



Psychometric Report for use in the Recruitment & Selection of Sales & Marketing Manager

Prepared for:

SAMPLE CONTACT

SAMPLE COMPANY

Candidate:

Jessica Sample

DATE

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disclaimer

1. The assessment results have been interpreted with specific relevance to the Sales & Marketing Manager position.
2. The recommendations within this report are designed to be used as part of a recruitment process including behavioural-based interviews and reference checking. The report is not intended for use as a stand – alone decision-making tool as to the individual’s suitability for the position. Decisions should take into consideration a range of information in addition to the psychometric report.
3. With time, respondents’ answers can change due to growth and circumstances. As such, this report is valid for a period of 12 months.

position brief

The recruitment of this role is for the position of Sales & Marketing Manager. This position is a core leadership role within the SAMPLE COMPANY business, being of great strategic importance.

Scope of the team:

- The Marketing Team -a team of 4 direct reports. 3 of those reports are currently performing well, with one under performance review. One of the direct reports is expecting to be promoted to this role, but their skill set has been deemed insufficient for this position.
- The Sales Team – 2 direct reports, 11 in total. One of these sales teams is currently very stable, while the other has had significant recent turnover.

The core job tasks of this role have been identified as:

- Formulate, direct and coordinate marketing activities and policies to promote products and services, working with advertising and promotion managers.
- Identify, develop, and evaluate marketing strategy, based on knowledge of establishment objectives, market characteristics, and cost and markup factors.
- Direct the hiring, training, and performance evaluations of marketing staff and oversee their daily activities.
- Evaluate the financial aspects of product development, such as budgets, expenditures, research and development appropriations, and return-on-investment and profit-loss projections.
- Develop pricing strategies, balancing company objectives and customer satisfaction.
- Compile lists describing product or service offerings.
- Initiate market research studies and analyze their findings.
- Use sales forecasting and strategic planning to ensure the sale and profitability of products, lines, or services, analyzing business developments and monitoring market trends.
- Coordinate and participate in promotional activities and trade shows, working with developers, advertisers, and production managers, to market products and services.
- Consult with buying personnel to gain advice regarding the types of products or services expected to be in demand.

Job tasks adapted from www.onetonline.org

The core skill sets required for this role have been identified as:

- Judgement & Decision Making
- Influence / Persuasiveness
- Operations Analysis
- Managing Change
- Critical Thinking
- Resource Management
- Strategic Orientation / Planning
- Innovation

overview of the CPI assessment tool

The California Psychological Inventory was developed more than 40 years ago as an objective measure of personality and behaviour for recruitment purposes. The revised version is widely used by recruiters to ensure a good fit of applicant with job and job with applicant. There are sophisticated lie and validity detectors embedded in this instrument.

It provides an accurate and useful picture of the person taking the test, as recognisable by friends and acquaintances.

The instrument provides a good start to predicting future behaviour. It also provides information about expected work and managerial behaviours.

Why Use Psychometric Tools

Individual tests are among the best single predictors of job performance and are even more powerful when combined with other tests or interviews. They provide an effective and fair method of selecting and developing staff and to help remove discrimination.

Common Myths Explained

They are not cost effective:

Their accuracy in predicting job-performance makes them cost effective, particularly when compared with the cost of recruiting replacement staff.

People can fake them:

Ability tests are extremely difficult to fake and with personality questionnaires there are built-in checks to highlight if this has been attempted.

Some people are naturally good at tests:

Psychometric instruments are not open to any more bias than interviews, where people can be trained in interview technique.

They do not reflect the job:

Before using any assessment tool, an employer should determine which attributes and competencies are needed for the job. Any psychometric assessments should measure these and will therefore reflect and be relevant to the job.

*** Taken from Australian Psych Press**

Jessica Sample completed the CPI 260 (California Psychological Inventory) online on DATE.

The indicator suggests that Jessica Sample is a confident, self-assured individual at ease speaking in front of groups. She presents as a natural leader. Persuasive and influential, she is outgoing and talkative, both in one-on-one and group environments. She is resourceful and independent, but also has a well-developed sense of empathy, understanding and tolerance of others.

Jessica may be more likely than other managers to display feelings and emotions, speaking out when angry or annoyed. She tends to be quite direct.

This may be moderated by the fact that she is quite insightful as to the inner drives and motives of others, with well-developed perceptiveness. Jessica is also a good conceptual thinker; being bright and able to think on her feet will ensure she is less likely to 'make waves'.

Jessica is highly ambitious and may at times be frustrated at a lack of progression opportunities. She has a strong desire to do well and is highly effective both in group and independent settings. Likely to have been considered as a high potential individual, career progression may have led to exiting previous roles.

Jessica is most comfortable working in environments where expectations are clearly defined, although she is more flexible than other managers in dealing with change and will present as being quite quick on her feet.

- Detail the offering very clearly, so that Jessica is aware of the type of progression and challenge available, along with the limits to progression. Pay close attention to her motivations in taking on the role.
- Probe further into examples of leading teams, particularly of people who have a different communication style to her own.
- Probe further about 'wearing her heart on her sleeve' and whether she is able to moderate her tone / message for her audience.

See page 8 for suggested specific questions

cognitive ability testing

Cognitive ability is considered important in professional business environments. For the recruitment and selection of the Sales & Marketing Manager role, Jessica completed verbal and numeric reasoning assessments online.

Jessica Sample's scores on these reports were compared with thousands of Australian adults who have taken similar tests over the last five years. These objective tests were designed to measure general intelligence by giving an opportunity to demonstrate an ability to see relationships and solve problems. In this instance, two specific abilities or cognitive skills have been measured – the ability to see relationships and solve problems that are language based (Verbal Reasoning) and number – based (Numeric Reasoning).

As any one test can only estimate ability or knowledge, and performance is rarely identical on every testing occasion, results are reported in categories, rather than more precise measures such as percentage scores.

findings

Jessica Sample's performance on each component of this assessment is reported below:

Test	Percentile	Category
Verbal Reasoning	Top 11% (145)	Very Superior
Numeric Reasoning	Top 40% (110)	Average

sales & marketing manager interview questions

DECISION MAKING

Describe the most significant decision you had to make in the last 6 months. Tell me about the alternatives you considered.

INFLUENCE / PERSUASIVENESS

Describe a time when you needed to gain support from key parties to your idea or proposal. How did you go about this?

OPERATIONS ANALYSIS

What is your understanding of your organisations position in your skill area? Describe an initiative you have developed to improve this position for your company.

MANAGING CHANGE

Describe a situation where you led a reluctant team through a major change. What did you do?

CRITICAL THINKING

Can you think of a complex problem where the cause was not easily identifiable? How did you resolve it?

RESOURCE MANAGEMENT

Has there been a time when you felt the budget allocated to your function was less than required? What did you do?

FINANCIAL MANAGEMENT

Describe the most satisfying financial trouble-shooting you have done. Why was this satisfying?

STRATEGIC ORIENTATION / PLANNING

Describe a time you had to translate a general corporate directive into specific goals. How did you go about it?

INNOVATION

Tell me about one of the most innovative strategies you've used to either cut costs or increase profit.

VALUES ALIGNMENT

What are your values and how do they play out in the workplace?

further interview questions for jessica sample

CAREER PROGRESSION MOTIVATIONS

Tell me about your career aspirations.

ADJUSTING COMMUNICATION STYLE

Describe a time when you had to moderate your leadership style for certain direct reports. What was the situation and why did you decide to make the adjustment?

WEARING HER HEART ON HER SLEEVE

Describe a time when you regretted something you've said. What was the situation and what did you learn from it?

OR

We've all had times when we've regretted something we've said in a workplace. What checks and measures do you have, to avoid this? How effective has that been for you?

further exploration - references

Recommended areas to explore with referees:

DECISION MAKING

How would you describe Jessica's decision-making abilities?

INFLUENCE / PERSUASIVENESS

Would you describe Jessica as a particularly persuasive individual? Can you think of a specific example?

How well did Jessica get along with others across the business?

OPERATIONS ANALYSIS

How did you gauge Jessica's technical competency?

MANAGING CHANGE

Were there any major changes that Jessica had to manage within her role? How effectively did she lead people through that?

How would you describe Jessica's leadership style?

CRITICAL THINKING

I'm interested in Jessica's analytical capacity. Did that role require them to solve complex problems? Can you think of an example?

RESOURCE MANAGEMENT

In your view, how well did Jessica manage the resources available to them?

FINANCIAL MANAGEMENT

How competent a financial manager would you say Jessica is? How involved in finances was that role?

STRATEGIC ORIENTATION / PLANNING

How involved was Jessica in strategic planning?

VALUES ALIGNMENT

Would you reemploy Jessica?