale.
3. Explain what has happened when, due to time pressures, a sales opportunity has had to be rescheduled.

The Interview

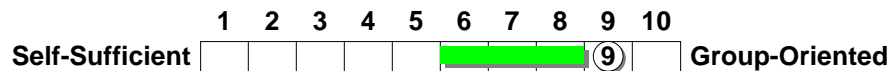
John Sample

Sales & Marketing Representative



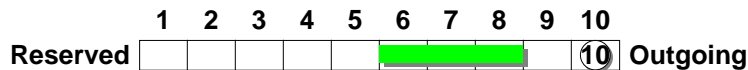
Mr. Sample is likely to be a very sociable and lively person who seeks excitement and enjoys being at the center of things.

1. Some parts of sales work can really be boring. Recall the aspects of your last sales position that were uninteresting to you.
2. Describe how you have utilized your networking skills through business groups or social opportunities.
3. Describe how your experience and qualifications have assisted you in making presentations to large groups.



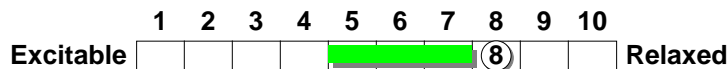
Mr. Sample is a very sociable person who actively seeks out a lively environment where he can meet lots of people.

1. What role have you usually taken on your sales team?
2. Describe the business-related groups, clubs or activities you are involved with that assist you in your networking.
3. Describe a typical busy, sales-oriented work day. Is that type of day your preference? Why?



Mr. Sample describes himself as someone who needs to be the center of attention.

1. Recall the most dynamic presentation that you have made to a group of prospects.
2. What did you find to be the most boring part of your job?
3. Describe how you fit the saying 'good salespeople are good talkers'.
4. When have you found it necessary to curb your enthusiasm during a sales call?



Mr. Sample sees himself as very relaxed, untroubled, and well able to cope with life's pressures.

1. Getting motivated to prospect can be very difficult. Describe a sales day when you just couldn't get inspired to prospect.
2. Getting started on projects, particularly if things are busy, is often difficult. Describe the last situation where your sales manager thought you were reacting too slowly and felt a little more self-management was necessary.
3. What throws you off your plan when selling?

Total Person

John Sample

Sales & Marketing Representative

Note:

The Total Person is a combination of all the elements Mr. John Sample completed in his TotalView Assessment.

Mr. John Sample has superior verbal skills, above average numeric skills, and average spatial skills. Assignments that involve reading and writing will be easiest for him. He should excel at any kind of paperwork or written material. Almost as adept with numbers as with words, he is also well able to do challenging numeric assignments such as working with complex spreadsheets and data tables. Because he is reasonably proficient in tasks that require mental manipulation of shapes and objects, he will be able to follow routine diagrams, to estimate space requirements, and to read blueprints.

Although Mr. Sample will need a little more time for tasks dependent on spatial reasoning, whenever he can use his exceptional skills in verbal or numeric reasoning, he will learn quickly and his job performance should be above average. John Sample will perform best when the environment and work practices change slowly.

Mr. Sample is strongly motivated to work with people and things, and moderately inclined to work with data. Regarding computer tasks, he would prefer direct communication with others via Internet connections, E-mail, and word processing. His average interest in information processing means that he would have to exert himself in any data management tasks and when doing detailed paperwork. Because he likes to work with others, he should do well in a position requiring social skills.

Mr. Sample is highly assertive and competitive. He willingly puts forth his own views, and has no fear of confrontation or controversy. In pursuit of his goals, he will show little concern for others and may be uncooperative with those who do not share his views. As a decisive leader, John Sample is driven to succeed and will work hard to reach his goals.

John Sample is reasonably well-organized, tidy, and accountable. Although he prefers to work in a structured environment, he is flexible and can be innovative if necessary. He prefers the status quo to change for change's sake. However, he can adapt quite readily and is not an obsessive planner. As long as changes are not seen as arbitrary or radical, he can cope with new developments. Mr. Sample can tolerate a relatively constant flow of routine tasks and still deal well with the occasional novelty.

Total Person

John Sample

Sales & Marketing Representative

John Sample requires continual social stimulation and only rarely does he feel a need to be by himself. Extended periods of solitude will be frustrating for him. Often wanting to be in the spotlight, he will usually lead any discussion but he is not inclined to take the role of leader all the time in every activity. He enjoys meeting new people and exploring new ideas. He often acts impulsively and long-term assignments must include variety or else he will lose interest. Mr. Sample will not tolerate a great deal of monotony and he will thrive on challenging assignments, particularly if these contain an element of risk.

