

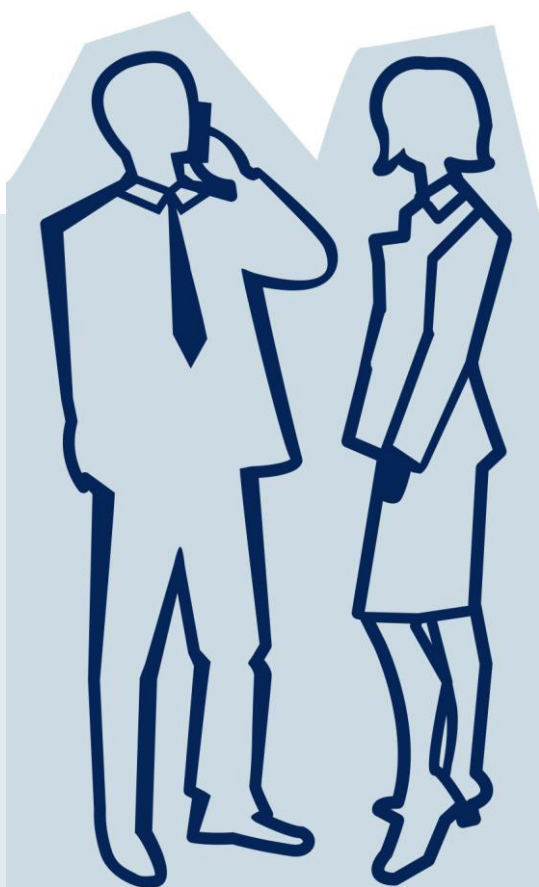
Including interview guidelines
and onboarding plan

Report Sales

Candidate Max Mustermann
Date of testing 10/14/2014

EXTRACT

Version for: **HR Department** | Candidate | Management



About this report

This report contains your candidate's test results relating to his potential for success in a sales position.

On the basis of these test results, training options for the candidate will be suggested and customized interview guidelines provided. An onboarding plan will help with the candidate's induction if he is appointed.

The glossary at the end contains comprehensive explanations and background information.

The report is available in three different versions, which are directed at different target groups and hence differ in the scope of their content. You have the report intended for the HR department. The other versions are one for the candidate himself and one for management members involved in the HR decision.

Please note that the test results contain personal details that should be treated as confidential. You should therefore exercise care when passing on this report.

The assessment scales

A star rating is used for all assessments:

- ★ modest
- ★★ solid
- ★★★ excellent

Test results are given in percentile ranks. You can find further information on the assessment scales in the glossary

PR below < 25 = below average



PR 25 to 75 = average



PR above 75 = above average



In this report

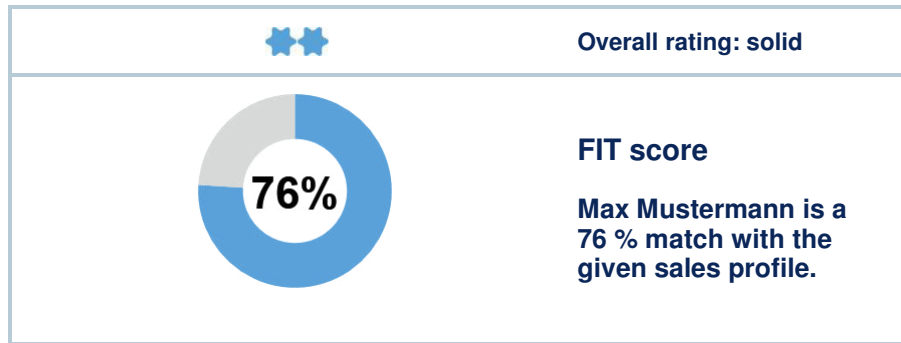
1. Summary of results.....	3
2. Executive summary.....	4
3. The sales profile in detail and the extent to which Max Mustermann meets these criteria.....	5
4. Generic skills	9
5. The test results in detail	11
6. Training options	14
7. Structured interview guidelines for Max Mustermann	16
8. Onboarding plan for the executive manager.....	27
9. Glossary & help	32

