



Interview Guide

John Sample

ID# 1234

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Sample Company

1 Overview of Scores and Response Style

Overall Review - This section provides a summary of the strengths and areas of concern for the candidate.

Scores Overview - This section gives a summary of your candidate's results.

Scores - The scores are in percentiles, ranging from 1 (lowest) to 99 (highest). For example, if someone has a score of 90 that means they have scored better than 90% of those who have taken the assessment previously.

Score Labels - Score labels provide a visual guide, indicating if a score falls into the:

- Low range (in the bottom 25% of the comparison group)
- Mid range (in the middle 50% of the comparison group)
- High range (in the top 25% of the comparison group)

Response Style - This section gives you a sense of whether the candidate responded in a way that affects the interpretation of their scores.

SCORE EXAMPLE

OVERVIEW OF SCORES

Jane Sample
ID# 002

OVERALL REVIEW

This candidate's results suggest they are likely to influence others to accept their suggestions, and they are likely to stay calm under pressure and in challenging interactions. Their tendency to recognize the needs of others will allow them to effectively influence customers towards a purchase. You may want to further examine this candidate's willingness to set clear goals and achieve them and whether this candidate tends to be direct and confident when interacting with others.

Particularly important to examine is the candidate's Achievement Motivation will affect their performance on the job. Although we have some information about the strengths and areas of concern for the candidate, a complete interpretation of their scores could not be obtained as several assessment items were omitted by the respondent.

Competency	Score
Achievement Motivation Using one's inner drive to apply the effort needed to attain strategic goals	18
Assertiveness The open and direct expression of thoughts and beliefs	75
Competitiveness The desire to perform better than others and surpass personal standards of performance	CANNOT BE SCORED
Composure Staying calm under pressure and in difficult interactions	84
Sealability Engaging with others and developing relationships effortlessly	77
Persuasion Influencing others to change their thoughts or behaviors	91
Self-Confidence The level of belief one has in their own abilities and judgments	84
Selling-Related Knowledge The desire to understand different sales techniques and learn about their respective industry	60

Response Style

- ⚠ This candidate completed the assessment in 2 minutes and 5 seconds. This is an unusually short response time. You may want to explore whether this candidate gave enough time to consider their responses when taking the assessment.
- 🔄 This candidate does not demonstrate a tendency toward positive self-presentation, suggesting the candidate was responding to questions in an unbiased manner.
- ⚠ The responses to the items showed a high degree of inconsistency. It is likely that the candidate responded carelessly or in a random fashion.

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2 Assessment Results

Description - This section describes the competency and explains why it is important.

Score Interpretation - This section describes what your candidate's score means.

On the Job - This section explains how your candidate might behave on the job.

Achievement Motivation

Achievement Motivation is about using one's inner drive to apply the effort needed to attain strategic goals. Achievement Motivation is a key predictor of performance in sales roles. Sales professionals who are achievement motivated can perform well and are seen by their colleagues and supervisors as high performers.

This candidate's score for Achievement Motivation falls in the **Low range**. This indicates they are less likely to set challenging sales goals. They may often rely on others to motivate them when completing tasks. They may prefer to set ambiguous goals and timelines, and they may not follow through on goals when faced with difficulty.

Low Mid High

1 25 75 99

18

On the Job

- Less likely to set high sales goals
- Will likely need prompting before taking action with potential customers
- Will likely require clear expectations of sales performance and consistent feedback

3 Interview Questions

Interview Questions - This section includes interview questions that pertain to the competency as well as suggested follow-up questions.

What to Look For - This is a suggestion for what to look for in the candidate's response and is related to their competency score.

Scoring Rubric - This section includes a rubric with behavioral examples to help you rate the candidate's response.

Notes - A space to take notes on the candidate's response and behaviors during the interview.

Achievement Motivation 18

Question:
Tell me about an important career goal that you set for yourself and describe how you reached it.

What obstacles did you encounter?
How did you (or would you) overcome these obstacles?

🔍 During the interview explore whether this candidate tends to set ambiguous or easy goals.

