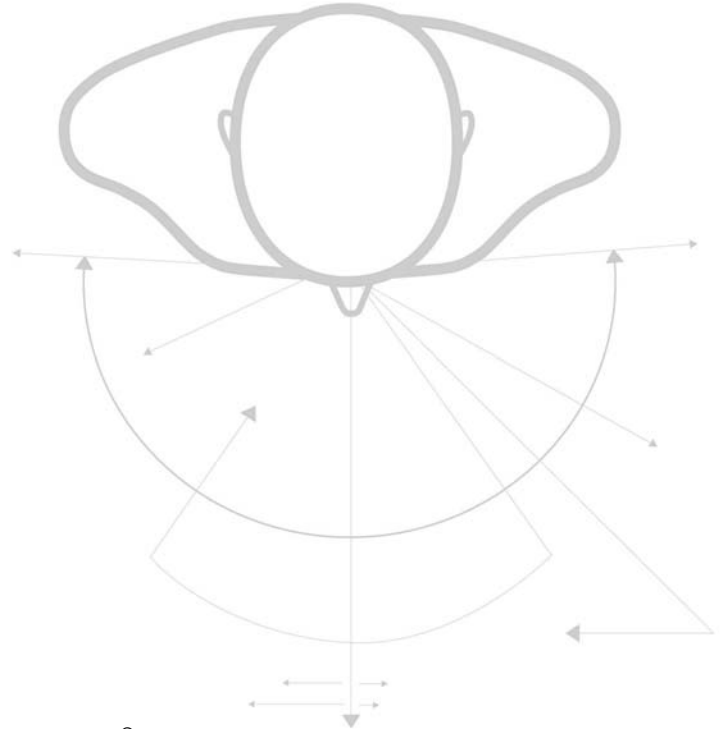


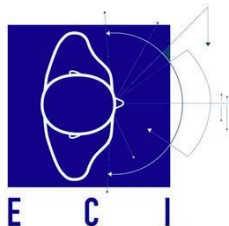
Sample ECI Behavioral Insight® Hiring Report

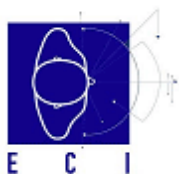


The following is an example of the ECI Behavioral Insight® Hiring Report, which includes targeted interview questions, immediately available upon completion of the ECI Behavioral Insight®. In addition to this report, ECI can support the use of the assessment with an in-depth telephone analysis.

In reading the results, remember higher and lower scores are not necessarily better or worse. View the scores in relation to the Job Performance Footprint (behavioral success standard) created for the position through study. Look for the scores that fall outside of the designated ranges. Those scores that fall above or below the range should be viewed as areas for further exploration.

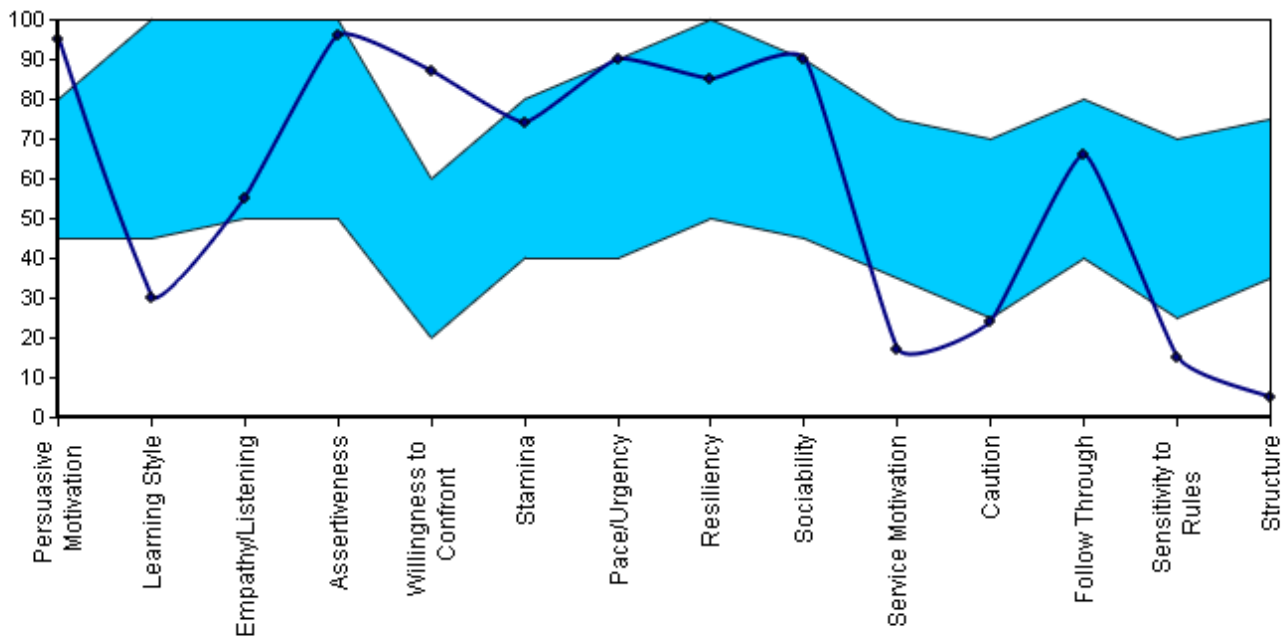
The ECI Behavioral Insight® is not a pass/fail test but a source of objective, valid information. When used as part of a structured selection process, it enables you to compare candidates to job-specific information to enhance your ability to identify and select top performers.





