

Candidate: **Betty Penske**  
Assessment: Pre-Hire Personality (Sales Focus, Swipe Format)  
Completed: May 12, 2024  
Prepared for: Susan Bookman  
HR Avatar Data Collection Account

# Test Results and Interview Guide

The Pre-Hire Personality (Sales Focus, Swipe Format) assessment measures key factors related to high performance and tenure in this job. Attribute types measured vary by test, but can include cognitive ability, skills, knowledge, personality characteristics, emotional intelligence, and past behavioral history. 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.







Detail

Candidate: Betty Penske, bettypenske@yourcompany.org  
Assessment: Pre-Hire Personality (Sales Focus, Swipe Format)  
Authorized: May 12, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz  
Started: May 12, 2024, 7:28:02AM EST  
Completed: May 12, 2024, 7:28:02AM EST  
Overall Score: 73

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
<div><p><b>Adaptability</b></p><p>Score: 72</p><div><div></div></div><p>020406080100</p><p><i>Description:</i></p><p>This scale reflects how accepting a person is of frequent or substantial changes in his or her job requirements. Changing work requirements usually cause stress and put pressure on an individual to adapt. High scorers usually thrive under changing work conditions, while low scorers may burn out or become paralyzed. In more stable job circumstances, high scorers may become bored, while low scorers would remain satisfied.</p><p><i>Interpretation:</i></p><p>The candidate's score in this area should contribute to enhanced overall job performance.</p><p>Prefers a dynamic work environment. Able to remain focused and positive in times of significant workplace change. Fairly easy-going and relaxed. However, may appear uninterested under certain circumstances.</p></div>	<p>Describe a time where you had to adapt to some significant changes at work. How did you feel? How did you handle the change?</p> <div><div><div>★</div><div>1</div><div>Feelings: Strong Dislike or Very Resistant. Weren't able to handle the change or needed significant help.</div></div><div><div>★</div><div>2</div><div>Feelings: Unfazed or Slightly Resistant. Handled the situation &amp; change only impacted their work in a minor way.</div></div><div><div>★</div><div>3</div><div></div></div><div><div>★</div><div>4</div><div>Feelings: Excited or Comfortable. Handled the situation well and in a way that didn't interfere with their work.</div></div><div><div>★</div><div>5</div><div></div></div></div> <hr/> <p>What are some of the techniques you use to keep yourself from getting burnt out when faced with ever-changing conditions?</p> <div><div><div>★</div><div>1</div><div>Candidate doesn't have an effective technique to keep them from getting burnt out.</div></div><div><div>★</div><div>2</div><div>Candidate is only able to explain one effective technique to keep them from getting burnt out.</div></div><div><div>★</div><div>3</div><div></div></div><div><div>★</div><div>4</div><div>Candidate explains multiple effective techniques allowing themselves to not get burnt out.</div></div><div><div>★</div><div>5</div><div></div></div></div>







Detail	Interview Guide
<p><b>Empathy and Emotional Self-Control</b></p> <p>Score: 93</p>  <p><i>Description:</i></p> <p>Demonstrates exceptional strengths in sensing the emotional needs of others, sympathizing with other people's problems, and seeing things from other people's point of view. Likely to be very effective at demonstrating to customers or coworkers that they understand and care about them, resulting in significantly improved customer loyalty, much stronger work relationships, and noticeably reduced levels of conflict in the workplace.</p> <p><i>Interpretation:</i></p> <p>The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Demonstrates exceptional strengths in sensing the emotional needs of others, sympathizing with other people's problems, and seeing things from other people's point of view. Likely to be very effective at demonstrating to customers or coworkers that they understand and care about them, resulting in significantly improved customer loyalty, much stronger work relationships, and noticeably reduced levels of conflict in the workplace.</p>	<p>How well can you sense how others around you are feeling? How do you use this information when interacting with them?</p> <div> <div>★ 1</div> <div>★ 2</div> <div>★ 3</div> <div>★ 4</div> <div>★ 5</div> </div> <p>Demonstrates that they are unable to sense how others around them are feeling.</p> <p>Provides examples on how they are able to sense other's feelings. They don't use this to show understanding and care.</p> <p>Provides examples on how they are able to sense others' feelings. They use this to show they understand and care about them.</p> <hr/> <p>What do you typically do when you are working closely with someone who is very upset?</p> <div> <div>★ 1</div> <div>★ 2</div> <div>★ 3</div> <div>★ 4</div> <div>★ 5</div> </div> <p>They have an inappropriate response and don't demonstrate understanding or care.</p> <p>They (1) have an appropriate response and (2) demonstrate understanding but unable to show the customer that they care.</p> <p>They (1) have an appropriate response (2) demonstrate understanding and (3) show the customer that they care.</p>



Detail

Integrity

Score: 10

Description:

This scale reflects the degree to which an individual acts positively towards the organization, avoids unnecessary risk, and, simply put, does the right thing. High scores on this scale indicate a person will act in the organization's best interest, follow the rules, and work hard under limited supervision. Low scores on this scale indicate a person may engage in risk-taking behaviors, work to undermine the organization, and only do the bare minimum.

Interpretation:

The candidate's score in this area indicates risk of a negative impact on performance for some jobs. Additional probing is strongly recommended.

Distrusts the organization and management. Frequently assumes new ideas or changes will have a negative individual impact. Can be defensive regarding his or her own work, or show hostility towards management or company policies. May take unnecessary risks on the job.

Interview Guide



What circumstance(s) might cause you to withhold information from your supervisor? How would you judge whether doing so would be justified?

★	★	★	★	★
1	2	3	4	5
Shows that they are not concerned about ethics or organizational values/rules.		Explains only situational circumstances. Judgement does not stem from an ethical standpoint.		Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.

Do you think it's ever okay to withhold information from your supervisor? How would you judge whether doing so is okay or not?

★	★	★	★	★
1	2	3	4	5
Answer shows that they are not concerned about ethics or organizational values/rules.		Explains only situational circumstances. Judgement does not stem from an ethical standpoint.		Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.



Detail	Interview Guide
<p><b>Resilience</b></p> <p>Score: 93</p>  <p><i>Description:</i></p> <p>This scale reflects the degree to which an individual can withstand adversity, bounce back from difficult events, and be persistent in doing work tasks despite difficulties that come their way. High scores on this scale indicate a person will likely be able to deal with difficult situations with ease, perceive they have control over events in their life, and continue to push forward to achieve goals. Low scores on this scale indicate a person may claim that mistakes/failures were out of their control. Low scorers tend to not cope well with on-the-job stress and don't put in the extra effort to achieve success when obstacles come their way.</p> <p>Please note that resilience is not a fixed trait. Unlike many other personality characteristics, resilience can be developed over time. Additionally, multiple factors can influence how resilient a person is within a specific situation. In recognition of these features, additional probing using suggested interview questions is strongly recommended.</p> <p><i>Interpretation:</i></p> <p>The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Responses indicate that the candidate can effectively work through difficulties at work by exhibiting positive emotions, having control over the events, being proactive, remaining hopeful, and learning from the experience. Candidate can always be expected to push forward to achieve their goals, even when obstacles come their way.</p>	<p>Describe a time when something at work/school didn't go as planned. How did you feel? How did it impact your work moving forward?</p> <div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> </div> <div> <p>Feelings had a negative outlook. Event impacted their work in a negative way, they weren't able to learn from it or persevere.</p> <p>Feelings are true to the situation. Event impacted their work in a negative way but were able to learn from it and persevere.</p> <p>Feelings are true to the situation but with a positive outlook. The event impacted their work in a positive way or didn't impact their work at all.</p> </div> <hr/> <p>What are some challenges you face when you receive bad news?</p> <div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> </div> <div> <p>They don't think they have any challenges. OR They recognize they have challenges but don't know how to work through them.</p> <p>Recognize they have challenges and it may impact their work, however they see the positive outlook and have a plan to fix the challenges.</p> <p>Recognize they have challenges, however they see the positive outlook in the long run and it doesn't impact their work.</p> </div>
<p><b>Sales Hunter Mindset</b></p> <p>Score: 67</p>  <p><i>Description:</i></p> <p>Individuals who score highly on the Sales Mindset competency are inclined to be go-getters, seeking out new customers and new opportunities and pursuing them with enthusiasm and determination. They can tolerate higher stress levels and are not easily discouraged. They also expect to be rewarded for producing results.</p> <p><i>Interpretation:</i></p> <p>The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Usually prefers seeking new customers to supporting existing ones. Able to work in higher pressure situations and to be held accountable for results. Above average assertiveness and self-confidence.</p>	<p>How do you stay current on your target market?</p> <div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> </div> <div> <p>Is unable to clearly explain a strategy for tackling the current target market.</p> <p>Has a decent idea of how to tackle the current target market.</p> <p>Explains a well thought out strategy to tackle the current target market.</p> </div> <hr/> <p>How do you handle rejection?</p> <div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> </div> <div> <p>They do not handle rejection well and are easily discouraged.</p> <p>They handle rejection well on the outside by remaining professional, but are unable to bounce back easily.</p> <p>They handle rejection well, bounce back easily, and remain professional.</p> </div>



## Detail

## Teamwork

Score: 68



*Description:*

This scale reflects the degree to which an individual works well with teams and maintains positive interpersonal relationships. High scores on this scale indicate a person will thrive in collaborative team settings and maintain high-quality relationships with coworkers. Low scores on this scale indicate a person will prefer working on individual projects and may struggle to maintain close working relationships with colleagues.

*Interpretation:*

The candidate's score in this area should contribute to enhanced overall job performance.

Actively cultivates relationships. Comfortable meeting new people and sensitive to how others feel. Works with colleagues and seeks input to develop friendships and meet goals.

## Interview Guide

Describe a time when you worked in a team. What was your role? How did you delegate tasks with the other team members?



1

They describe their role in a way that does not show significance. Delegation tactics were not efficient or helpful.



2

They describe their role in a way that doesn't show significance. Delegation tactics were efficient and helpful.



3



They describe their role in a way that shows significance. Delegation tactics were efficient and helpful.



Do you prefer working in teams or by yourself? Why?



1

They choose teams or individual and feel they would be incapable of working in the opposite environment.



2

They feel they would work well in either environment but are unable to back that up with rational reasons.



3



Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.







Identity Confirmation Photos

The following photos of the candidate and any identification were uploaded during the assessment session.


Photo Analysis Results	
- Risk:	Medium risk of cheating based on image inconsistencies
- Percent match among processed faces	100%
- Total images processed	17
- Total images with valid faces	14 (82%)
- Total pairs of faces compared	13
- Pairs in which faces matched	13 (100%)




Pre/Post-Test Photo



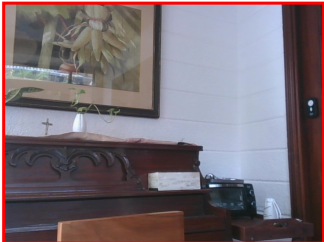
ID Photo




In-Test Error Detected (No Face Detected)




In-Test Error Detected (No Face Detected)




In-Test Error Detected (No Face Detected)



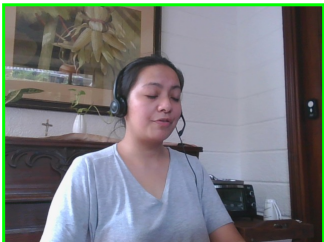
In-Test Photo



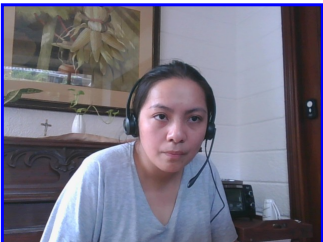
In-Test Photo



In-Test Photo



In-Test Photo



Pre/Post-Test Photo



## 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: 14187-4, Key: 0-0, Rpt: 68, Prd: 5206, Created: 2024-05-12 12:28 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 the individual competency scores. Competency scores are calculated on a 0-100 scale by first calculating a Z statistic based on test-taker responses and then transforming the Z value to a scale with target mean and standard deviation. Certain competencies have a normal score distribution where it is best to be closest to the mean. For these competencies we modify the Z statistic by multiplying its absolute value by minus 1 for the overall score calculation. Next, to calculate the overall score, a weighted average of all modified competency Z statistics is computed and this weighted average is itself transformed to a Z statistic, which is then transformed to a score with the same target mean and standard deviation. Finally outlier scores are adjusted if they are below 0 or above 100.

Competency	Score	How applied to overall	Score Value Used	Weight (%)
Adaptability	72.6547	Z-Statistic	0.5103	12.5000
Competitive Spirit	92.4481	Z-Statistic	1.8299	12.5000
Drive	85.9703	Z-Statistic	1.3980	12.5000
Empathy and Emotional Self-Control	93.2387	Z-Statistic	1.8826	12.5000
Integrity	10.0000	Z-Statistic	-3.6667	12.5000
Resilience	93.8259	Z-Statistic	1.9217	12.5000
Sales Hunter Mindset	67.5198	Z-Statistic	0.1680	12.5000
Teamwork	68.7769	Z-Statistic	0.2518	12.5000
Weighted Average of Competency Z-Scores:				0.5370
Mean applied to Raw Weighted Avg:				0.0000
Standard Deviation applied to Raw Weighted Avg:				1.0000
Normalized Raw Score:				0.5370
Mean:				65.0000
Standard Deviation Used:				15.0000
Final Overall Score:				73.0543



**Notes**

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