NOTES:

Exceptional	<ul style="list-style-type: none"> High motivation to achieve goals Sets challenging, reachable goals Overcomes obstacles efficiently 	3
Moderate	<ul style="list-style-type: none"> Self-motivated Sets reachable goals Finds ways to overcome obstacles 	2
Ineffective	<ul style="list-style-type: none"> Minimal motivation Sets ambiguous or easy goals Often struggles to overcome obstacles 	1

OVERALL REVIEW

This candidate's results suggest they are likely to influence others to accept their suggestions. In addition, they are likely to demonstrate a good understanding of different sales processes and techniques. Their tendency to recognize the needs of others will allow them to effectively influence customers towards a purchase. You may want to further examine this candidate's capacity to communicate with others in a positive, friendly manner. In particular, you may want to examine how this candidate's Sociability will affect their performance on the job.

Achievement Motivation

Using one's inner drive to apply the effort needed to attain strategic goals



Assertiveness

The open and direct expression of thoughts and beliefs



Competitiveness

The desire to perform better than others and surpass personal standards of performance



Composure

Staying calm under pressure and in difficult interactions



Sociability

Engaging with others and developing relationships effortlessly



Persuasion

Influencing others to change their thoughts or behaviors



Self-Confidence

The level of belief one has in their own abilities and judgments



Selling-Related Knowledge

The desire to understand different sales techniques and learn about their respective industry



This candidate completed the assessment in **3 minute(s) and 59 second(s)**. This is a reasonable response time. This indicates the candidate gave enough time to consider their responses when taking the assessment, and they likely completed the assessment in one sitting.



This candidate does not demonstrate a tendency toward positive self-presentation, suggesting the candidate was likely responding to questions in an unbiased manner.



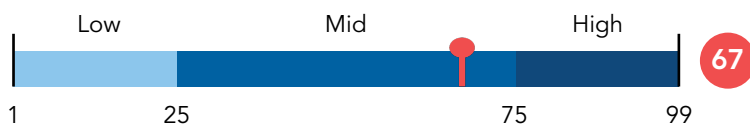
The responses to the items showed adequate consistency. The participant is not likely to have responded carelessly or in a random fashion.

Achievement Motivation

Achievement Motivation is about using one's inner drive to apply the effort needed to attain strategic goals. Achievement Motivation is a key predictor of performance in sales roles. Sales professionals who are achievement motivated can perform well and are seen by their colleagues and supervisors as high performers.



This candidate's score for Achievement Motivation falls in the **Mid range**. This indicates that they are likely to set challenging sales goals. They are generally driven to achieve their goals but may sometimes rely on others to motivate them.



On the Job

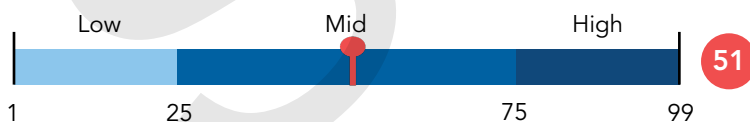
- Likely to set moderate, but achievable customer service goals
- Often working with a plan toward their goals
- Likely to maintain commitment to their main goals

Assertiveness

Assertiveness is the open and direct expression of thoughts and beliefs. Assertive sales professionals know what they want and are direct in asking for it, which helps them to be perceived as confident by customers. Consequently, assertive sales professionals are better able to manage sales interactions and persevere effectively when confronted with a disagreeable customer.



This candidate's score for Assertiveness falls in the **Mid range**. This indicates that they are willing to express their thoughts with confidence, but likely only in certain situations or when they feel strongly about something.



On the Job

- Willing to directly ask customers to purchase a product or service
- May still pursue a sale when faced with rejection
- May take a moderate amount of time before asking for a sale

Competitiveness

Competitiveness concerns one's desire to perform better than others while surpassing personal standards of performance. Competitiveness pushes people to set higher goals than others and to strive to reach those goals in order to surpass others.



This candidate's score for Competitiveness falls in the **High range**. This indicates that they actively seek out competition and enjoy outperforming others.



On the Job

- Increases their own effort when others match their sales performance
- Pushes others on their team to meet shared sales goals
- Seeks to outperform other sales professionals

Composure

Composure is about staying calm under pressure and in difficult interactions. Sales roles are inherently stressful. The ability to stay level-headed under pressure and handle negative feedback from customers in a calm manner is necessary for persisting through tough sales situations. Handling customer complaints effectively often develops repeat sales.