ECI Behavioral Insight® Report

John Sample
Consultative Sales for ABC Company



The graph above compares the results of the ECI Behavioral Insight® against the objective behavioral job model established for the role. Look for areas where the individual's scores (marked line) are outside the standard (shaded area) and where scores fall within the desired range. Scores at or near the range are of less concern than areas where scores deviate considerably from the norm.

Behavioral Summary

Critical Strengths

Empathy/Listening
Assertiveness
Pace/Urgency
Resiliency
Follow Through

Critical Behaviors to Investigate

Persuasive Motivation
Learning Style
Structure

Additional Strengths

Stamina
Sociability

Additional Areas to Investigate

Willingness to Confront
Service Motivation
Caution
Sensitivity to Rules

Statements

Selling and Closing Skills

Given high persuasive drive, may need to avoid "overselling" ideas at times.

Tends to be more practical in style. Aligning goals and objectives to corporate strategic vision can maximize effectiveness.

Speed of approach is conducive to producing positive business results.

Bounces back quickly when goals are not immediately reached. Continues to exert effort to ensure success.

Communication

Has the ability to utilize solid listening skills to identify needs and to adjust approach when communicating with clients and colleagues to ensure open exchange of information essential to the sales process.

Readily offers perspectives when interacting with others.

Could press too hard for personal perspectives at times. May benefit from learning to back down and try a new approach.

Relationship Building and Teamwork

May appear a bit defensive when strategies or perspectives are not accepted. Encourage listening first, backing down and trying alternative approaches to keep relationships positive.

Is comfortable in most any business setting. Enjoys developing new relationships with others.

Encourage investing time in interacting on customer issues more frequently to serve as a resource.

Organization and Planning

Responds with the appropriate amount of urgency to meet the requests of clients, while at the same time managing the more administrative tasking.

Should strive to bring the proper diligence to the role when choosing a process to manage the more administrative-type work to avoid any unnecessary re-work in the future.

Displays reliable and responsible demeanor to customers. Tends to follow through with consistency on customer requests.

May need to maintain greater sensitivity to standards and guidelines when managing the more administrative aspects of the position.

May not take the time to plan ahead to devise strategies to manage projects. Putting plans into place and executing to the plan can enhance ability to achieve positive results.

Management Suggestions

Due to strong need to persuade others, may continue to apply pressure when a more facilitative approach might be the most effective. Encourage counseling and advising to uncover the client's true needs and concerns.

Ensure that the technical aspects of the sales role are mastered and a sufficient comfort level is in place with presenting the complex information necessary.

May confront too quickly when others oppose a strategy. Learning to back down and trying an alternative approach may be a more effective means in overcoming resistance.

Provide tangible rewards for successes. May view excessive public accolades as somewhat insincere.

The effort to close the sale could cause this individual to take action too rapidly when making decisions. Ensure proper research and preparation is completed.

A dependable individual who consistently completes assignments. Prefers an environment in which they are accountable to close sales.

Set clear guidelines for selling and presenting information to ensure preparation levels are consistent.

Encourage more structured customer follow-up activity.

Interview Questions

Persuasive Motivation

Tell me about a time when you pushed too strongly for your ideas and alienated an important customer. If you could do it again, what would you have done differently?

Learning Style

How do you ensure that you continuously expand your knowledge of the business and changing business environment? How do you implement this knowledge into the way you do business? What results have you achieved?

Empathy/Listening

How do you alter your communication style when doing presentations to match the needs of the audience?
Can you give specific examples?

Assertiveness

Give a specific example of how you have maintained a good two-way communication channel with a customer with limited time availability and many needs. What actions did you take? What was the result?

Willingness to Confront

Give me an example of when you had to defend your point of view in front of a tough customer. What steps did you take? What skills did you employ? What were the results of your action?

Pace/Urgency

Tell me about a time when you were unable to balance all the priorities that faced you. How did you decide what to do first?

Resiliency

Please describe a situation in which you were able to turn a negative customer around. How did you accomplish the turnaround?

Service Motivation

Relate a situation when you had to follow up on an internal customer service problem. What did you do to ensure a positive outcome?

Caution

Provide an example of a time when you acted too quickly and later regretted it. Describe the situation and what was the end result?

Follow Through

In your previous position, how did you keep smaller customers satisfied as you devoted time toward your larger customers? Describe the process you used to balance the needs of all your customers within your territory.

Sensitivity to Rules

Give an example of systems and/or processes you use to to ensure proper and professional completion of all tasks in a timely manner. How has this impacted your sales results?’

Structure

Can you give an example of a time when you were responsible for overseeing a project that involved others? How did you keep everyone apprised of the progress and critical issues? What was the outcome?