John Sample is sensitive to the emotions of others, and he will generally act appropriately. Certainly, unwarranted criticism can upset his equilibrium, but he will quickly regain his normal good humor. He is not bothered by the ordinary give and take of human relations. He is generally calm and, while aware of stress, he does not let it stop him from achieving his goals. He is so relaxed and copes so well with pressure that some might misinterpret his lack of excitability as indifference. Less scrupulous people may attempt to exploit his easy trust and remarkable patience. Ideally, he should work on demanding, high pressure, long-term projects that require dealing with people openly and objectively. Whether he is required to give a fast response to a crisis or methodical attention to a routine task, Mr. Sample will work well under most pressures.

Individual Traits

John Sample

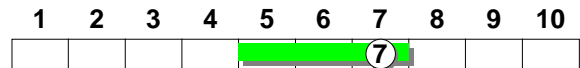
Sales & Marketing Representative

NOTE:

The individual traits on the following pages are descriptions of Mr. Sample's characteristics as determined by the TotalView Assessment. The 1 - 10 scoring scale used throughout the TotalView Assessment is called a sten scale. Sten simply means the standard tenth of a normal bell curve. Approximately 16% of the population would have sten scores in the 1 - 3, and 16% in the 8 - 10 ranges. The other 68% of the population will score in the middle ranges 4 - 7.

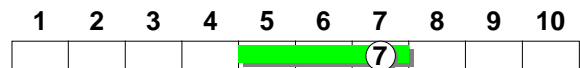
General Abilities

As Mr. Sample scored in the high average range, his learning faculty is reasonably quick and he will absorb new information with little difficulty. Changing job requirements should not affect his ability to perform.



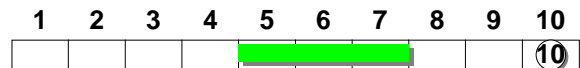
Working with Numbers

John Sample is in the high average range for numerical reasoning. This is typical of employees who are skilled and competent in reasoning with information derived from simple numbers.



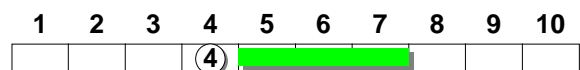
Working with Words

This score indicates the highest level of ability to use language as a vehicle for reasoning and problem solving.



Working with Shapes

Mr. Sample is likely to be reasonably competent in mentally manipulating or visualizing shapes, but may need more time while working in this medium. When under time pressure he is likely to make more mistakes than average.



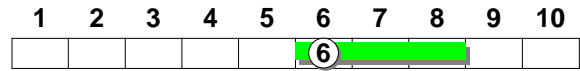
Individual Traits

John Sample

Sales & Marketing Representative

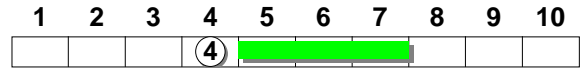
Working with People

Mr. Sample shows an average level of interest in work that involves dealing with people. He is likely to prefer employment that involves contact with others and would not be happy working on his own.



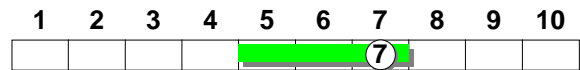
Working with Data

Mr. Sample has some interest in working with data. Such a person may relate this interest in data to its application in working with people and/or machinery and equipment. He would not necessarily feel the need to work with data to form the major part of his job.



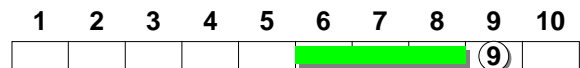
Working with Things

John Sample expresses an above average level of interest in work that deals with inanimate objects such as machinery, tools or equipment. Such people are likely to be interested in a hands-on approach to designing, managing or working with things.



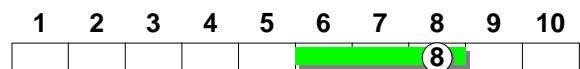
Diplomatic / Independent

John Sample is independent and has a strong desire to reach his goals. This is accompanied by a willingness to control and a determination to express his point of view. Such people are skeptical and hard-headed in some working conditions.



Cooperative / Competitive

This person describes himself as a hard driving competitor with a strong, individual need to win. He has less concern to win as part of a team.



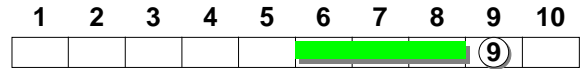
Individual Traits

John Sample

Sales & Marketing Representative

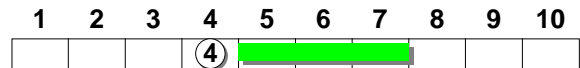
Submissive / Assertive

Mr. Sample is forthright, assertive and outspoken. However, individuals like him tend to be confrontational and not afraid of arguments, and will readily put forth their own views. He tends to take control.



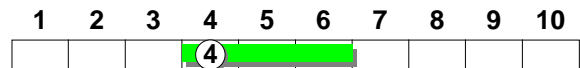
Spontaneous / Conscientious

He is both flexible and spontaneous, therefore, he works well with change and innovation. Occasionally impulsive, he will occasionally need to be reminded of the framework in which he is operating.



