HFM TALENTINDEX
Online Assessment

Sales Potential Index

Participant
John Example

Client
HFMtalentindex

Created on
03-12-2019

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Introduction

The Sales Potential Index (SPI) provides an indication of Mr Example's potential and behaviour in terms of competencies essential to effective sales. The scores in this report are based on his responses to the HFMtalentindex personality measurement: a questionnaire, specifically designed to analyse relevant personality traits. The personality traits measured provide insight into the personal character traits responsible for Mr Example's behaviour. Based on these character traits, it is possible to make an assessment of the kind of behaviour he will display as a salesperson, and his potential for developing himself in this position.

When using this report, it is important to keep the following in mind:

1. The report is generated by HFMtalentindex' rule-based expert system, meaning that the measurement is performed in a highly objective and accurate manner. The system generates results based on a combination of the expertise of experienced organisational psychologists and extensive scientific research.

2. The scores in the report were determined by comparing Mr Example's response pattern to that of an extensive norm group of people, representing a variety of professional roles in various sectors. The report shows how Mr Example's scores compare to the average scores of the norm group.

3. The report is based on the answers provided by Mr Example regarding himself. This means that the measurement is based on Mr Example's self-image. It is therefore important to compare the results in the report with other sources of information, such as (previous) work experiences and results, an interview with Mr Example, his CV and references, if applicable.

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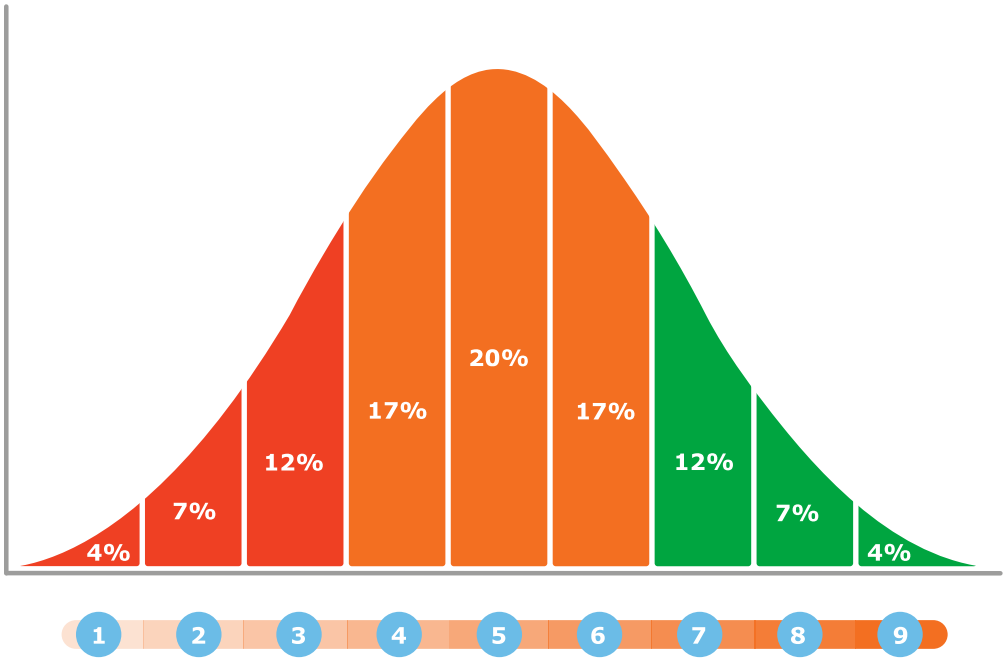
Report structure

This report shows how Mr Example scores in comparison with the selected norm population. Some of Mr Example's scores are displayed on a nine-point scale. Each point on the scale corresponds to a part of a normal distribution (a stanine) that shows how often these results occur in the norm population. The more extreme the score, the less often it occurs.

Most people (54%) have an average score (stanines 4, 5 and 6 combined). The stanine scores 4, 5 and 6 can be explained as low-average, average and high-average. Just under a quarter of people (23%) have a high score (stanines 7, 8 and 9 combined). These stanine scores can be explained as above average, high and very high. Also less than a quarter of people have a low score. The stanine scores 1, 2 and 3 can be explained as very low, low and below average.