Disclaimer

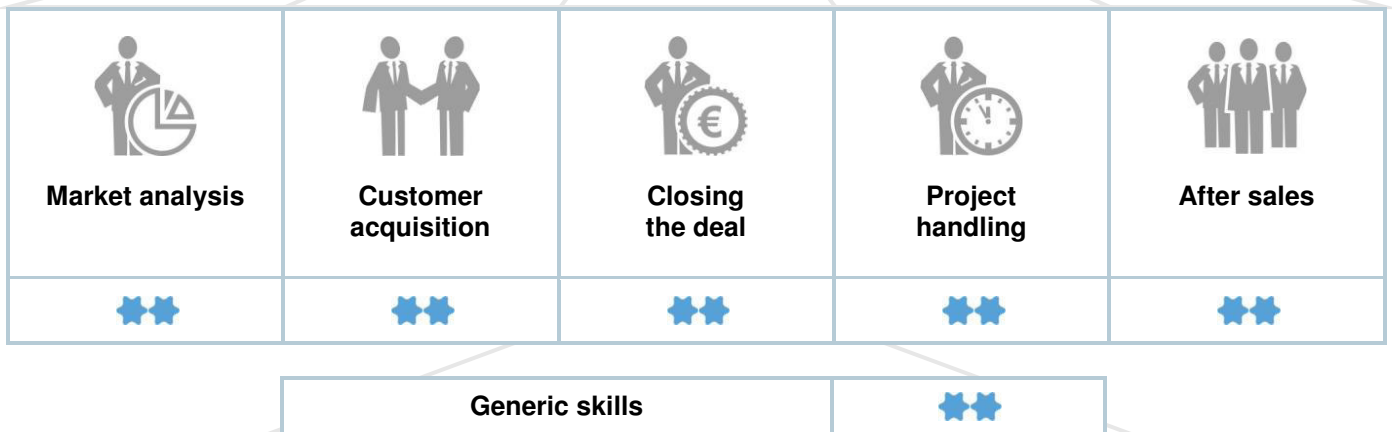
This report is computer-generated. The findings are based on the candidate's response behavior in self-assessment questionnaires. They depend on the test presentation conditions and on other factors including the candidate's experience, motivation, interest, self-awareness and mental and physical state. SCHUHFRIED cannot accept responsibility for decisions made on the basis of information contained in this report and cannot be held directly or indirectly liable for the consequences of using it. SCHUHFRIED does not warrant that the report has not been changed. The information contained in the report is confidential. The report should therefore be stored in accordance with international and national data protection guidelines and legislation. Information on the scientific quality criteria and the tests used can be found in the glossary that forms part of this report and in the test manuals and the HR sector manual.