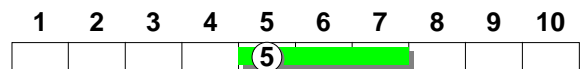
Innovative / Conventional

John Sample sees himself as someone who is somewhat adaptable to change and innovation. He will seek new methods to solve problems.



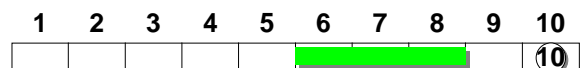
Reactive / Organized

He is somewhat organized, but can respond to spontaneous and unpredictable events. He could be described as a Sales & Marketing Representative who is systematic, while able to cope with the unexpected.



Introvert / Extrovert

Mr. John Sample is a very sociable and talkative person who seeks excitement. In fact, he is happiest when he is the center of attention, seeking out people for fun, entertainment, company and stimulation. Others will see him as a very high-spirited and impulsive individual.



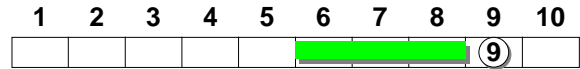
Individual Traits

John Sample

Sales & Marketing Representative

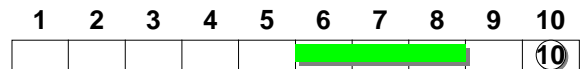
Self-Sufficient / Group-Oriented

This is a sociable person who prefers to be with other people in a lively environment. A quiet time is the exception rather than the rule. He is usually found at the center of groups or social activities, and seeks the approval of others.



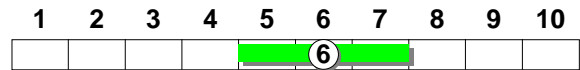
Reserved / Outgoing

John Sample is an outgoing, talkative individual, who wants to be the center of attention. Such people enjoy risky, action-packed, challenging jobs. They act impulsively and quickly become bored with repetitive work. He may be enthusiastically verbal to the point of not allowing others to express their opinion.



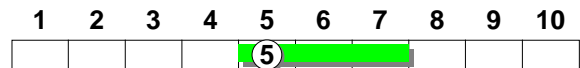
Emotional / Stable

In most situations, John Sample accepts people in a calm and stable manner. There will be circumstances when he becomes apprehensive and emotional, even wary about some people, particularly their motives. In general, he is secure in himself, remaining quite relaxed under moderate stress.



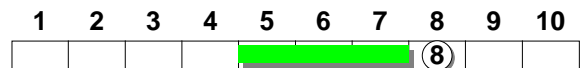
Restless / Poised

Such people can remain calm and poised in the face of unpleasant circumstances, yet at times have a tendency to become upset and take things personally.



Excitable / Relaxed

He is a relaxed, easygoing individual who copes well with most work related pressures. He is likely to be accepting of most people and to be generally trusting. For the most part, people like Mr. Sample are able to keep their troubles in proportion and not worry unduly.



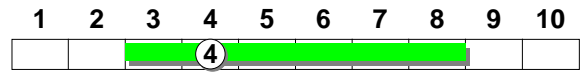
Individual Traits

John Sample

Sales & Marketing Representative

Social Desirability

Given this level of score, there is reason to believe that Mr. Sample has presented a reasonably frank picture of himself on the other scales.



Validity

John Sample

Sales & Marketing Representative

VALIDITY:

The rules for identifying patterns of responses in the Personality section of the TotalView Assessment which might be "invalid" include systematic but non-meaningful response patterns, omissions and excessive use of the "B" answer option.

Systematic but non-meaningful response patterns occur when the distribution of the responses differ from the norm and are considered unusual. Any omitted item in a scale is coded as a "B" answer. The omission rule occurs if more than three responses are omitted in a given scale, making the results appear more average than they are.

The "B" answer rule is affected by the total number of "B" responses selected. The candidate had the choice of an "A", "B", or "C" for every question in the Personality section of the TotalView Assessment. The second option, the "B" choice, is always an unsure or in-between answer.

The total number of "B" responses chosen for this report was: 7

This number of "B" choices is within acceptable levels. In addition to the acceptable level of "B" responses, the results of the Personality section of this report had meaningful response patterns. Therefore the data presented in this TotalView Assessment can be considered accurate and reliable.

NOTICE:

ICES Assessment Systems Inc. advises users that the TotalView Assessment should provide up to one-third of the total selection process. The remainder of the selection process, including the candidates work history, interview and background checks, should be used in association with the results of this report.

The benchmark used for this report was designed by a method other than a Concurrent or Job Description Survey. Except when designed by a professional, ICES Assessment Systems Inc. recommends all benchmarks should be designed by the Concurrent, Job Description Survey or combining both methods.

When properly implemented and utilized in conjunction with customary selection procedures, this assessment will help to ensure that applicants are treated fairly without regard to race, color, religion, sex or national origin.