HR AVATAR™
EMPLOYMENT TESTS

Candidate: **Betty Penske**
Assessment: Basic Personality & Behavioral Assessment (Sales Focus, Swipe Format)
Completed: April 28, 2024
Prepared for: Susan Bookman
HR Avatar Data Collection Account

Test Results and Interview Guide

The Basic Personality & Behavioral Assessment (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.

Overall

Candidate	Score	Interpretation
Betty Penske bettypenske@yourcompany.org Basic Personality & Behavioral Assessment (Sales Focus, Swipe Format) April 28, 2024 Summary: Moderate to High Performance Potential	**72**	

Key
- ▼ Candidate Score
- 🟥 Higher Risk
- 🟩 Lower Risk
- 🟦 Custom Baseline (Optional)

Competency Summary

Competency	Score	Interpretation
Personality Characteristics (relates to fit with the job/team environment)		
Adaptability	89	
Competitive Spirit	68	
Drive	77	
Empathy and Emotional Self-Control	80	
Integrity	10	
Resilience	88	
Sales Hunter Mindset	77	
Teamwork	88	
Scored Survey Questions (Custom Questions)		
History Survey - Performance	78	
History Survey - Tenure	64	

Importance to Job ↑

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	72nd	
United States	59th	
HR Avatar Data	66th	

Detail

Candidate:	**Betty Penske,** bettypenske@yourcompany.org
Assessment:	Basic Personality & Behavioral Assessment (Sales Focus, Swipe Format)
Authorized:	April 28, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
Started:	April 28, 2024, 5:07:07AM EST
Completed:	April 28, 2024, 5:07:07AM EST
Overall Score:	72

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
Adaptability Score: 89 *Description:* 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. *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Thrives on change. Sees self as very flexible and easy-going. However, he or she may often be perceived as disinterested, unmotivated, or too easy-going in times of upheaval.	Describe a time where you had to adapt to some significant changes at work. How did you feel? How did you handle the change? **1** **2** **3** **4** **5** **1** Feelings: Strong Dislike or Very Resistant. Weren't able to handle the change or needed significant help. **3** Feelings: Unfazed or Slightly Resistant. Handled the situation & change only impacted their work in a minor way. **5** Feelings: Excited or Comfortable. Handled the situation well and in a way that didn't interfere with their work. --- What are some of the techniques you use to keep yourself from getting burnt out when faced with ever-changing conditions? **1** **2** **3** **4** **5** **1** Candidate doesn't have an effective technique to keep them from getting burnt out. **3** Candidate is only able to explain one effective technique to keep them from getting burnt out. **5** Candidate explains multiple effective techniques allowing themselves to not get burnt out.

Detail	Interview Guide

Competitive Spirit

Score: 68

0 20 40 60 80 100

Description:

This scale indicates the degree to which an individual is driven by a desire to win, to achieve objectives, and to outperform their peers. Competitiveness is the tendency to evaluate one's performance in comparison to others. It is characterized by a desire to do better than others, enjoying situations that can lead to a clear winner, and thriving in an environment where people are differentiated by accomplishments.

Interpretation:

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

Likes to compete. Derives self-esteem from winning and will spend extra effort to succeed. Comfortable competing with peers.

When was the last time you were in a competitive situation, like a contest, at work? How did it go?

⭐ 1 ⭐ 2 ⭐ 3 ⭐ 4 ⭐ 5

1 Explains a time they were competitive, but story does not demonstrate a desire to compete.

3 Explains a time they were competitive. Story shows an average desire to compete.

5 Explains a recent time they were competitive. Story demonstrates high healthy levels of competitiveness.

How do you like working with really competitive people? Do you think it impacts your motivation?

⭐ 1 ⭐ 2 ⭐ 3 ⭐ 4 ⭐ 5

1 Explains they do not work well with competitive people and it leaves them unmotivated.

3 Explains they work well with competitive people but their motivation is hindered.

5 Explains they work well with competitive people and that it helps their motivation.

Drive

Score: 77

0 20 40 60 80 100

Description:

This scale reflects the degree to which an individual will work hard to achieve goals and solve critical problems in the organization. High scores on this scale indicate a person will be diligent in their work and use all necessary sources to solve problems. Low scores on this scale indicate a person may be unenthusiastic about work and may struggle with complex tasks and challenges.

Interpretation:

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

Motivated by challenging goals and tasks, financial reward, and/or recognition, and willing to work hard to succeed. Focused on understanding and following guidelines, personal achievement, and meeting or exceeding quality and production standards.

Describe a time when you had some extra time available at work. How did you use this extra time?

⭐ 1 ⭐ 2 ⭐ 3 ⭐ 4 ⭐ 5

1 Did not use their time in a beneficial way, or in a way that added value to the organization.

3 Used their time in a work related way, but those efforts didn't demonstrate hard work or added value (easy).

5 Used time in a beneficial way and added value to the organization. Showed ability to work hard and willingness to put in extra effort.

How do you react when you are faced with obstacles while trying to achieve a goal? How do you overcome them?

⭐ 1 ⭐ 2 ⭐ 3 ⭐ 4 ⭐ 5

1 Reaction: Overwhelmed. Struggles to come up with a clear way to overcome the obstacle and doesn't demonstrate hard work.

3 Reaction: Ready but not excited.Candidate shows they are able to overcome the obstacle but only by doing the bare minimum.

5 Reaction: Excited and ready.Candidate shows they are able to overcome the obstacle by putting in extra effort and being diligent.

Detail	Interview Guide

Empathy and Emotional Self-Control

Score: 80

0   20   40   60   80   100

Description:

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.

Interpretation:

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

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.

How well can you sense how others around you are feeling? How do you use this information when interacting with them?

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5
Demonstrates that they are unable to sense how others around them are feeling.		Provides examples on how they are able to sense other's feelings. They don't use this to show understanding and care.		Provides examples on how they are able to sense others' feelings. They use this to show they understand and care about them.

What do you typically do when you are working closely with someone who is very upset?

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5
They have an inappropriate response and don't demonstrate understanding or care.		They (1) have an appropriate response and (2) demonstrate understanding but unable to show the customer that they care.		They (1) have an appropriate response (2) demonstrate understanding and (3) show the customer that they care.

Detail

Integrity

Score: 10

0   20   40   60   80   100

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

Resilience

Score: 88

Description:

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.

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.

Interpretation:

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

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.

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?

1	2	3	4	5
Feelings had a negative outlook. Event impacted their work in a negative way, they weren't able to learn from it or persevere.		Feelings are true to the situation. Event impacted their work in a negative way but were able to learn from it and persevere.		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.

What are some challenges you face when you receive bad news?

1	2	3	4	5
They don't think they have any challenges. OR They recognize they have challenges but don't know how to work through them.		Recognize they have challenges and it may impact their work, however they see the positive outlook and have a plan to fix the challenges.		Recognize they have challenges, however they see the positive outlook in the long run and it doesn't impact their work.

Sales Hunter Mindset

Score: 77

Description:

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.

Interpretation:

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

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.

How do you stay current on your target market?

1	2	3	4	5
Is unable to clearly explain a strategy for tackling the current target market.		Has a decent idea of how to tackle the current target market.		Explains a well thought out strategy to tackle the current target market.

How do you handle rejection?

1	2	3	4	5
They do not handle rejection well and are easily discouraged.		They handle rejection well on the outside by remaining professional, but are unable to bounce back easily.		They handle rejection well, bounce back easily, and remain professional.

Detail	Interview Guide

Teamwork

Score: 88

0   20   40   60   80   100

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 and maintains relationships. Able to quickly establish rapport with new acquaintances and accurately sense others' feelings. Maintains positive relationships with colleagues and uses them to achieve work outcomes and meet goals.

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

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5
They describe their role in a way that does not show significance. Delegation tactics were not efficient or helpful.		They describe their role in a way that doesn't show significance. Delegation tactics were efficient and helpful.		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	☆ 2	☆ 3	☆ 4	☆ 5
They choose teams or individual and feel they would be incapable of working in the opposite environment.		They feel they would work well in either environment but are unable to back that up with rational reasons.		Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.

Scored Survey Detail

This section provides additional detail on the candidate's scored survey responses. Potential caution areas (if any) are specified in each detail section.

Detail	Interview Guide

History Survey - Performance

Score: 78

Description:

Evaluates elements of the candidate's past work and education history to identify indications of high or low performance potential.

How does your work compare with your peers? Do you produce more or less? How do you know?

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5

What kind of feedback have you received about your performance from your managers and your peers?

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5

Detail	Interview Guide
History Survey - Tenure Score: 64 *Description:* Evaluates a candidate's past employment history and related factors for indications of potentially low job tenure.	Review your last few jobs with me, explaining why you left the old job and what attracted you to the new one. ☆ ☆ ☆ ☆ ☆ 1 2 3 4 5 What is the longest distance you have had to commute to work? What did you do during the commute? How long did you keep that job? ☆ ☆ ☆ ☆ ☆ 1 2 3 4 5

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%)

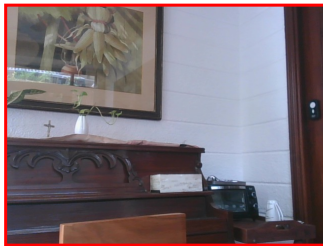*Pre/Post-Test Photo*

ID Photo

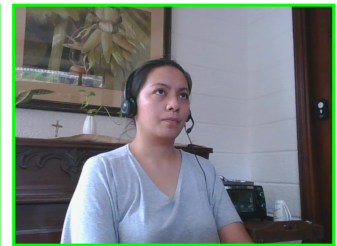*In-Test Error Detected (No Face Detected)*

In-Test Error Detected (No Face Detected)

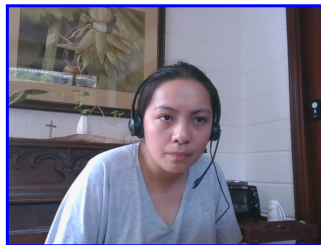*In-Test Error Detected (No Face Detected)*

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.
- 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: 15714-2, Key: 0-0, Rpt: 68, Prd: 6478, Created: 2024-04-28 10:07 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	89.8357	Z-Statistic	1.6557	10.0000
Competitive Spirit	68.3427	Z-Statistic	0.2228	10.0000
Drive	77.4575	Z-Statistic	0.8305	10.0000
Empathy and Emotional Self-Control	80.8428	Z-Statistic	1.0562	10.0000
History Survey - Performance	78.5274	Z-Statistic	0.9018	10.0000
History Survey - Tenure	64.9404	Z-Statistic	-0.0040	10.0000
Integrity	10.0000	Z-Statistic	-3.6667	10.0000
Resilience	88.9178	Z-Statistic	1.5945	10.0000
Sales Hunter Mindset	77.1455	Z-Statistic	0.8097	10.0000
Teamwork	88.4194	Z-Statistic	1.5613	10.0000

Weighted Average of Competency Z-Scores: 0.4962
Mean applied to Raw Weighted Avg: 0.0000
Standard Deviation applied to Raw Weighted Avg: 1.0000
Normalized Raw Score: 0.4962
Mean: 65.0000
Standard Deviation Used: 15.0000
Final Overall Score: 72.4429

Notes

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