

Candidate: **Betty Penske**  
Assessment: Workplace Scenarios for Sales Roles  
Completed: March 28, 2023  
Prepared for: Susan Bookman  
HR Avatar Data Collection Account

# Sales Competency Results and Interview Guide

This test measures judgment in situations that focus on competencies that are important for high job performance and tenure in jobs where sales is a critical part of the job. Competencies measured include Building Relationships with Customers and Coworkers, Demonstrating Customer Focus, Resolving Conflicts and Meeting Customer Needs, Driving for Results, and Conveying Value. This report includes a one page summary, followed by detailed results with an embedded interview guide. Note that these results should always be used as a part of a balanced candidate selection process that includes independent evaluation steps, such as interviews and reference checks.

## Overall

Candidate	Score	Interpretation
<b>Betty Penske</b> bettypenske@yourcompany.org Workplace Scenarios for Sales Roles March 28, 2023	<b>80</b>	
<p>The candidate's scores indicate an exceptionally high level of strength in competencies that are important for sales performance. This suggests that the candidate will be quite adept at working through the sales process, will build very strong and lasting relationships with customers, and will be very effective at communicating with customers as well as coworkers. The candidate is also likely to be extremely capable at influencing others and closing deals.</p>		<p><b>Key</b></p> <ul style="list-style-type: none"> <li>▼ Candidate Score</li> <li>Higher Risk</li> <li>Lower Risk</li> <li>Custom Baseline (Optional)</li> </ul>

## Competency Summary

Competency	Score	Interpretation
<b>Personality Characteristics (relates to fit with the job/team environment)</b>		
Building Relationships with Customers and Coworkers	72	
Conveying Value	82	
Demonstrating Customer Focus	82	
Driving for Results	92	
Resolving Conflicts and Meeting Customer Needs	71	

## Comparison

Percentile scores indicate how the candidate compares to other test-takers within various groups. The candidate scored equal to or better than the fraction of test-takers indicated by the percentile.

Test-Taker Group	Percentile	0	10	20	30	40	50	60	70	80	90	100	
Global	80th												
United States	66th												
HR Avatar Data	73rd												

## Assessment Overview







The Sales Work Competency Test measures judgment in situations that focus on competencies that are important for high job performance and tenure in jobs where sales is a critical part of the job. Scores reflect specific aspects of sales skills, including interpersonal skills, communication skills, and the ability to influence others and close deals. This report includes a one page summary, followed by detailed results with an embedded interview guide.



## Detail

Candidate: **Betty Penske**, bettypenske@yourcompany.org  
 Assessment: Workplace Scenarios for Sales Roles  
 Authorized: March 28, 2023, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz  
 Started: March 28, 2023 at 6:44:17 AM EST  
 Completed: March 28, 2023 at 6:44:17 AM EST  
 Overall Score: 80

## Personality Characteristics Detail

This section contains a list of personality characteristics that are frequently associated with job performance. Remember, these are not skills and do not indicate the ability to do a job. Rather, they can be used to evaluate the candidate's fit with the general needs of the job and the organizational culture. Sample interview questions are provided to gather more information.

Detail	Interview Guide
<p><b>Building Relationships with Customers and Coworkers</b> Score: 72</p>  <p><i>Description:</i> Develops constructive and cooperative working relationships with others, and maintaining them over time. Effectively manages 1:1 interactions with others, maintaining positive relationships while accomplishing objectives. Builds credibility through trust and respect.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>This person's responses reflect strengths in maintaining positive relationships while accomplishing objectives and building credibility. Likely to engage with customers in a way that builds a lasting connection that fosters trust and respect and enables improved sales performance.</p>	<p>Tell me about a time you had to work with a customer to help solve a difficult issue.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  1                 </div> <div style="text-align: center;">  2                 </div> <div style="text-align: center;">  3                 </div> <div style="text-align: center;">  4                 </div> <div style="text-align: center;">  5                 </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 20%;"> <p>Example demonstrates ineffective interpersonal skills when interacting with others and a lack of appropriate focus on increasing customer loyalty.</p> </div> <div style="width: 20%;"> <p>Example demonstrates moderately effective interpersonal skills when interacting with others and moderate focus on increasing customer loyalty.</p> </div> <div style="width: 20%;"> <p>Example demonstrates very effective interpersonal skills when interacting with others, with a focus on increasing customer loyalty.</p> </div> </div>

Detail	Interview Guide
<p><b>Conveying Value</b> Score: 82</p>  <p><i>Description:</i> Recognizes and conveys value to customers. Determines customer needs and connects value to needs. Influences others. Describes how value is related to important outcomes (e.g., saves time, money, speed to market).</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>This person's responses reflect exceptional strengths at asking questions to understand customer needs and then describing how products or services provided will meet those needs, by providing a clear and thorough description of features, benefits, and value. Likely to be very effective at recognizing and conveying value and influencing customers.</p>	<p>Tell me about a time you had to help a customer understand the value of something you were selling.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1</div> <div style="text-align: center;">★ 2</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 20%;"> <p>Example demonstrates ineffective identification of customer needs and understanding and conveying the value to the customer.</p> </div> <div style="width: 20%;"> <p>Example demonstrates moderately effective identification of customer needs and understanding and conveying the value to the customer.</p> </div> <div style="width: 20%;"> <p>Example demonstrates effective identification of customer needs and understanding and conveying the value to the customer.</p> </div> </div>
<p><b>Demonstrating Customer Focus</b> Score: 82</p>  <p><i>Description:</i> Works with customers to understand needs and ensure that products and services meet their needs. Does what can be done to resolve issues, gets the customer to someone who can help if needed, and follows up to ensure there is resolution. Handles the situation in a conscientious and customer-focused way.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>This person's responses reflect very strong skills in working to understand customer needs, doing whatever it takes to resolve customer issues, and following up to ensure there is resolution. Likely to build rapport and customer loyalty by being responsive, meeting the customer's needs, and opening a channel of communication that helps him or her formulate and propose winning solutions.</p>	<p>Tell me about a time when you exceeded a customer's expectations with superior performance.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1</div> <div style="text-align: center;">★ 2</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 20%;"> <p>Example demonstrates ineffective customer interaction, failing to add value, and delivery of unacceptable service.</p> </div> <div style="width: 20%;"> <p>Example demonstrates moderately effective customer interaction, adding some value, and delivery of acceptable service.</p> </div> <div style="width: 20%;"> <p>Example demonstrates very effective customer interaction, adding significant value, and delivery of superior service.</p> </div> </div>