1. Summary of results

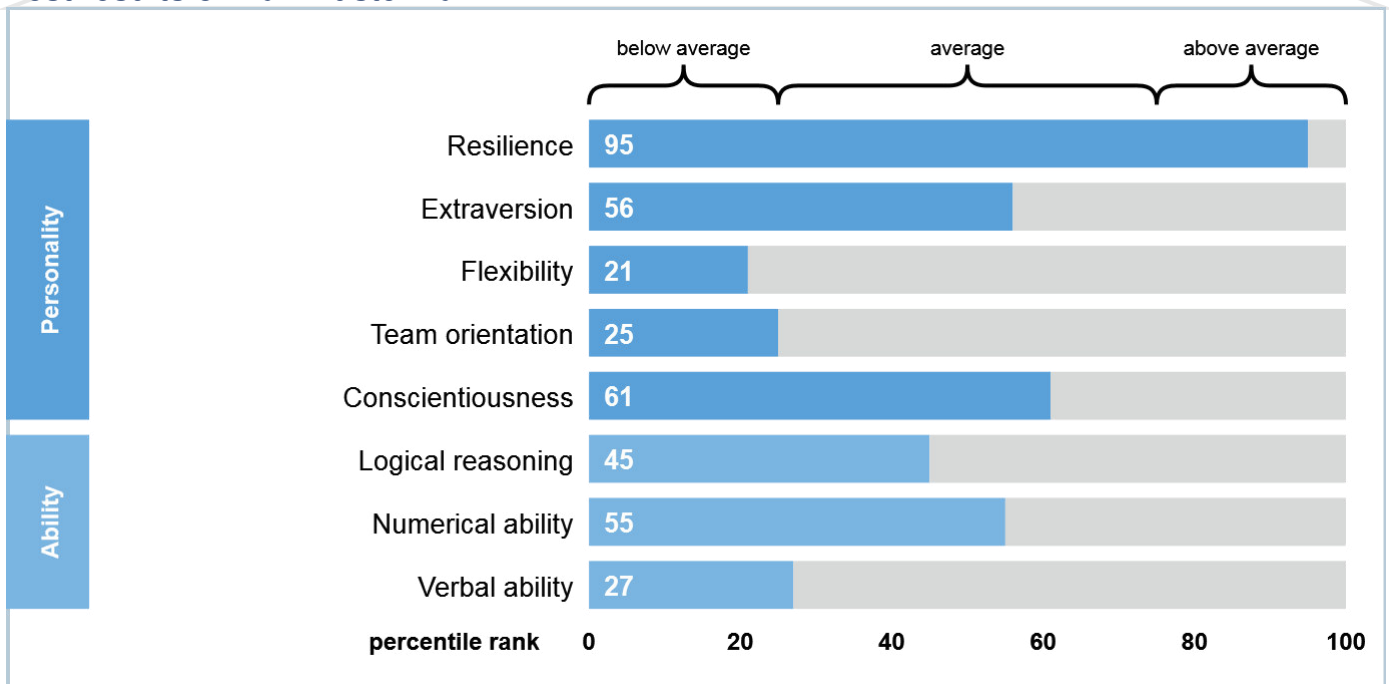
Overall assessment of Max Mustermann



Sales profile of Max Mustermann



Test results of Max Mustermann



2. Executive summary



The results of the personality test show that overall Max Mustermann has solid potential for success in the sales position. With a FIT score of 76 % he deviates by 24 % from the ideal profile of a sales employee.

It is therefore recommended that careful thought be given to whether Max Mustermann should continue to be considered in the selection process.

There is solid potential for the following sales skills:

- › Market analysis
- › Customer acquisition
- › Closing the deal
- › Project handling
- › After sales

This is particularly due to the test scores on the factors resilience and conscientiousness.

In the ongoing selection process you should check whether Max Mustermann has improved the highlighted development areas through professional experience or methods and/or whether these areas could be developed by reasonable means (see Training Options and Onboarding Plan). Use the customized interview guidelines to explore the opportunities and risks with Max Mustermann.

3. The sales profile in detail and the extent to which Max Mustermann meets these criteria

3.1. Overview of the sales profile of Max Mustermann

 <p>Market analysis</p>	 <p>Customer acquisition</p>	 <p>Closing the deal</p>	 <p>Project handling</p>	 <p>After sales</p>
☆☆	☆☆	☆☆	☆☆	☆☆

3.2. Market analysis

To be successful in a sales position, it is necessary to analyze the market environment (competition, customer situations, etc.) and to understand your company's sales strategy and its range of products and services.

These skills provide a basis for positioning the company's services and identifying new sales opportunities.

Assessment

The ability to work systematically and with discipline is an important component for being productive as quickly as possible. The average level of conscientiousness shows systematic work behavior. In some circumstances, however, less interesting aspects of the analysis will be avoided or processes only superficially considered. In addition to work attitude, the ability to work out the benefits for the customer and position the quotation accordingly is very critical for success in many sales positions. The below average flexibility indicates that it is difficult for Max Mustermann to develop creative ideas for new sales opportunities.