This candidate's score for Composure falls in the **Mid range**. This indicates that they generally stay calm when the work situation is stressful. However, they may occasionally become agitated in challenging situations.



On the Job

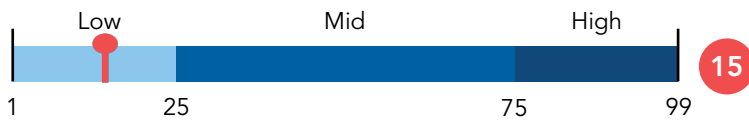
- May periodically lose focus when handling multiple requests
- May occasionally become stressed when handling returns or complaints
- Likely to not take it personally when dealing with angry customers

Sociability

Sociability is about engaging with others and developing relationships effortlessly. Engaging with new customers and building relationships with existing customers are essential to the sales role. Individuals with a high level of Sociability actively build rapport with new customers, are easy to talk with, and foster greater loyalty from customers.



This candidate's score for Sociability falls in the **Low range**. This indicates that they may struggle with actively engaging in conversations with others. They may need extra time to build a rapport with new customers.



On the Job

- May need additional time to build trusting relationships with customers
- Less likely to have open and interactive communication with customers
- Less likely to be positive and friendly when interacting with customers

Persuasion

Persuasion is the ability to influence others to change their perceptions, thoughts, and behaviors. Salespeople need to be able to positively influence a potential or current customer towards a purchase decision or negotiate effectively in a way that benefits both parties.



This candidate's score for Persuasion falls in the **High range**. This indicates that they are likely to be able to influence others to accept their suggestions and are successful in changing others' behaviors.



On the Job

- Often successful in changing a customer's mind
- Likely to be able to persuade customers to accept their product recommendations
- Effective at negotiating to get what they want from a customer

Self-Confidence

Self-Confidence is an individual's level of belief in their abilities and judgments. Self-confidence is essential for convincing customers to agree with the individual's perspectives about products and the market, as being confident makes one seem more trustworthy and believable.



This candidate's score for Self-Confidence falls in the **Mid range**. This indicates that they are likely to be self-assured about their success in certain situations, but sometimes second-guess their own judgment.



On the Job

- Likely to be self-assured about their success in handling customer concerns
- Likely to be comfortable troubleshooting complex customer service issues
- May hesitate before making important decisions

Selling-Related Knowledge

Selling-Related Knowledge is about demonstrating a strong desire to understand different sales techniques and learn about one's industry. Building stronger knowledge about selling provides sales professionals with a variety of tools and techniques that can help them during a sales negotiation.



This candidate's score for Selling-Related Knowledge falls in the **High range**. This indicates that they have a strong desire to develop knowledge in the latest sales techniques and understand how it can be applied to their industry or product.



On the Job

- Often has an extensive knowledge of their customers before a meeting
- Puts in time and effort to stay up-to-date about their industry or product
- Likely to develop a strong knowledge of the latest sales techniques or processes

HOW TO USE THIS SECTION

This section includes interview questions that you may want to ask your candidate. These questions are aimed at helping you to better understand your candidate during the interview. For the best results, follow these steps:

1. Start with the competencies that you are most concerned about regarding the candidate's job fit.
2. In the interview, use the provided questions to further examine the competencies you have selected.
3. Take detailed notes of the candidate's responses and behaviors.
4. Review your notes and evaluate the quality of their response using the scoring criteria on the right side of the page (ratings should be as objective as possible and supported by the notes).
5. Combine the candidate's assessment and interview results into an overall evaluation.
6. Consider all the information you have about this candidate (e.g., resume, assessment results, interview results, training and experience, results from other assessments, etc.) before making your final hiring decision.

Achievement Motivation

67

Question:

Tell me about an important career goal that you set for yourself and describe how you reached it.

What obstacles did you encounter?
How did you (or would you) overcome these obstacles?



During the interview explore whether this candidate needs others' motivation to get work done.

High

- High motivation to achieve goals
- Sets challenging, reachable goals
- Overcomes obstacles efficiently

3

Moderate

- Self-motivated
- Sets reachable goals
- Finds ways to overcome obstacles

2

Low

- Minimal motivation
- Sets ambiguous or easy goals
- Often struggles to overcome obstacles

1

NOTES:

Assertiveness

51

Question:

Tell me about a time you had a difference of opinion with someone.