Detail	Interview Guide
<p><b>Driving for Results</b> Score: 92</p> <p><i>Description:</i> Pushes self to achieve objectives. Makes sales. Aggressively closes deals. Is focused on achieving personal and team goals. Asks questions to determine what obstacles there are and to find the best way to drive to closing a sale. Influences customers to buy.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>This person's responses reflect very effective use of sales techniques to make sales, such as asking questions to determine obstacles to a sale and finding ways to get around those obstacles, presenting information that encourages customers to buy, and being creative and persistent about finding ways to close deals. Likely to push self extremely hard to achieve objectives and make an extraordinary amount of sales.</p>	<p>Describe a time when you had to meet a difficult sales goal.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1</div> <div style="text-align: center;">★ 2</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 20%;"> <p>Example demonstrates nonaggressive, ineffective, and unsuccessful activities to achieve objectives.</p> </div> <div style="width: 20%;"> <p>Example demonstrates moderately aggressive, effective, and successful activities to achieve objectives.</p> </div> <div style="width: 20%;"> <p>Example demonstrates aggressive, effective, and successful activities to achieve objectives.</p> </div> </div>
<p><b>Resolving Conflicts and Meeting Customer Needs</b> Score: 71</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>This person's responses reflect strengths in proactively addressing customer complaints and seeing both sides of a conflict and cooperating with others to find common objectives. Likely to be effective when negotiating deals with customers, increase levels of cooperation with customers, and handle customer challenges effectively.</p>	<p>Describe a time when you had to negotiate with a customer.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1</div> <div style="text-align: center;">★ 2</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 20%;"> <p>Example demonstrates ineffective conflict management and negotiation behaviors.</p> </div> <div style="width: 20%;"> <p>Example demonstrates moderately skilled conflict management and negotiation behaviors.</p> </div> <div style="width: 20%;"> <p>Example demonstrates very skilled conflict management and negotiation behaviors.</p> </div> </div>

## Report Preparation Notes

- Hiring decisions should never be based on a single source of information. The most effective use of this assessment report is as a part of a multi-faceted program of candidate evaluation that includes resume review, interviews, and reference checks.
- Overall vs Percentiles Scores: The overall score reflects the success in the test, based on the mean (average) and standard deviation of the test scores. The percentile score reflects the percentage of test-takers who scored equal or below this overall score. We recommend you use the Overall Score as your primary evaluation criteria. However, percentile scores can often be useful in comparing specific candidates against one another and with a group, such as for test takers in a certain organization or within a certain account.
- Note that comparison information is calculated based on completed instances of this assessment at that time the assessment is scored. As additional instances are completed, the comparative data may change. You can always update a report to the current values by clicking on "Recalculate Percentiles" within the online results viewing pages at [www.hravatar.com](http://www.hravatar.com).
- Most competency scores are norm-based, which means that they can be interpreted in terms of their distance from the average or mean score. For all scales, a score equal to the mean receives a score of 65 and scores above and below this value are set so that a score change of 15 equals one standard deviation.
- For linear competencies, higher is better across the entire scale. For these scales a score between 65 and 80 (light green) represents 0 to 1 standard deviation above the mean and a score above 80 (dark green) represents more than one standard deviation above the mean. Similarly, a score of 50 - 65 (yellow) represents 0 to 1 standard deviation below the mean, while a score of 35 - 50 (orange) equates to 1 to 2 standard deviations below the mean, and a score below 35 represents more than 2 standard deviations below the mean.
- Sim ID: 2257-5, Key: 0-0, Rpt: 31, Prd: 1282, Created: 2023-03-28 11:44 UTC
- UA: Mozilla/5.0 (Windows NT 6.3; Trident/7.0; Touch; rv:11.0) like Gecko

## Score Calculation Detail

The following table provides a summary of how the overall score was calculated from each of the individual competency scores. First, all competency scores are calculated on a scale of 0-100. Note that some competencies use their color category rather than their actual numeric score in the overall calculation. For these, a standard score associated with the assigned color category is used in the overall score calculation rather than the actual numeric score. This is reflected in the "Score Value Used" column. Next, a weighted average of scores is computed using individual competency weights, typically set using job analysis data provided by the US Government Occupational Information Network (O\*Net).

Competency	Score	How applied to overall	Score Value Used	Weight (%)
Building Relationships with Customers and Coworkers	72.1682	Numeric Score	72.1682	20.0000
Conveying Value	82.4533	Numeric Score	82.4533	20.0000
Demonstrating Customer Focus	82.4044	Numeric Score	82.4044	20.0000
Driving for Results	92.1147	Numeric Score	92.1147	20.0000
Resolving Conflicts and Meeting Customer Needs	71.3821	Numeric Score	71.3821	20.0000

Weighted Average: 80.1045

Final Overall Score: 80

## Notes

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