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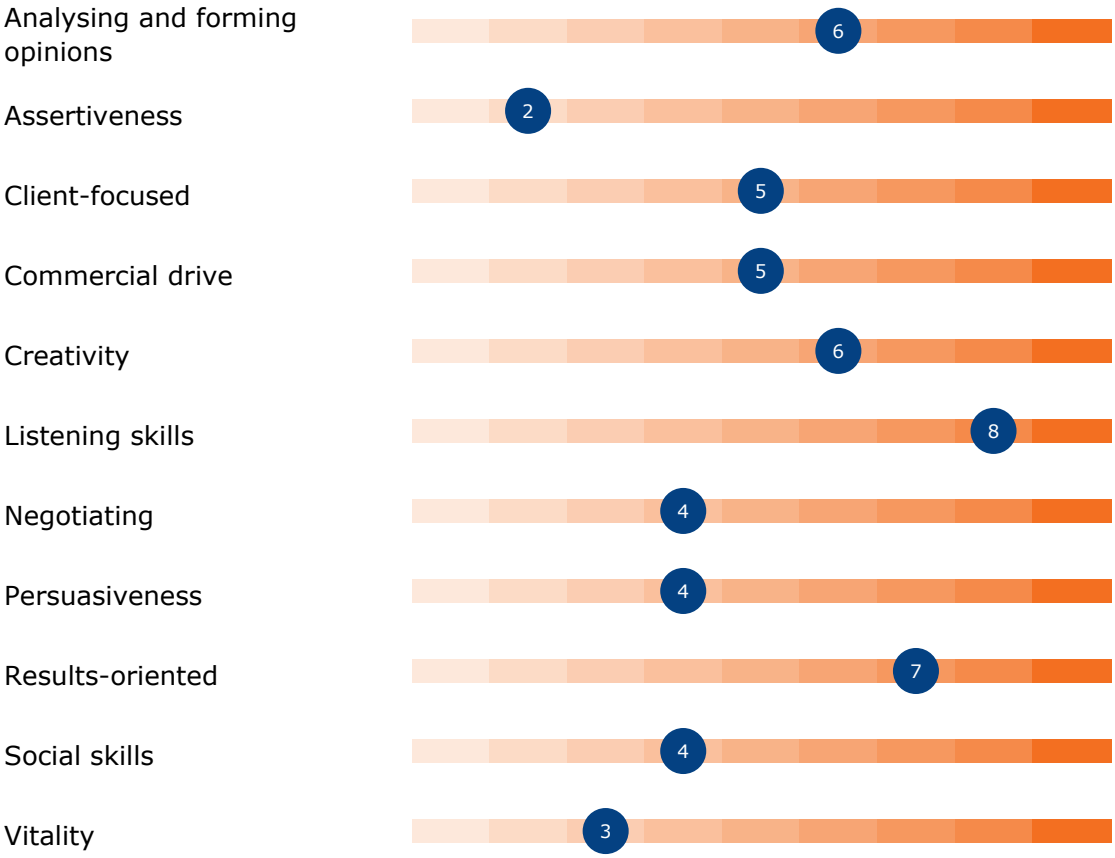
1. Overall picture

Mr Example has a slightly below average potential for a sales position.

1.1 Competency scores

Below, you will find the scores on the competencies that are considered essential for sales.



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2. Distinctive characteristics

	Weak	Neutral	Strong
Social skills		• Selective in making contact • Sufficiently energetic	• Warm
Client-focused	• Problem-oriented	• Need for chemistry	• Cordial
Listening skills			• Attentive • Wide range of interests • Involved
Persuasiveness	• Emphasises problems	• Present	• Original
Negotiating	• Avoids conflict • Wavering	• Can be tactical	• Wants to win
Results-oriented		• Sufficiently disciplined	• Highly motivated • Is rarely distracted
Assertiveness	• Shy • Easily influenced • Low self-esteem		
Commercial drive		• Somewhat outgoing • Repeat business • Somewhat reserved	
Vitality	• Cautious	• Dynamic on occasion • Willing to change	
Analysing and forming opinions		• Somewhat analytical	• Exploring
Creativity	• Conventional		• Wide range of interests • Imaginative

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3. Description competencies

Analysing and forming opinions **Score: Slightly above average**

Although Mr Example sometimes enjoys extending his knowledge of a particular subject and dealing with abstract matters, he considers it just as important to focus on the practical side of things. In addition, he likes conceptualising various possibilities.

Assertiveness **Score: Far below average**

As Mr Example has fairly little self-confidence, he often doesn't believe he is right. He has difficulty defending his opinion, and sometimes lets others overrule him too easily. Particularly in the company of others, Mr Example may have trouble standing up for himself, as he feels uncomfortable quite easily.

Client-focused **Score: Average**

Mr Example will usually act friendly and involved towards clients. In addition, he enjoys interacting with clients. However, he often desires some time to work things out for himself. Although Mr Example will try to come up with realistic solutions for clients, he risks overemphasising the impossibilities.

Commercial drive **Score: Average**

Mr Example has a moderately outgoing demeanour. Although in some ways his dynamic nature is suited to a commercial position, he isn't likely to have a continuous drive for this line of work. Although he enjoys some degree of variety in his work, he is still likely to seek stability in a commercial position. Although Mr Example has a somewhat modest nature, he does assume his opinion sometimes has added value. For commercial positions, he could position himself more strongly.

Creativity **Score: Slightly above average**

Mr Example sometimes enjoys coming up with new ideas and 'thinking outside the box'. He has a fairly precise nature and strongly dislikes disorder. As a result, he may have difficulty being flexible enough to take a creative approach to things. Because of Mr Example's fairly broad range of interests, he is able to focus his creativity on different subjects, and is generally easily inspired.

Listening skills **Score: Far above average**

Mr Example enjoys building meaningful relationships with others, and therefore tends to focus on getting to know people. In addition, as he has a fairly wide range of interests, he can find common points of interest with others without much difficulty. As Mr Example feels fairly strongly involved in others' experiences, he is usually easily captivated by what others have to say.

Negotiating **Score: Slightly below average**

Mr Example can sometimes feel a bit insecure during negotiations. In addition, he likes to succeed in negotiations and perform well for himself. During negotiations, Mr Example will avoid confrontation. As a result, he will regularly make compromises at the expense of his own interests. Although he likes being open with others, he won't always be completely straightforward in negotiations.

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Persuasiveness — Score: Slightly below average

It isn't important to Mr Example to always be prominent, but he does want his opinion to be taken seriously. At moments he considers important, he will do his best to convince others of his point of view. He sometimes tends to take a somewhat negative approach to things, as a result of which he can have difficulty inspiring enthusiasm in others. In addition, Mr Example has plenty imagination, and will have no problem backing up his arguments with examples.

Results-oriented — Score: Clearly above average

Mr Example is driven to deliver good results. Sometimes, it takes him some effort to start the job, but once he gets going, he will usually complete the work needed to achieve the desired result. When he envisions a particular goal, he doesn't easily allow himself to be distracted by other matters that require his attention.

Social skills — Score: Slightly below average

Mr Example considers it important to interact with others in a warm and friendly manner. In addition, although he enjoys interacting with others, he doesn't constantly seek this out. He has enough energy to arouse some interest in others. Mr Example doesn't always have a positive attitude, which may sometimes keep others at bay.

Vitality — Score: Clearly below average

Although Mr Example isn't particularly energetic by nature, he is by no means listless. He enjoys taking a fair amount of time to think things over properly. Although Mr Example doesn't like staying in the same situation for too long, he can cope with some time without changes in his life or work.

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4. Interview questions

In order to make optimal use of the SPI, a number of interview questions are specified. These questions are tailored to Mr Example's responses in the HFMtalentindex personality measurement. The questions are specified will help you assess the conclusions regarding Mr Example's potential.

Tips for asking the right questions

- Avoid using *theoretical questions* ('how would you...?'). These are open to speculation and giving desirable answers. You won't gain insight in what the candidate actually does.
- Ask for *specific examples* of *recent behaviour*. People change. Recent behaviour has the most predictive value.
- Try to avoid using *closed questions* (questions that can be answered with either 'yes' or 'no'). Rather start questions with words such as 'what', 'how' and 'why'.
- Ask *multiple questions* regarding the same competency.

Analysing and forming opinions

- Can you give an example of a situation in which you made a conscious decision to first explore the matter further before actually getting to work? Can you give an example of a situation in which you consciously focused on the practical side of the situation without exploring the matter further first? In your opinion, what are the most important differences between these situations?

Assertiveness

- Was your opinion ever overlooked in a group of people? How did this come about? What action did you take at the time? What was the result? How would you handle this now?
- Can you describe a situation in which your opinion was unheard? How did this come about? What action did you take at the time? What was the result? How would you handle this now?
- Do you ever doubt yourself? Can you illustrate this with an example?
- Have you ever had the feeling that the things you were saying were incorrect? How did this happen? What action did you take at the time? What was the result?

Client-focused

- Do you enjoy working with clients? Can you illustrate this with an example?
- Has anyone ever commented on your way of presenting your ideas, saying that you place too much emphasis on the risks and impossibilities? Can you illustrate this with an example?

Commercial drive

- Do you enjoy commercial work? Can you illustrate this with an example?
- Do you like variation in your work? Can you illustrate this with an example?
- Can you describe a commercial situation in which you felt very comfortable? Can you describe a commercial situation in which you felt less comfortable? How were these situations different from one another?
- Can you describe a situation with a client in which you thought that your opinion had an added value? How did you act in this situation? What was the result of your action, for both you and the client?

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Creativity

- Can you describe a situation in which things turned out differently than you had expected? What did you make of this situation? How did you handle it?

Negotiating

- Have you ever been in negotiations where it bothered you that you couldn't be sincere? What was the situation? How did you handle that? What was the outcome?
- How do you handle conflicts of interest? Can you illustrate this with an example? What was the result of your approach? Were you satisfied with this result?
- Have you ever felt somewhat insecure during negotiations? What kind of effect did this have on you? How did you handle this situation? What was the final outcome?

Persuasiveness

- To what extent do you think it is important that your opinion is heard by others? Can you illustrate this with an example?
- Can you give an example of a situation in which you convinced a colleague or employee of your point of view? How did you go about doing that? Can you give an example of a situation in which you chose not to use your powers of persuasion? Why did you make this choice in that situation? In your opinion, what are the most important differences between these situations?
- Can you give an example which demonstrates that you are able to convince others of your viewpoints and inspire enthusiasm for them?

Results-oriented

- Does your strength lie in starting up or wrapping up projects? Why are you stronger at this? Can you illustrate this with an example?
- Did you reach your last year's targets? If so, how did you manage to do so? If not, how come?

Social skills

- Do you enjoy interacting a lot with others in your work? How is this evident?
- How do you try to inspire enthusiasm in others about your ideas and activities?
- In your contact with other people, how do you make sure that you are on the same page? Can you describe a situation that illustrates your approach? What was the result of your approach?

Vitality

- Can you describe a situation in which you acted as the driving force behind a specific project? Can you describe a situation in which your role was more passive? How were these situations different from one another?
- Can you give an example of a change that you experienced as positive? Can you give an example of a change that you experienced as negative? In your opinion, what are the most important differences between these two changes?
- Have you ever spent too long thinking about something, and thereby missed out on an opportunity? Please describe this situation.

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Social desirability

The HFMtalentindex personality measurement is checked for socially desirable answering tendencies, by the inclusion of control questions. We distinguish between two types of social desirability, which will be discussed here.

Self-deception

A high score (2 or 3) on self-deception indicates that the participant unconsciously overestimates the effectiveness of his actions and his way of thinking. The participant runs the risk of overestimating himself and may have a rather unrealistic impression of how effective his own actions are. Participants who score high on the self-deception assessment often have difficulty identifying their own weak points.

Tips for discussing the report

When discussing the report, we recommend that you ask these participants about any feedback they may have received from those around them. By assessing this feedback, you may be able to break loose from the possibly distorted perception of the participant. You can do so by asking specific practical examples. For example, you can use the following questions: what are the strong points you are complimented on by your current supervisor? What are the improvement areas? What qualities do your colleagues appreciate you for? On what issues do you sometimes clash with colleagues? What do your subordinates identify as positive about your managerial style? What do they see as points requiring your attention?

Impression management

A high score (2 or 3) on impression management indicates that the participant consciously reports desirable behaviour and suppresses undesirable behaviour. This is the most obvious and conscious form of social desirability. The participant purposefully paints a picture of himself that is too positive. There is a risk that those participants were looking for the answers they thought to be the 'right answers' when completing the questionnaire.

Tips for discussing the report

When discussing the report, we recommend that you continue asking about the participant's strong points emerging from the report. We recommend that you also use specific practical examples for this purpose. It often clarifies matters if the participant has to describe a situation in which something went well, and a similar situation in which the participant was less successful. How were these situations different from one another? In the event of high scores on this point, watch out for so-called 'positive weak points', such as 'people might even say I work too hard'.

A high score on one or both of the social desirability scales doesn't mean that the report is worthless. It indicates that you must be attentive to possible misrepresentations. The above explanation and tips may help you test the perception.

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