How did you handle it?
What did you tell them?



During the interview explore whether this candidate can effectively express their personal opinion when challenged.

High

- Comfortable sharing thoughts and opinions
- Asks for what they want with convincing reasons
- Defends many of their positions

3

Moderate

- Provides their point of view when necessary
- Asks for what they want
- Defends positions they believe in

2

Low

- Hesitates before giving an opinion
- Accepts others' points if confronted
- Actively avoids confrontation

1

NOTES:

Competitiveness

85

Question:

Tell me about a time when you were competing with someone.

What was the result?
What did you do in that situation?



During the interview explore whether this candidate can compete with others while maintaining integrity (e.g., adhering to rules, sharing information with team members).

High

- Clearly wants to be the best
- Puts in a lot of effort to outperform others
- Competes only with the best

3

Moderate

- Wants to be better than most
- Works to be above average
- Looks for chances to compete where they can succeed

2

Low

- Seeks to get out of the competitive situation
- Is not interested to perform better than others
- Declines chances to compete

1

NOTES:

Composure

72

Question:

How have you dealt with a stressful situation or challenging interaction in the past?

What did you do?

What was the outcome of that situation?

High

- Actively manages conflict and criticism well
- Maintains the same conduct even in high-stress situations
- Able to work with difficult situations and convert to customer success

3

Moderate

- Minimizes reactions during conflict
- Often stays calm
- Able to deliver customer success in most situations

2

Low

- Avoids conflict and criticism
- Gets stressed easily
- Gets overwhelmed by conflict and is not able to deliver customer success

1



During the interview explore whether this candidate has strategies in place to manage their stress level.

NOTES:

Sociability

15

Question:

Have you ever had a situation where you needed to meet with a client or group that you were not very familiar with?

How did you handle it?

What was the result?

High

- Builds meaningful connections
- Actively looks for new people to connect with
- Energized by social interaction

3

Moderate

- Comfortable speaking
- Makes some connections
- Enjoys social interaction

2

Low

- Reluctant to interact
- Looks for familiar people
- Takes a lot of effort to interact

1



During the interview explore whether this candidate avoids building relationships with others.

NOTES:

Persuasion

93

Question:

Tell me about a time that you needed to change a customer's mind.

What happened and what did you do?
What was the result?



During the interview explore whether this candidate persuades customers with their best interest in mind.

High

- Persuades others of their point of view
- Persuades customers quickly
- Negotiates on compromises

3

Moderate

- Compromises to come to an agreement
- Attempts to persuade the customer until they are successful
- Sticks to one or two useful methods for influencing customers

2

Low

- Struggles to influence customers
- Quickly compromises
- Tries only a few times to persuade customers

1

NOTES:

Self-Confidence

67

Question:

Were you ever asked to complete an advanced project or take on a task that you were not very familiar with?

What did you do?
What was the result?



During the interview explore whether this candidate struggles to make decisions independently in challenging or complex situations.

High

- Trusts their own abilities and judgments fully
- Accepts advanced opportunities proactively
- Believes in positive outcomes when completing projects

3

Moderate

- Believes in their own abilities but asks others' perspectives before making decisions
- Accepts advanced tasks when asked
- Is unsure of outcomes when completing projects

2

Low

- Unsure of their own abilities
- Avoids difficult tasks or roles
- Is constantly afraid of failure when completing tasks

1

NOTES:

Selling-Related Knowledge

90

Question:

Tell me about a time when you needed to learn about a specific sales technique or process.

How have you used that sales technique or process?
How can that technique or process work in our industry or with our product?



During the interview explore whether this candidate can explain sales techniques and processes in an easy-to-understand manner.

High

- Demonstrates high degree of interest in sales techniques or processes and is willing to share this knowledge with other
- Knows how different techniques can be applied in the relevant context
- Shows high degree of experience implementing sales techniques or processes

3

Moderate

- Demonstrates interest for learning about sales techniques or processes
- Generally understands how a sales technique or process can be applied in context
- Shows experience implementing sales techniques or processes

2

Low

- Demonstrates little interest in learning about sales techniques or processes
- Has trouble demonstrating how a technique or process can be applied
- Shows little experience implementing sales techniques or processes

1

NOTES:
