

OVERALL SALES POTENTIAL

The PSI Score



The PSI Score is the single best predictor of sales potential. A PSI Score of 19 is above average when compared to the typical sales applicant. No combination of other scores in the PSI Report can equal the sales potential prediction of the PSI Score, although low scores in other areas can reduce sales effectiveness.

SPECIFIC SALES CHARACTERISTICS

Self-Confidence



The Self-Confidence score measures the ability to deal with setbacks and disappointments. 'Call Reluctance' is closely related to the PSI Self-Confidence score. A Self-Confidence score of 5.5 is only slightly above average compared to most applicants. This applicant may still need to make an effort to deal with the rejection that will be experienced when calling on potential buyers.

Dominance



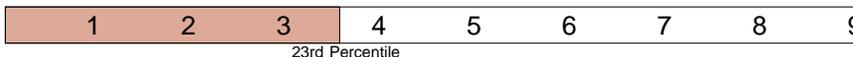
Dominance is a measure of competitiveness and goal-orientation. Dominance carries with it a degree of assertiveness and a willingness perhaps to achieve at the expense of others. A Dominance score of 6.5 is above average. This applicant can probably be socially forceful when necessary, although "closing" may not be a strength.

Extraversion



The Extraversion scale measures the degree to which an individual enjoys being involved with social activities. The Extraversion scale is associated with social energy, social activity, and a willingness to interact with a wide variety of other people. An applicant with an Extraversion score of 5.5 is likely to exhibit slightly above average gregariousness but may still need to make an extra effort to interact regularly with new clients.

Job Focus



The Job Focus scale is in part a measure of task orientation or the capacity and willingness to stay on task and not become side-tracked. Persons who score high on Job Focus also tend to be viewed by others as competent at the tasks they perform. An applicant with a Job Focus score of 3.5 is likely to exhibit weak task orientation and could also have a higher than average tendency to become distracted from his or her goals.

Sales Commitment



A Sales Commitment score of 8 suggests a strong ambition to succeed in sales along with a high level of inner self-assurance.

RETENTION

Retention Index

The PSI Retention Index for this applicant is **OK**

The PSI Retention Index was developed to predict whether newly hired sales applicants would remain in the job for at least one year. An Index rating of "OK" means that the PSI has not detected strong retention risk factors which would lead this applicant to leave the sales position in less than one year.

GENERAL PROBLEM SOLVING

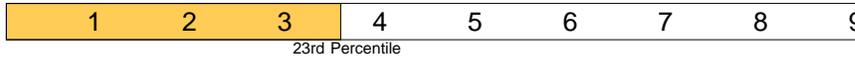
Trainability



Trainability is a measure of general problem solving ability. An applicant with a Trainability score of 7 should be able to grasp new concepts and see relationships when learning new material. This applicant may also be reasonably good at solving work-related problems.

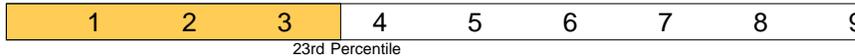
AUXILIARY PERSONALITY TRAITS

Orderliness



Orderliness is the tendency to be systematic and neat in one's personal life. An Orderliness score of 3 is lower than the population average and suggests an orientation more towards change and variety than towards structure and organization. Such applicants are likely to appear less organized and methodical and perhaps more expedient in their daily activities.

Tolerance



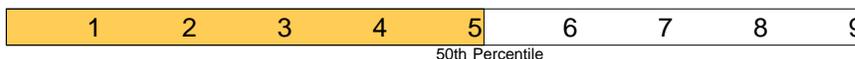
The Tolerance scale measures the ability to deal with frustration without losing composure or effectiveness. An applicant with a Tolerance score of 3 is likely to become more frequently irritated than most. This person could also tend to appear angry and to become frustrated in stressful situations.

Adjustment



The Adjustment scale measures the tendency to deal with anxiety and fear and still maintain the capacity to respond rationally and constructively. An applicant with an Adjustment score of 3 is likely to exhibit well below average emotional stability when under pressure. There may also be a tendency to be rather cautious and sensitive to potential risks and to spend more time than most people worrying about possible problems and concerns.

Imagination



The Imagination scale measures the tendency to enjoy aesthetic activities and the world of new ideas. An applicant with an Imagination score of 5 represents average inclinations regarding activities requiring innovation and exploration. This person should exhibit an average interest in creative problem solving and unnecessary intellectual pursuits.

VOCATIONAL ORIENTATION

Vocational Match



The Vocational Match score measures the sales applicant's orientation towards a career as a sales professional. A Vocational Match score of 9 suggests a highly differentiated interest pattern which is consistent with a strong long-term interest in influencing others and entrepreneurial activities in general.

BACKGROUND INFORMATION

Years of Formal Education.

16 years.

What is the highest educational level you have attained?

college graduate.

Most Recent Occupation.

Sales Representative.

What is your present employment status?

employed full-time.

How did you first hear about the job for which you are being interviewed?

referred by company sales management.

If you came to work for this company, would you expect your first year income to be more or less than from your previous job?

substantially more.

What is the first year income you expect on this job?

between \$40,000 and \$50,000.

What is the second year income you expect on this job?

a 25% increase over the first year.

Experience in Life Insurance Sales.

has 5 or more years experience selling life insurance full-time.

How many years have you been employed full-time in sales?

more than 10 years.

Have you ever supervised professional sales reps?

yes - longer than 5 years.

PSI Report Interpretation Guidelines

The Pegasus Sales Inventory (PSI) helps identify long-term sales potential. The PSI is designed to be used as part of a selection system. The PSI should not be used as the only method for screening sales applicants. It should also not be used as the final "hurdle" in an applicant screening process. The PSI should be used to gain insight into an applicant's sales potential and personal characteristics, which might otherwise only become apparent after several months on the job.

Step 1: Overall Sales Potential

Please begin using the PSI results by examining the PSI Score under "Overall Sales Potential." If the PSI Score does not meet your minimum criterion, it is usually best not to try to "explain away" the low PSI Score using other measures. The PSI Score is the only score in the PSI Report which adequately summarizes an applicant's sales potential. Remember that the PSI Score includes information that cannot be presented as a trait. For this reason, the PSI Score can not be computed from any other score or combination of scores in the PSI Report. While other scores can be important "qualifiers" of sales potential, no other score from the PSI Report summarizes sales potential as well as the PSI Score.

Step 2: Specific Sales Characteristics

Again, assuming there is an adequate PSI Score, the PSI Report includes measures of 5 traits that are directly relevant to sales. Each of these 5 scales could reveal a weakness that could limit the sales effectiveness of an applicant, even with a high PSI Score. The Self-Confidence scale correlates with resilience and the ability to deal with rejection without becoming dejected. The Dominance scale correlates with a natural "closing" aptitude. The Extraversion scale correlates with a tendency to enjoy socially interacting with new people and a natural capacity for "networking." The Achievement scale measures the willingness to complete the work required to reach sales goals. The Career Motivation scale measures whether the applicant feels sales is a profession where he or she belongs and can be successful. A weakness in any one of these key sales areas could prove to be an "Achilles Heel" in what might be an otherwise strong sales profile.

Step 3: Sales Agent Retention

The Retention Index is a predictor of how long the sales applicant will stay with the job. The PSI Score does not directly measure sales retention; nor is sales aptitude is not a good predictor of agent retention. An applicant with a Retention Index score of "Very High Risk," has only 1 chance in 4 of remaining in the job for 12 months.

Step 4: General Problem Solving

The Trainability scale measures the ability to solve logical problems and work with number concepts. Applicants with lower scores are likely to have difficulty with classroom learning and abstract problems in general. Low scorers have also been shown to have difficulty passing certification or licensing exams.

Step 5: Other Personality Characteristics

The Orderliness, Tolerance, Adjustment, and Imagination scales are less directly related to sales success. They predict personal characteristics that influence how an applicant will work and relate to others more than how successful the applicant will be in sales. For example, low Orderliness scale could correlate with poor work habits, low Tolerance scores will correlate with irritability and sensitivity to stress, low Adjustment scores will correlate with higher anxiety and a tendency to worry, and high Imagination scores will correlated with tendencies to have more "fanciful" than "down-to-earth" ideas.

Step 6: Career Orientation

Assuming there is an adequate PSI Score, the Vocational Match scale can further refine your selection decision. The Vocational Match score is especially important for inexperienced applicants, since it measures a natural tendency to enjoy assuming an influential role when associating with people in a business context.

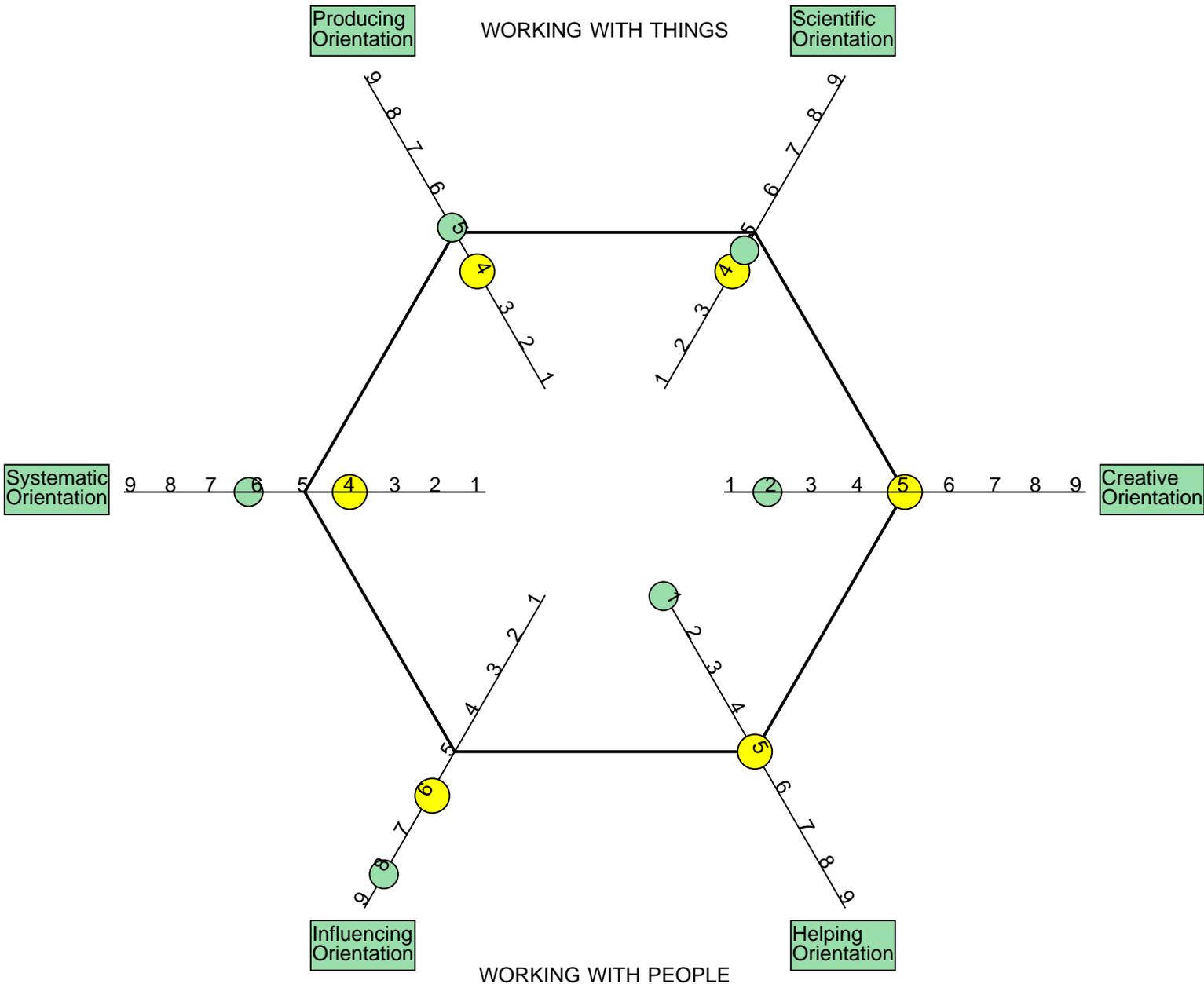
Interpreting the 9-Point Scales

A 9-point scale is used to report most of the personality traits on the PSI. Since 5 is the break point on these 9-point scales, 50% of the population scores 5 or higher. Keeping in mind that the highest score might not always be the best, about 3% of the population will receive a 9, which can also be expressed as the 97th percentile. A score of 8 places an applicant at the 92nd percentile of the population. A score of 7 places the applicant at the 84th percentile and includes the top 16% of the population. A 6 falls at the 70 percentile, a 5 at the 50th percentile, a 4 at the 30th percentile, a 3 at the 12th percentile of the population. Scores of 2 and 1 include the lowest scoring 12% of the population. The actual percentiles are printed below the score. In general, scores of 7, 8, and 9 will be noticeably high and scores of 3, 2, or 1 will be noticeably low scores.

The illustration below summarizes John Holland's vocational interest hexagon, which is the most widely accepted model for assessing job preferences. Each corner of the hexagon represents a different job orientation. Opposite corners of the hexagon express opposite interests and tendencies.

Jobs with a Producing Orientation involve working with things and making things. Those with a Scientific Orientation center on gaining knowledge and facts. The Creative Orientation includes much personal expression and variety. Jobs with a Helping Orientation usually entail working closely with people and taking care of them in some way. Influencing Orientation jobs usually focus on persuading people and directing their activities. Finally, jobs with the Systematic Orientation usually consist of work that involves a high degree of consistency and routine.

Each of the 6 orientations is plotted on a 9-point scale with 9 being the highest score. Average scores for experienced sales representatives are shown with the larger shaded circles. These shaded circles show that experienced sales people usually have their highest scores on the Influencing Orientation. Applicant scores are shown as smaller open circles. Applicants without a higher Influencing Orientation are not likely to have a high Vocational Match score. Applicants who differ markedly from the "experienced sales person" pattern may be better suited for a long-term career other than sales. However, an applicant's relative pattern of the 6 orientations is more important than the absolute scores. Holland has shown that over their working lives, people will gravitate towards jobs that fit their strongest work orientations.



Sorted Vocational Interests

GENE GATICA's Vocational Interest Scores from the previous page sorted from high (9) to low (1):

8.1	Influencing	1	2	3	4	5	6	7	8	9
6.2	Systematic	1	2	3	4	5	6	7	8	9
5.1	Producing	1	2	3	4	5	6	7	8	9
4.5	Scientific	1	2	3	4	5	6	7	8	9
1.9	Creative	1	2	3	4	5	6	7	8	9
1.0	Helping	1	2	3	4	5	6	7	8	9

Vocational Interest Descriptions

Typical jobs in the Producing area would be electrician or carpenter, in the Scientific area computer analyst or mathematician, in the Creative area musician or writer, in the Helping area teacher or counselor, in the Influencing area sales agent or attorney, in the Systematic area accountant or payroll clerk. In additions, many occupations combine primary and secondary vocational interests. For example, while an architect's primary interest is likely to be Creative, most architects will also have a strong secondary Scientific interest. Likewise, many engineering careers combine Scientific interests with Producing interests. A marketing director is likely to combine Creative interests with Influencing interests. Most financial planners will have interests in both the Influencing and Systematic job families. Also, a sewing machine operator is likely to combine Producing and Systematic interests. Examples of jobs that combine the three interests of Systematic, Influencing, and Helping would be director of industrial relations and personnel manager. Please note that all examples of possible career fits are only general examples. These examples are not intended as specific recommendations and are only intended to help provide general direction. Below are general descriptions of your main vocational interest areas.

Your primary interest theme was Influencing. People with a high influencing-orientation usually value influencing and directing the activities of others. They tend to be entrepreneurial. They gain pleasure from persuading and convincing others using the force of their personalities. Like a debater, they use effective presentations and whatever arguments they can find to make their points. Good examples would be lawyers and politicians. Others would be real estate agents, life insurance sales agents, salespersons in general, and office managers. The Influencing group includes many administrative and management positions. Stockbrokers, computer analysts, and personnel managers are also placed in this group. Director of industrial relations, buyers, appraisers, and flight attendents would also be included here.

Your secondary interest theme was Systematic. People with a high systematic-orientation usually value consistency and are usually tolerant of routine. They tend to gain pleasure out of acquiring expertise or a skill and applying that expertise or skill. They tend to enjoy standardized situations where they can predictably apply their talents to meet objectives or solve problems. Good examples would be certified public accountants as well as accountants and bookkeepers in general, payroll clerks, and personnel insurance specialists. Other examples would be time study analysts, building inspectors, bank tellers, and cashiers. The Systematic group includes professions that focus on processing tasks which use standardized systems and procedures. Professions in this category include financial analysts, underwriters, and credit managers. Data processors, file clerks, and sewing machine operators also fit in this group.

Your third highest interest theme was Producing. People with a high producing-orientation usually like to work with their hands and make things. They may gain more pleasure out of working with things than working with people. They may have a craftsman mentality and enjoy self-sufficiency. They may also tend to enjoy outside work and work with a physical component. Good examples would be foresters, technicians, and carpenters. Others would be game warden, rancher, or construction worker. Interests in this area include the skilled crafts and manual arts. Many trades and technical professions are included here such as electricity, plumbing, automotive, mechanical engineering, and industrial engineering.