



# CoreSelectPlus™ Report

**Name: Susan Sample**

**Organization: Sandler Sales Institute**

**Job: Salesperson**

**Date: 4/13/2005**



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Printed August 08, 2005



## Understanding Susan Sample's CoreSelectPlus™ Report:

The information contained in this report should not be used as the sole discretionary source of information about the individual. Close attention and consideration should be given to the candidate's resume, job application, references, education and/or training, drug screen, job interview, previous job experience(s) and personal performance during the interviewing process.

### About the Devine Inventory™:

The Devine Inventory™ has been in use for over 30 years and provides information targeting 33 different behavioral areas and 12 competencies.

### CoreSelectPlus™ Contents:

- **The Devine Inventory™ Behaviors:** Thirty-three behaviors and their definitions
- **Susan Sample: At a Glance:** The customized Optimize™ score is determined from correlation studies of the organization's performance factors related to Devine Inventory™ scores of incumbents. Recommendations are provided in relationship to how well the candidate matches the Success Profile. Also included is a summary of the individual's matches to the Success Profile, plus a graphical chart displaying competency results.
- **Competency Breakouts:** Detailed display of behaviors and percentile scores that comprise the competency result, along with an explanation of the results.
- **Behavior Summary:** Graphical display of behaviors, scores and matches to the Success Profile.
- **Devine Inventory™ Profile:** Detailed display of the individual's scores on a 0-9 scale, with explanation of the meaning of each score.
- **Tailored Behavioral Interview Questions:** Suggested interview questions for the hiring manager to further probe the applicant's needs development (1, 2) or marginal (0, 9) areas.

The Success Profile: This report will help you evaluate Susan Sample's match to the Devine Inventory Success Profile™ which has been created specifically for the Salesperson position with your organization.

1. First, the 33 behaviors are ranked according to their importance to fulfilling job requirements within the culture of your organization. The behaviors are ranked and presented in 3 pages of 11 behaviors each, with the first page of primary importance, the second page of secondary importance, etc.
2. The second component designates the required behavioral strength. The desired range of behavioral development scoring is designated within the overall 0 - 9 scale for each behavior.

*Note: A Devine Inventory™ Success Profile should only be prepared in consultation with a certified expert trained in the Devine Inventory System™.*

### Behavior Match Considerations:

- A score is considered a match if it is in the desired success profile range or higher as long as it is not a "High Marginal" (9) score.
- Behavior scores that fall below the desired Success Profile range should be carefully reviewed as they can represent potential detractors to successful job performance.
- If the score is in the "High Marginal" (9) area, development is also needed.
- If a behavior has two scores (split score), it is not considered a match unless both scores are a match. The split score indicates that variances exist in the behavior pattern based on circumstances.



## The Devine Inventory™ Behaviors

### Behavior

Affiliation  
Assertiveness  
Authority Relationships  
Closure  
Communications  
Competitive Style  
Concentration  
Conflict Management  
Creativeness  
Decisiveness  
Detail Orientation  
Ego  
Emotional Composure  
Empathy  
Goal Orientation  
Influence  
Initiative  
Instructiveness  
Intensity  
Learning  
Listening  
Mobility  
Negotiating  
Planning  
Presentation Style  
Response to Change  
Schedule Orientation  
Self Responsibility  
Sociability  
Structure  
Task Completion  
Time Competency  
Vitality

### Definition

Supporting the organization's goals and directives.  
Being assertive and taking charge.  
Demonstrating cooperation and respect for leaders.  
Agreeing upon and completing courses of action with others.  
Giving and receiving information.  
Obtaining advantage through team or individual effort(s).  
Focusing and avoidance of distractions.  
Weighing in on and resolving differences.  
Envisioning new options, either practical or theoretical.  
Choosing a course of action with speed and ease.  
Attention to facts and experiences making one a competent and skilled expert.  
Gaining respect and demonstrating confidence.  
Maintaining professionalism and poise.  
Sensing what others are feeling and responding to their needs.  
Ambition and desire to be the best.  
Gaining acceptance of ideas.  
Taking action without being told.  
Coaching, teaching or sharing information with others.  
The amount of pressure and stress one feels.  
Advancing knowledge, skills and abilities.  
Seeking to understand what others are saying.  
Accommodating to requirements for moving about and/or travel.  
Bargaining effectively for a strongly held position.  
Thinking and organizing strategies, for either near or long-term.  
Holding others' attention while presenting.  
Modifying work practices to accommodate new direction.  
Creating and meeting time commitments.  
Taking personal accountability.  
Building a network of relationships.  
Creating order and staying organized.  
Staying with a task until it has been thoroughly accomplished.  
Managing time efficiently.  
Maintaining energy and stamina.



## Susan Sample: At a Glance

Optimize™ Score: **79 out of 100**

**Recommend:** The candidate shows potential to be successful in this role. However, those behaviors that fall outside of the desired Success Profile range need to be strengthened. It is important for the individual and coach to focus attention on specific development actions to ensure good probability for achieving results.

### BehaviorMatch™

Total Matches  
**23**

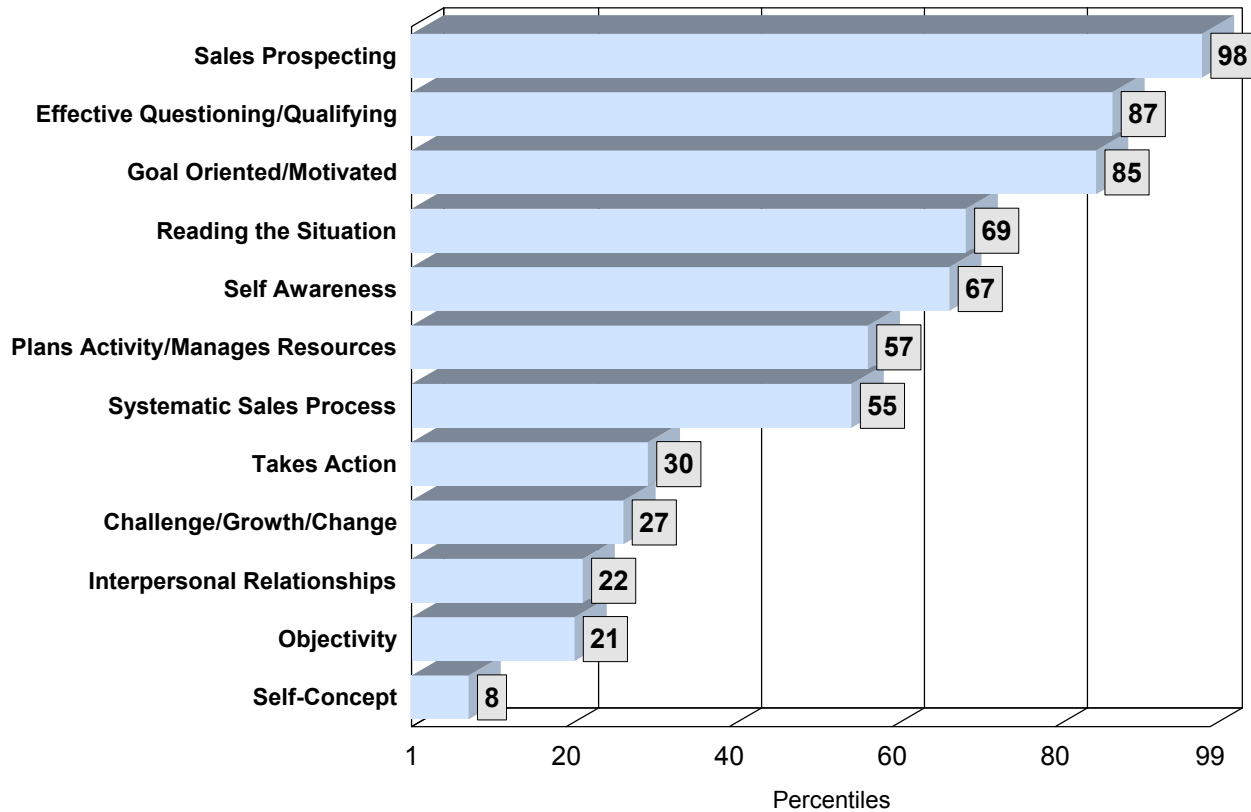
Top 11 Behaviors  
**10**

Middle 11 Behaviors  
**8**

Bottom 11 Behavior  
**5**

Average number of matches for this Success Profile is 20.

### Competencies





## Competency Breakouts

### 98% Sales Prospecting *(Consistently and proactively reaches out for new business)*

Time Competency (7)	Vitality (8)	Intensity (8)
(Inv) Empathy (2)	Sociability (6)	Communications (3)
Goal Orientation (8)	Initiative (6)	

### 87% Effective Questioning/Qualifying *(Guides prospects effectively to the discover their own compelling reasons to buy)*

(Mid) Emotional Composure (7)	Listening (4)	(Mid) Ego (8)
(Inv) Empathy (2)	(Mid) Detail Orientation (5)	Assertiveness (7)
Conflict Management (7)	Decisiveness (4)	

### 85% Goal Oriented/Motivated *(Displays ambition, keeps written goals, has drive to achieve)*

Vitality (8)	Initiative (6)	Intensity (8)
Learning (1)	Competitive Style (5)	Decisiveness (4)
Goal Orientation (8)		

### 69% Reading the Situation *(Internalizes sales process but interprets individual situations correctly)*

Listening (4)	Emotional Composure (7)	Initiative (6)
Learning (1)	Creativeness (7)	Decisiveness (4)
Detail Orientation (5)		

### 67% Self Awareness *(Displays self-knowledge of strengths and needs to identify resources where there are gaps)*

Self-Insight Rating (67)

### 57% Plans Activity/Manages Resources *(Systematically plans to make the most effective use of resources)*

Time Competency (7)	Planning (7)	Schedule Orientation (2)
Structure (5)	Closure (5)	Concentration (4)
Instructiveness (4)		

### 55% Systematic Sales Process *(Follows consistent sales process, effectively incorporates learning into practice)*

Time Competency (7)	Schedule Orientation (2)	Structure (5)
Task Completion (4)	Closure (5)	Concentration (4)
Planning (7)		

### 30% Takes Action *(Displays resolve to follow through to honor commitments to self and others)*

Response to Change (0)	Self Responsibility (5)	Closure (5)
Decisiveness (4)	Initiative (6)	



**27% Challenge/Growth/Change** (*Displays willingness to take the risk to change current comfort zone*)

Mobility (2)	Response to Change (0)	Goal Orientation (8)
Initiative (6)	Learning (1)	Competitive Style (5)
Creativeness (7)	Decisiveness (4)	

**22% Interpersonal Relationships** (*Bonds with others to create mutual trust and effective relationships*)

Sociability (6)	Empathy (2)	Listening (4)
Presentation Style (4)	Communications (3)	(Mid) Ego (8)
Instructiveness (4)		

**21% Objectivity** (*Participates while not taking things personally*)

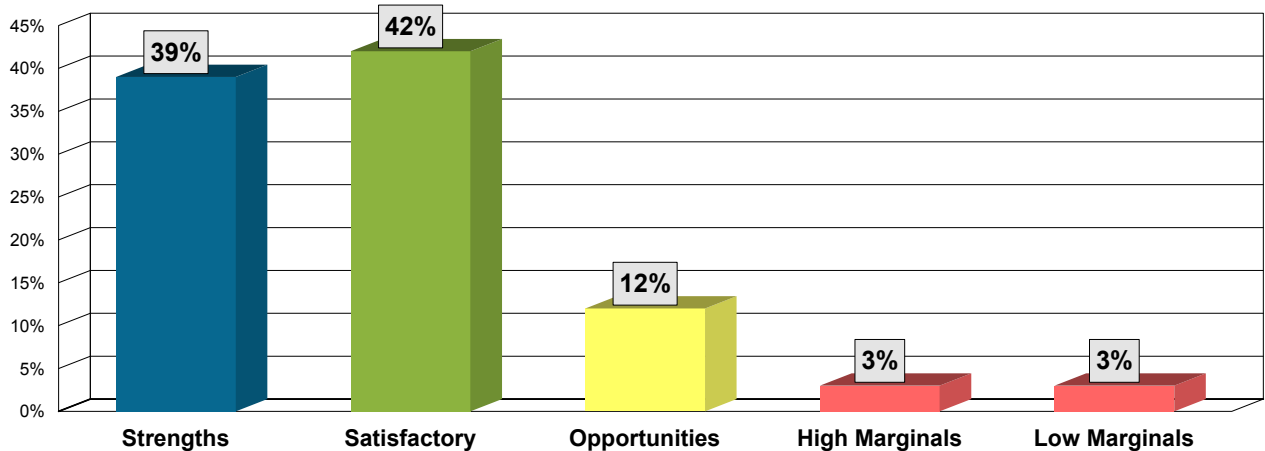
(Inv) Self Responsibility (5)	(Inv) Sociability (6)	Conflict Management (7)
(Mid) Ego (8)	(Inv) Empathy (2)	(Inv) Authority Relationships (9)
(Inv) Affiliation (8)	Competitive Style (5)	

**8% Self-Concept** (*Displays optimism and healthy respect for self and others*)

(Mid) Empathy (2)	Response to Change (0)	(Mid) Emotional Composure (7)
Influence (5)	Initiative (6)	(Mid) Assertiveness (7)
Decisiveness (4)	(Mid) Ego (8)	

## Behavior Summary

### Behavior Scores



#### Strengths

- Affiliation (8)
- Assertiveness (7)
- Conflict Management (7)
- Creativeness (7)
- Ego (8)
- Emotional Composure (7)
- Goal Orientation (8)
- Initiative (6)
- Intensity (8)
- Planning (7)
- Sociability (6)
- Time Competency (7)
- Vitality (8)

#### Satisfactory

- Closure (5)
  - Communications (3)
- Competitive Style (5)
- Concentration (4)
  - Decisiveness (4)
- Detail Orientation (5)
- Influence (5)
- Instructiveness (4)
- Listening (4)
  - Negotiating (4)
  - Presentation Style (4)
- Self Responsibility (5)
- Structure (5)
- Task Completion (4)

#### Opportunities/Marginals

- Authority Relationships (9)
- Empathy (2)
- Learning (1)
- Mobility (2)
- Response to Change (0)
- Schedule Orientation (2)

= is a match with Success Profile



## Devine Inventory™ Profile

### TOP 11 BEHAVIORS (10 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
<input checked="" type="checkbox"/> <b>GOAL ORIENTATION (8)</b> Wants to be the best; consistently sets more demanding goals; ambitious	self-satisfied/complacent						—	—	—	never satisfied
<input checked="" type="checkbox"/> <b>INITIATIVE (6)</b> Accurately assesses risks and takes voluntary action when needed.	direction required					—	—	—		oversteps boundaries
<input checked="" type="checkbox"/> <b>VITALITY (8)</b> Is able to remain alert and full of energy for periods beyond the norm.	fatigued					—	—	—		compulsive energy
<input checked="" type="checkbox"/> <b>INTENSITY (8)</b> Does not balance time requirements well between work and personal commitments.	laid back					—	—	—		over stressed
<input checked="" type="checkbox"/> <b>TIME COMPETENCY (7)</b> Is efficient in sorting through and completing both high and low priority matters. Good time management.	wasteful					—	—	—		rigidly manages time
<input checked="" type="checkbox"/> <b>ASSERTIVENESS (7)</b> Accepts others as equals; respectfully considers others' opinions and ideas; strives to create productive relationships.	dominated						—	—	—	aggressive
<input checked="" type="checkbox"/> <b>CONFLICT MANAGEMENT (7)</b> Views conflict as part of life; makes an effort to cooperate and get things done.	retreats					—	—	—		orchestrates advantage
<input checked="" type="checkbox"/> <b>CREATIVENESS (7)</b> Finds little justification for maintaining the status quo; encourages inventive imagination.	unimaginative					—	—	—		inventive/impractical
<input checked="" type="checkbox"/> <b>COMPETITIVE STYLE (5)</b> Selectively volunteers to compete, thereby drawing in others who lack confidence.	group dependent					—	—	—		relentless push to win
<b>DECISIVENESS (4)</b> Gives sufficient consideration and time to the facts before making a decision.	agonizes					—	—	—		risky/ impulsive
<input checked="" type="checkbox"/> <b>INFLUENCE (5)</b> Conveys ideas factually and openly; trusts that others will respond openly.	passive					—	—	—		forces ideas

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile



## Devine Inventory™ Profile

### MIDDLE 11 BEHAVIORS (8 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal	
	0	1	2	3	4	5	6	7	8	9	
<input checked="" type="checkbox"/> <b>EMOTIONAL COMPOSURE</b> (7) Does not reveal personal feelings until a comfortable understanding with others is achieved.	volatile			■	■	■				●	controlled/ un-demonstrative
<b>NEGOTIATING</b> (4) Is confident and fair-minded when considering others' views in bargaining situations.	avoids/ retreats					■	■	■			win at any cost
<input checked="" type="checkbox"/> <b>EGO</b> (8) Expeditiously, not tactfully, engineers personal acceptance and recognition by authority.	self-deprecating				■	■	■			●	engineers recognition
<input checked="" type="checkbox"/> <b>SELF RESPONSIBILITY</b> (5) Continuously focuses on meeting responsibilities and expectations.	dodges blame					■	■	■			burdened
<input checked="" type="checkbox"/> <b>PLANNING</b> (7) Emphasizes problem prevention and establishing strategies that get results.	reactionary					■	■	■		●	dwells on future
<input checked="" type="checkbox"/> <b>CLOSURE</b> (5) Willingly shares and receives ideas in a manner that encourages participation by others.	false start/ vacillates				■	■	■			●	non-productive push on others
<input checked="" type="checkbox"/> <b>CONCENTRATION</b> (4) Prepares well for a meaningful examination of the facts while staying focused on objectives.	unfocused/ distracted				■	■	■			●	tunnel vision/ over focused
<b>COMMUNICATIONS</b> (3) Is formal and businesslike; avoids conversations not related to work.	restrictive			●	■	■	■				talks randomly
<input checked="" type="checkbox"/> <b>LISTENING</b> (4) Seems to listen, but is occasionally distracted and misses parts of the message.	selectively tunes out				■	■	■			●	suspicious/ over attentive
<b>PRESENTATION STYLE</b> (4) Uses relevant examples, views and opinions to generate interest.	stiff					■	■	■		●	overly dramatic
<input checked="" type="checkbox"/> <b>INSTRUCTIVENESS</b> (4) Is increasingly aware of when and how to use good instructional techniques.	withholds/ self-protective			■	■	■				●	over shares/ preaches

= is a match with Success Profile

● = participant's behavior score

■ = desired range based on Success Profile



## Devine Inventory™ Profile

### BOTTOM 11 BEHAVIORS (5 of 11 are matches)

	Low Marginal	Needs Developed		Satisfactory			Strengths			High Marginal
	0	1	2	3	4	5	6	7	8	9
<b>RESPONSE TO CHANGE (0)</b> Strongly resists change; justifies old habits without trying anything new.	justifies status quo				—	—	—			enamored with change
	●									
<b>LEARNING (1)</b> Prefers to observe rather than participate in the learning experience.	resists				—	—	—			relentless pursuit
	●									
<b>EMPATHY (2)</b> Self evaluation of sensitivities and thoughtfulness; learns from others' suggestions to improve.	impersonal			—	—	—				overly sensitive
	●									
<input checked="" type="checkbox"/> <b>SOCIABILITY (6)</b> Engages in social events; encourages interactions between others.	choosy/selective				—	—	—			contrived friendliness
							●			
<input checked="" type="checkbox"/> <b>DETAIL ORIENTATION (5)</b> Examines situations with appropriate care and attention to detail.	disdains details				—	—	—			trivial pursuit of details
						●				
<b>MOBILITY (2)</b> Usually resists travel, especially if it is a last-minute request.	stationary				—	—	—			wasted motion/on-the-go
	●									
<b>SCHEDULE ORIENTATION (2)</b> Efforts to manage schedules sometimes fall short of anticipated deadlines.	won't commit			—	—	—				over commits
	●									
<input checked="" type="checkbox"/> <b>STRUCTURE (5)</b> Adapts easily to new procedures for classifying, storing and retrieving information.	disorganized			—	—	—				rigidly organized
						●				
<input checked="" type="checkbox"/> <b>TASK COMPLETION (4)</b> Commits to completing most urgent/important tasks. Asks for help on matters that require special effort to complete.	depends on others			—	—	—				sets unrealistic standards
					●					
<input checked="" type="checkbox"/> <b>AFFILIATION (8)</b> Never questions the company's loyalty to its employees; does not tolerate criticism of the company.	entrepreneurial			—	—	—				loyalty to org. at all cost
								●		
<b>AUTHORITY RELATIONSHIPS (9)</b> Never questions the decisions or motives of higher authority; quickly implements directives without reservation.	challenges/resistant			—	—	—				blind loyalty
										●

= is a match with Success Profile

● = participant's behavior score

— = desired range based on Success Profile



## Tailored Behavioral Interview Questions

The following are behavioral interview questions designed to further probe the applicant's needs development (1, 2) or marginal (0, 9) areas.

### Authority Relationships (9)

Tell me about a time when you were given a directive with which you were not in total agreement or was otherwise difficult to implement. Did you say anything to your superiors?

Loyalty is an extremely important attribute. Tell me about a time when you complied with a directive from authority and later realized that you should have questioned the directive. How do you determine whether to question a directive if you have any apprehensions?

Tell me about a time where you provided higher authority with information that would have given you some personal difficulty with peers if they knew about the disclosure? Was there justification for such disclosure?

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### Empathy (2)

How do you show thoughtfulness and concern for others at work?

Relating to another person goes beyond giving recognition and approval. Describe a time when you needed to show compassion and sensitivity. What did you do?

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### Learning (1)

How have you kept up with changing technology, ideas and products in your industry? How do you get your ideas?

Describe a job where you were challenged to learn many new things at once. How did you accomplish this? What approach do you use to build new knowledge and skills?

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## Mobility (2)

Tell me about your typical day, week and month. How much traveling, including local, do you do? What deadlines do you regularly deal with?

Give an example of a past job that required a lot of travel and/or staying at your desk for long periods of time. Which do you prefer?

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## Response to Change (0)

Tell me about major changes you have dealt with in your past jobs. What did you do to adjust? Have you initiated any major change efforts within your responsibilities?

Describe a situation where you were forced to get out of old habits and practices and reach into new approaches and methods. How comfortable were you doing this?

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## Schedule Orientation (2)

How do you organize your time? What deadlines do you deal with? Are they realistic? Do you meet them?

What tools do you use to stay on track with scheduling? What are your greatest scheduling challenges? How do you overcome them?

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