



Suzanne Example

Potential Strengths

She has a solid ability to reason through abstract, nonverbal information and to solve problems in new situations.

She is self-reliant and is probably comfortable using her own judgment and assuming responsibility for her actions.

She should be comfortable in most social situations.

She is likely to be assertive and enjoy influencing others.

Potential Weaknesses

She appears to be impulsive and likely to make decisions too quickly.

She may be stubborn.

She may tend to be black-or-white in her thinking.

Her drive and work pace appear to be lower than average.

She may be more "talk" than "do."

She may at times leave tasks unfinished.

She may be somewhat sensitive or touchy when criticized.

She may show a temper.

She may be aggressive, competitive or disagreeable in her dealings with others.

Her attitudes toward people appear to be negative. She is probably cautious and slow to trust people.

She appears less interested in organizing and planning her work than desired for this role.

Other

She may prefer not to have to do detail work personally.

General: Sales Management Report

Norm US General | 1/1/2018

Abilities

Critical Thinking

Abstract Reasoning

Thinking

Reflective

Structured

Serious-Minded, Restrained

Fact-Based

Realistic

Working

Work Pace

Self-Reliance

Work Organization

Multi-Tasking

Need for Task Closure

Acceptance of Control

Frustration Tolerance

Need for Freedom

Need for Recognition

Detail Orientation

Relating

Assertiveness

Sociability

Need to be Liked

Positive about People

Insight

Optimism

Criticism Tolerance

Self-Control

Cultural Conformity

SAMPLE REPORT

Competency Model: General: Sales Manager

Decisive Judgment

Making good decisions in a timely and confident manner.

Driving For Results

Challenging, pushing the organization and themselves to excel and achieve.

Customer Focus

Anticipating customers' needs and designing, promoting or supporting the delivery of customers' expectations.

Resilience

Effectively dealing with work related problems, pressure, and stress in a professional manner.

Persuading To Buy

Convincing others to buy a product or service.

Managing Others

Directing and leading others to accomplish organizational goals and objectives.

Motivating Others

Inspiring others to perform well by actively conveying enthusiasm and a passion for the organization.

Negotiation

Identifying the needs and motives of both parties involved and working toward mutual benefit.



Presentation Skills*

Having the skills to effectively communicate to an audience in a formal setting.































**Competencies not strongly impacted by the personality characteristics measured by ASSE these competencies.*

Suzanne Example

Decisive Judgment

 Potential Concern
  Potential Caution

Assess Personality Implications

Fact-Based						
Realistic						
Serious-Minded, Restrained						
Self-Reliance						
Assertiveness						

Interview

Describe a situation that had implications for you. How did you balance the decision? Why or why not?

Additional special probes based on Assess results:































Tell me about a time when you decided to use an existing solution when a new or better solution was available. Why did this happen? (Is there an overreliance on past solutions?)

Tell me about a time when you made a decision quickly, and it did not go the way you wanted. Was there too much emphasis on responsiveness at the expense of a quality decision?)

Driving For Results

 Potential Concern
  Potential Caution

Assess Personality Implications

Assertiveness						
Self-Reliance						
Work Pace						
Realistic						
Frustration Tolerance						

Interview

Describe a situation where you were aggressive. How did you balance the decision? Describe a situation where you were not aggressive.

Additional special probes based on Assess results:

Tell me about one of your projects that had an aggressive deadline for completion. How did you balance the decision? (to accomplish things quickly.)

Suzanne Example

Motivating Others

 Potential Concern
  Potential Caution

Assess Personality Implications



Interview Questions

Give me two situations you had to motivate others. What circumstances led to these motivational situations?

Tell me about people in different motivational states. What was the basis for your assessment?

Additional special probes based on Assess results:

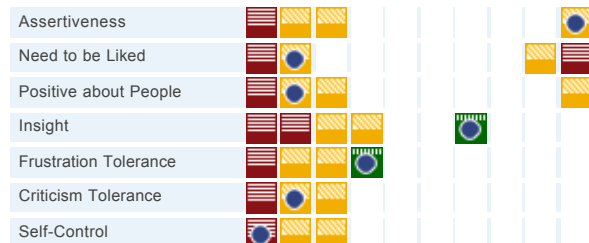
Tell me about some of your co-workers or subordinates. Which ones are doing a good job? Which ones are not? What have you done or could you do to change the poor performers? (Listen for a tender heart with little expectation of improvement.)

Describe a time when you needed to inspire others to work harder, accomplish more, or do something they wouldn't otherwise do. How did you do this? (Can the candidate exert the extra effort when it is needed?)

Negotiation

 Potential Concern
  Potential Caution

Assess Personality Implications



Interview Questions

Give me several examples of negotiations you have had. What were the issues? What was the outcome? What was your role in the negotiation?

Give me several examples of negotiations you were a part of. What was your role? What was the outcome? What could you have done differently?

Additional special probes based on Assess results:

Describe disagreements or negotiations you have had that were not well resolved or that you were not satisfied with. What did you do? What would you do differently next time? (Listen for a tendency to take advantage.)

In situations where you have resolved a conflict or negotiated an agreement, were you satisfied with the outcome? Why or why not? (Listen for a concern that the other party be satisfied with the outcome.)

Tell me about a time when you felt that the other party was trying to take advantage of you. How did you feel about this? How did your feelings impact the negotiation? (Listen for a tendency to take advantage.)

Describe a time when you became upset in a negotiation because you felt the other party was taking advantage of you. What was your response? (Listen for a tendency to be overly sensitive to criticism.)

We have all acted in haste at some point. Tell me about situations in which you said something you later regretted. What happened? (Listen for an ability to control actions and words.)

Have you ever found yourself in a negotiation situation where winning became more important than the relationship? How did it get to that point? What happened as a result? (Listen for a tendency to be competitive or harsh in the interest of winning.)