Market analysis

☆☆

Opportunities and risks

Opportunities

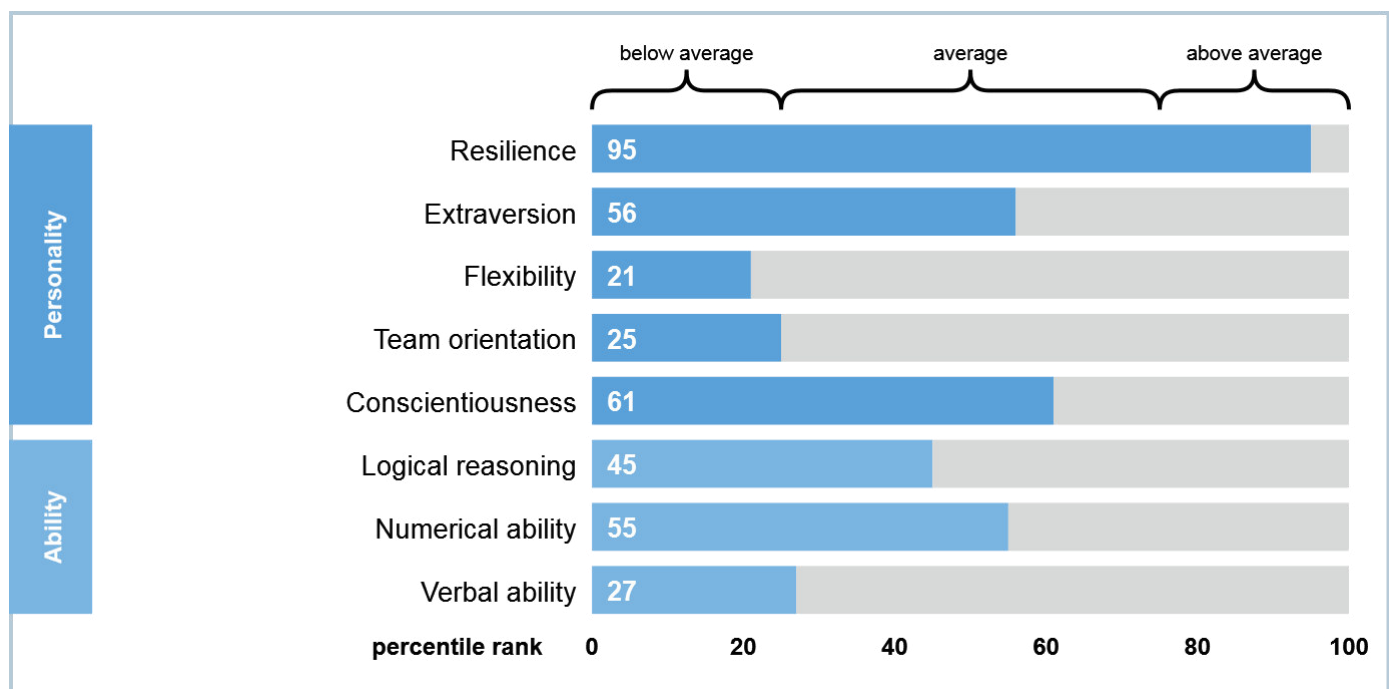
The test results do not identify any opportunities for the candidate.

Risks

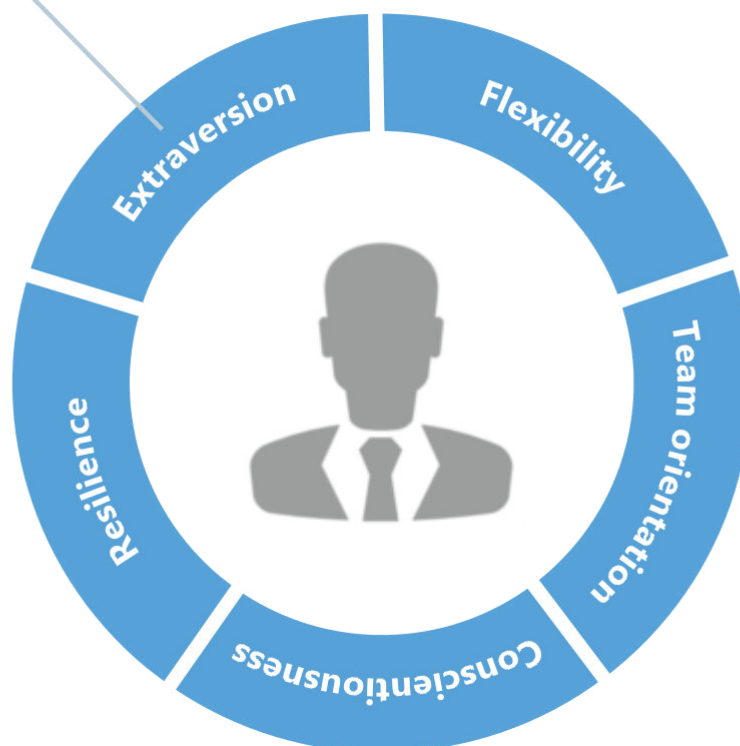
- ✘ The preference is for using proven structures and consequently being less open to creative ideas in order to develop solutions and lines of argument based on the analysis.

5. The test results in detail

5.1. Overview of the test results of Max Mustermann



5.2 Personality factors



6. Training options



6.1. Suggestions for improving the personality factors

Personality characteristics are considered to be relatively stable and there is only limited scope for changing them. At the decision-making stage consideration should therefore be given to whether the candidate fundamentally matches the criteria. Exploration of the candidate's personality traits and the behaviors that result from them can be used as a basis for targeted action. Consolidating the desired behavior requires motivation on the part of the employee and feedback from managers and colleagues.

Flexibility

On the individual level, the candidate can work on expanding his knowledge of relevant customer issues and their problems. In addition, his own research and exchange of ideas with other colleagues can also be helpful. Furthermore, techniques for creativity and best practices can help to develop new approaches in order to create added value for all participants in the decision-making process.

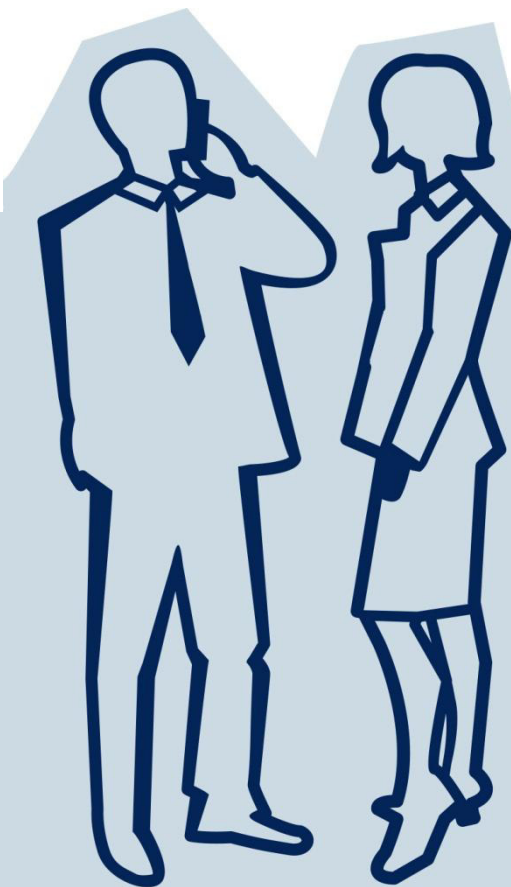
As a company or manager you can assist the employee by consistently checking your employee's knowledge about customers or other relevant topics and requesting new ideas. For example, agree to create a customer dossier or market analysis in order to establish new procedures. Discuss best practices with the team and intentionally encourage cooperation with colleagues who work differently.

Conscientiousness

On an individual level, the employee can reflect on which work activities are especially difficult or have little enjoyment for them, and which avoidance strategies (postponing, waiting it out, finding excuses, etc.) are used. In addition, specific measures can be agreed on to make problematic processes more routine.

As a company or manager, verify in the first few months of working together whether conscientiousness in the sense of work discipline, documentation, etc., does not meet your expectations in certain situations. Candidly discuss the possible reasons with your employee and agree on specific goals to support the implementation.

Structured interview guidelines for Max Mustermann (Sales)



7. Structured interview guidelines for Max Mustermann

7.1. Preparing for the interview

The interview gives you an opportunity to explore the candidate's experience, knowledge and skills through discussion with him. It is also a chance to look for evidence of how the candidate's personality traits have been manifested in the past as a basis for assessing what impact they will have in the future role.

The aim of the interview

Your aim should be to use the interview to form an assessment of the opportunities and risks of the candidate in relation to the future job.

- › Do the candidate's strengths match the examples and his behavior in the interview?
- › Has the candidate already developed appropriate ways of minimizing risks?
- › Is the candidate self-aware and prepared to work on possible weaknesses?

Preparation for the interview

Read the candidate's CV. What situations can you use as a basis for questions about specific scenarios and activities?

Look at the test results. What opportunities and risks would you like to explore in more detail? At what points in the interview could this best be done? Make relevant notes in the interview guidelines.

Highlight in the guidelines the questions you want to ask. You don't need to use all the questions offered; choose the ones that seem best to you.

Greeting the candidate and structure of the interview

Greet the candidate, introduce yourself and summarize the aim and structure of the interview:

Aim of the interview:

- › Getting to know the candidate and his thoughts on the target position
- › Learning about the candidate's motivation and previous experience
- › Giving the candidate information about the company and the job

Structure of the interview:

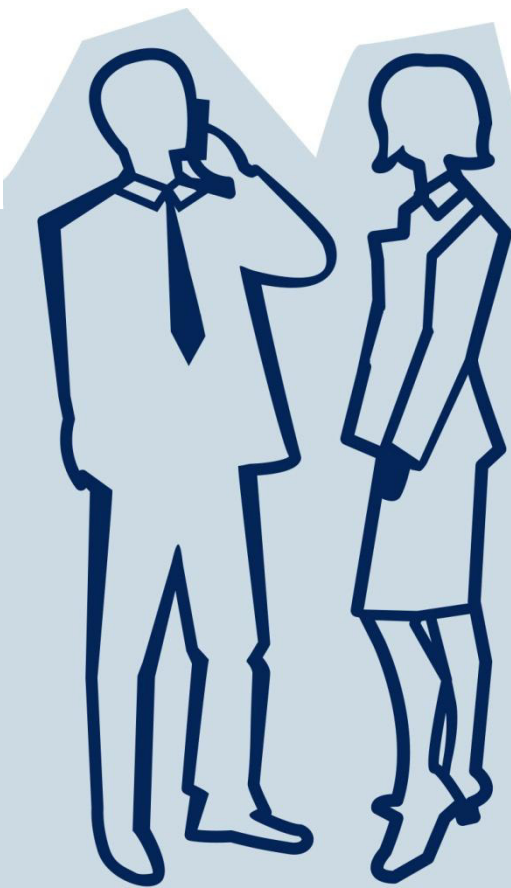
Provide a brief description of what will happen:

In the next 60 to 90 minutes we shall cover the following areas:

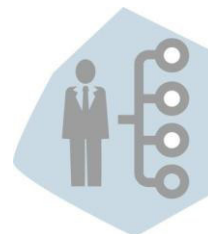
1. Career, experience and motivation
2. Discussion of specific work situations
3. The candidate's questions about the company and the job
4. The next stages in the process

Tell the candidate that you are taking notes and that you may interrupt his answers in order to focus on the points that are important to you. Answer any questions the candidate may have and move on to the subject of career and experience.

Onboarding for Max Mustermann (Sales)



8.4. Worksheet: Onboarding planner



Use the onboarding planner to plan activities in the coming weeks and months. Define the work packages and take the tactics into account in order to make the onboarding motivating for the employee.

Consider beforehand how you intend to measure the attainment of objectives and discuss this in the meeting with the employee. To define objectives, use your usual procedure or the SMART method (see example).

Example of an onboarding work package with SMART goal:

Onboarding component	Development goal
Acquisition of new knowledge	<p>SMART GOAL (example):</p> <p>What: Familiarization with the product portfolio (products A, B, D) and description of their advantages and disadvantages by comparison with the competition. Presentation of two new ideas to improve positioning in Germany and Hungary.</p> <p>Why: Understanding the product specifications, pricing, logistics and the competition</p> <p>Who: Name of the new employee</p> <p>Where: HQ, visit to an external site in X</p> <p>By when: in 2 weeks or date</p> <p>Support: The new employee approaches Sam Sample (Business Development) and Jane Doe (Marketing) for first-hand information about the product</p>

Onboarding planner

Onboarding component	Development goal
Acquisition of new knowledge	Issue:
	Agreed objective:
Working together with others	Issue:
	Agreed objective:
	Issue:
	Agreed objective:
Using administrative processes	Issue:
	Agreed objective:
	Issue:
	Agreed objective:
Other components	Issue:
	Agreed objective:
	Issue:
	Agreed objective: