

The Sales Achiever

Assessment For: Jane Bishop
Phone: 698-770-7000
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Position: Sales Representative

Company: Acme Sales Company
Report Type: Sales Representative

Assessment Date: 5/4/2008

For More Information
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----- Mental Aptitudes -----

Mental Acuity

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Bishop is average in Mental Acuity, indicating she has average thinking, problem-solving and reasoning ability. With average comprehension, she should be capable of solving less complex problems quickly, and should be able to present an appropriate product or service in order to meet a customer or prospect's need.

Business Terms

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane has a strong understanding of the specialized language of business. She has had considerable experience in business, or a strong business education. She should be capable of discussing business-related matters with customers and prospects.

Memory Recall

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Bishop has a superior knowledge of events happening in the world around her and should be strongly aware of competitive trends, as well as the economy's affect on her sales.

Vocabulary

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Bishop's language skills are above average, enabling her to communicate effectively with customers, prospects and others. She is capable of highly complex interchanges and will exhibit confidence in her ability to interact with others.

Numerical Perception

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane's average Numerical Perception score indicates that she can handle detail work such as writing up contracts and orders, but her work should be checked for mistakes. A vision problem, tension, or carelessness may affect the Perception score. Generally, she will pay close attention to her work and follow directions carefully.

Mechanical Interest

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane has high mechanical interest and probably has the ability to understand information regarding mechanical equipment, sell such equipment or learn how to apply technology to her sales position.

----- Personality Structure -----

Energy

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Bishop has a low energy and drive level. She handles work-related pressure well and tension usually does not cause a problem, but she may not prospect or pursue new business as energetically as is needed to increase sales. This score should be checked against the distortion score, as individuals who distort often depict themselves as being more calm than they actually are.

Flexibility

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane has a good sense of integrity and is an ethical sales rep who is focused on what she wants to accomplish. She will also be flexible and adaptable to change, as well as able to handle multiple job demands and assignments. She is also interested in obtaining customer satisfaction by providing good service. When presenting solutions to customers or prospects, she can be creative or stick with the "tried and true," depending on the circumstances. Even though she will try to generate new solutions to problems, and new ways to use existing applications of products or services, she will be concerned about quality prior to implementing a change. She can be inventive, but will test her new ideas and concepts to be certain any risks involved are minimal.

Organization

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Bishop is extremely organized and oriented to planning her time and activities. She generally plans everything in advance and makes the best use possible of the time and resources she has available to her to reach sales goals. When scheduling her work, Jane often assigns a specific time for each appointment or job task and works best within this frame of time.

Communication

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane enjoys working with people and is a very open, sharing collaborator. She can easily and comfortably share her own feelings, ideas and knowledge with customers and prospects, and would not be happy in an environment where she has no opportunity to interact with others.

Emotional Dev

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Bishop is a very self-assured person with a strong degree of self-confidence. She believes in herself and may fail to place appropriate demands on herself or others due to ego. She has a very high frustration tolerance level and has a high degree of patience; therefore, she may allow a customer or prospect to wait too long before making a buying decision. This score should be checked against the distortion score, as individuals who distort often portray themselves as more patient than they actually are.

Assertiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane is not highly assertive and will generally agree with customers or prospects, rather than speaking up and standing her ground. Rather than attempt to influence customers or direct them into making a positive buying decision, she will often compromise and walk away from the presentation without having asked for the sale.

Competitiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Bishop has a competitive instinct and desire to win, but is team-spirited and synergistic. She has some competitive drive, but would not want to risk harmonious relationships with established customers by attempting to upsell them. When prospecting to develop new business, she will place a stronger emphasis on developing rapport with the prospect than on selling a high volume of products or services.

Mental Toughness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane is a mentally tough individual who can persevere in the face of obstacles. Quotas, long hours, etc., do not negatively affect her, but she may not easily exhibit empathy towards customers, prospects or others.

Questioning / Probing

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane is a trusting individual who accepts most information at face value. Even though she usually exhibits a positive, enthusiastic attitude, she can accept excuses for not buying too easily, rather than asking questions to find alternatives to offer.

Motivation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Jane needs some job security and will take risks only when she is convinced that she is unlikely to make a mistake or fail. She still requires some feeling of security in sales, such as having a draw against commission, but is also motivated by the opportunity to increase her income based on her personal efforts.

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----- Validity Scales -----

Distortion

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Bishop is not willing to reveal a number of her personality traits. Accuracy of the Personality Dimensions is diminished to approximately 85%. Results must be considered accordingly.

Equivocation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

She has scored within our acceptable equivocation range.

This report is confidential and is an opinion based on test results and other available data. In the selection process it may count up to one third (1/3) of the decision process along with the interview, reference check, education and experience.

Score Sheet

Sales Representative

Mental Aptitudes												
		1	2	3	4	5	6	7	8	9		
MENTAL ACUITY	Slow Learn	[X]									Fast Learn	
BUSINESS TERMS	Uninformed	[. X . . .]									Knowledgeable	
MEMORY RECALL	Unaware	[. X]									Aware	
VOCABULARY	Limited	[. X]									Strong	
NUMERICAL PERCEPTION	Imprecise	X [.]									Accurate	
MECHANICAL INTEREST	Indifferent	X									Interested	
Personality Dimensions												
		1	2	3	4	5	6	7	8	9		
ENERGY	Restless	[.]								X		Calm
FLEXIBILITY	Flexible	[. X . . .]									Rigid	
ORGANIZATION	Disorganized	[.]								X		Planful
COMMUNICATION	Reserved	[. X]									Interactive	
EMOTIONAL DEV	Impatient	[.]								X		Tolerant
ASSERTIVENESS	Cooperative	X	[.]									Authoritative
COMPETITIVENESS	Team Player	[X]									Individualist	
MENTAL TOUGHNESS	Sensitive	[.]								X		Tough
QUESTIONING /PROBING	Trusting	X [.]									Skeptical	
MOTIVATION	Security	[X]									Recognition	
Validity Scales												
		1	2	3	4	5	6	7	8	9		
DISTORTION	Frank Answer	[.]								X		Exaggerates
EQUIVOCATION	Choose Alter.	[. X . . .]									Choose Middle	

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

NOTE: Areas with dots and brackets ([.....]) are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual.

AREAS OF CONCERN - Scores of 1 OR 2 in any of the following dimensions:
Energy, Flexibility, Emotional Development OR Mental Toughness are areas of concern.

Leadership Traits Assessment

Introduction

This report section evaluates Jane's traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Jane may or may not be one of the better people employed in a specific organization. If Jane is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.

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Leadership Potential

Summary Report

for: Jane Bishop

Jane has good leadership potential in the following area(s):

- Planning
- Organizing
- Staffing

Jane's Training & Development Needs are:

- **Coaching** - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.
- **Facilitating** - learn how to better monitor the achievements of others versus the plan, job description and/or job functions and requirements.

Sales Traits Assessments

Introduction

This report section evaluates Jane's traits in key areas of sales:

- Persistence and consistency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Developing rapport
- Identifying need or desire
- Presenting product/service to fill prospect's needs
- Dealing with objections
- Closing the sale
- Learning speed & efficiency
- Changing, growing and learning new concepts and ideas

Areas with good sales traits are highlighted with traits identified in which training or development would be beneficial.

Jane may or may not be one of the better people employed in a specific organization. If Jane is a top performer in your organization, when compared to top performing salespeople across America and Canada, this report segment may still highlight areas where development could make the individual a still better salesperson. Therefore, this Sales Traits Assessment should be reviewed in light of "what could make a good salesperson even better," with understanding that within human beings, there is always room for improvement.

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Sales Potential

Summary Report

for: Jane Bishop

Jane's sales potential includes the following strength(s):

- Persistence and Consistency
- Ability to meet and communicate effectively with people
- Developing Rapport
- Identifying need or desire
- Presenting Product/Service to fill prospect's needs
- Dealing with objections
- Closing the sale

Yet, further development in the following critical area(s) will be beneficial:

- Learning speed and Efficiency
- Ability to command respect
- Setting goals to win, excel and achieve
- Changing, growing and learning new concepts and ideas

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Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.

Interview Questions for Energy

Energy - Measurement of the individual's energy and drive as it relates to handling assignments and projects.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Tell me about a time, in your former job, when you procrastinated and failed to complete a project on time. What were the circumstances and what was the outcome? What did you learn from this situation?

Describe for me a stressful situation in your last job which you handled better than others. Why do you feel you handled the pressure better? Do you tend to handle most stress and pressure in this manner?

How much of the time, in your former job, did you move around versus the amount of time you spent sitting still, perhaps behind a desk? Which do you prefer?

Tell me how you were best motivated to complete tasks in a timely manner in your previous position. Are you usually able to discipline yourself to reach deadlines, or do you appreciate outside pressure?

Interpretive Guides

Did the candidate admit to ever having a problem due to procrastinating? Was the candidate able to resolve the issue without serious ramifications occurring? Does it appear the candidate learned from his or her mistake?

Did the candidate disclose coping skills he or she possesses in order to deal with pressure? Does the candidate claim to typically handle pressure better than most? Regarding the situation the candidate described, was it a good example of exemplary stress-coping skills? Did the candidate mention that he or she is involved in action-oriented activities such as sports, exercise, etc., which would help control stress?

Will the candidate typically work behind a desk or in a stationary position, or does the position call for an extremely high energy level? Did the candidate mention that he or she can handle either type of job responsibilities?

Does the candidate require pressure from others in order to complete work on time? Is the candidate able to set personal deadlines and reach them. Does the candidate appear to be "laidback?"

Interview Questions for Organization

Organization - Measurement of the individual's desire to organize assignments and projects to better utilize time and resources.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

How did you keep yourself organized in your previous job? Did you plan on a daily, weekly or monthly basis? What planning tools, if any, did you utilize?

What percentage of your previous job was detail-oriented versus the percentage which required you deal with other people? Which did you prefer and why?

Tell me about a time when you planned a project or task in advance and then were forced to change your plans at the last minute. How did that make you feel?

Tell me about a time when you would have done better by "winging" it, rather than sticking with your planned course of action.

Interpretive Guides

Does the candidate tend to plan daily, leaving little room for changes, interruptions or other situations which might alter his or her plans? Does the candidate utilize a variety of planning tools which might result in his or her being inflexible towards changing plans?

Is the percentage of detail-oriented versus people-oriented tasks approximately the same in this position as the candidate's last position? Will the position involve a higher degree of the type of work the candidate prefers?

Do changes to his or her schedule frustrate the candidate? Is the candidate able to adapt his or her schedule to meet changing needs?

Did the experience teach the candidate the necessity of being flexible? Was the candidate able to resolve the problem in an appropriate manner?

Interview Questions for Emotional Development

Emotional Development - Measurement of the individual's level of patience, self-esteem and confidence.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Describe three of your greatest strengths in your previous position. Describe your three greatest weaknesses in that job.

Tell me about a time, in your previous job, when you were too tolerant with yourself and failed to meet a deadline because of it.

We all procrastinate from time to time. Tell me what steps you took, in your previous job, to avoid procrastinating. What specific types of tasks did you find yourself more likely to procrastinate on?

How would you rate yourself, in overall performance, compared to other people you worked with in your previous job who were in the same or similar type jobs?

Interpretive Guides

Did the candidate experience difficulty thinking of his or her strengths? Weaknesses? Was the candidate quicker to relate strengths than weaknesses? Were the weaknesses the candidate stated actually traits which could be considered strengths, as well?

Did the candidate deny ever having failed to reach a deadline? Does it appear the candidate understands the reasons behind his or her having failed to meet the deadline? Does it appear the candidate learned from the experience?

What type of tasks is the candidate the most likely to put off handling? Will it be important, in this position, that the candidate complete similar tasks in a timely manner? Does it appear the candidate has developed steps to take to help him or herself avoid procrastinating?

Does the candidate have high self-esteem? Does the candidate rate him or herself to be considerably better than others? When discussing this particular question, did the candidate become more animated and boastful? Does the candidate come across overly confident or egotistical?

Interview Questions for Assertiveness

Assertiveness - Measurement of the individual's cooperativeness versus the tendency to be opinionated. Also measures the person's ability to take charge, direct others or handle confrontations.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Describe a job circumstance in which a problem existed involving you, you gave your opinion of how the problem should be resolved, and your opinion was overridden. Do you feel the resolution to the problem was appropriate?

Tell me about a time you were able to persuade someone to do something they really didn't want to do.

Tell me about a time you were taken advantage of by someone because you weren't comfortable saying "no."

Describe the last time in a job you regretted not having asserted yourself more. Do you believe the outcome would have been different and if so, how?

Interpretive Guides

Did the candidate appear to have a clear understanding of the problem? Was the candidate open-minded enough to concede that the resolution might have been appropriate? Does the candidate become argumentative when others disagree with him or her?

Did the candidate display leadership traits? Was the method used to persuade the other person appropriate and did it show good judgement? Does it appear the candidate "strong-armed" the other person to gain the person's agreement?

Is the candidate willing to admit that he or she has, at least once, been taken advantage of? Does the candidate appear to have learned from the situation? How does the candidate feel about saying "no" now?

Are the candidate's statements logical and mature? Does it appear the candidate learned from this situation? Does the candidate believe the outcome to the situation would have been different had he or she been more assertive? Does the candidate believe that low assertiveness is still a problem?

Interview Questions for Mental Toughness

Mental Toughness - Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Tell me about a time in a former job when someone accused you of being insensitive. Was the accusation correct and if so, did you do anything to resolve the issue?

Tell me about the most difficult set of circumstances you have been faced with in a job. How did you work through the difficulty?

There are many times when we are faced with making a decision based either on emotional issues, or on facts. Tell me about a time you made a decision based purely on the facts, overlooking the emotional issues, and later regretted your decision. If given the chance, what decision would you make?

Describe for me a person you've worked with in the past who was overly sensitive or emotional. Did you consider this person's sensitivity to be a weakness? How did you react to this person?

Interpretive Guides

Does the candidate appear insensitive and uncaring about the feelings of others? Does the candidate appear to take pride in the fact that he or she is less emotional?

Is the candidate capable of persevering in the face of strong obstacles? Did the candidate overcome a great deal of adversity?

Is the candidate willing to admit that emotions play a part in some decision-making? If not, will the candidate be working with, or leading, people who are likely to be more sensitive than he or she?

Is the candidate quick to criticize those who are more sensitive? Is the candidate capable of working with all types of people including those who are more sensitive? Can the candidate incorporate empathy into his or her approach with others?

Interview Questions for Questioning/Probing

Questioning/Probing - Measurement of the individual's desire to question and probe, rather than accept instructions, directives and information at face value.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Tell me about the last time in a job situation you made the wrong decision. What prompted you to make this decision and what was the final outcome?

Tell me what steps you took to gather information needed to solve problems in your last job.

Describe a time when you trusted someone in your last job and should not have. What were the circumstances and what was the outcome? Has that situation changed your outlook on life?

We all assume more than we should, from time to time. Tell me about a time when you assumed too much and problems arose due to your not asking enough questions.

Interpretive Guides

Did the candidate learn from his or her mistake? Does the candidate now understand what caused the mistake in order to avoid making the same error again? Was the candidate able to rectify the mistake in such a manner that the outcome was acceptable?

Does the candidate appear to understand how to gather information? Does the candidate have specific steps he or she takes in order to gather information, or is the process more haphazard?

Did the candidate exhibit gullibility and too much trust in the other person? Does the candidate appear to understand the need to be cautiously trusting? Does it appear the situation has unnecessarily jaded the candidate's outlook and attitude about life?

Does it appear the candidate is overly assuming? Since assuming people can sometimes tell more than they should, did the candidate talk extensively about personal matters which had little relevance to the interview or job?

Development Suggestions

Introduction

The behavior of each individual is influenced by genetics, biochemistry and environment. The individual's scores related in this assessment depict the individual as of the date and time the individual took the assessment.

Major changes in biochemistry and/or environment can change the scores on the assessment. Effective training and/or development that the individual is exposed to can and should also affect scores.

Consequently, for those individuals who seek to achieve higher levels of productivity and success in their jobs and life, and for those employers who desire such for the people they employ, we have carefully reviewed the training and development materials available in the marketplace and have selected for recommendation those that we deem appropriate to suggest in areas where the person assessed could benefit most from growth and development.

We trust that you will find these suggestions helpful.

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Personal Development Suggestions

Energy - Measures drive, energy, stress level and tension, and how an individual copes with stress or pressure.

You handle work-related pressure well and tension usually does not cause a problem, but being calm, you may not approach projects or assignments with as much of a sense of urgency as is needed to complete the job within the prescribed timeframe.

Your self-affirmation sentence:

"I vigorously undertake each task."

Steps to Effect Change

1. If you desire more achievement-oriented behavior, start making up an itinerary one week in advance and begin activities as early in the day as possible. Then, monitor yourself to see that you are following the plan as closely as possible.
2. If you are in a non-changing, lack-of-activity situation for the majority of your day, you may need to create a pattern to force activity on a consistent basis. This arrangement will create greater momentum toward a more active life.

Personal Development Suggestions

Organization - Measures a person's attitude about organization, planning, how tasks are performed and how one's life is lived.

You are extremely organized and oriented to planning your time and activities. You generally plan everything in advance and make the best use possible of the time and resources you have available to you to reach goals. When scheduling your activities, you often assign a specific time to each assignment and work best within this frame of time.

Your self-affirmation sentence:

"I am flexible."

Steps to Effect Change

1. Keep a mental plan of daily activities and the time allotted for them. When allotting specific times to activities, build in enough leeway to handle interruptions, unforeseen contingencies which might arise, etc.
2. Role playing exercises which teach and encourage extemporaneous thought and action should be entered into as frequently as feasible.
3. A weekly or monthly schedule of your objectives should be created, reviewed, and items crossed off when accomplished. Learn to accept schedule interruptions.

Personal Development Suggestions

Emotional Development - Measures ego, self-esteem and emotional maturity compared to chronological age (age from date of birth).

You are a self-assured individual with healthy self-esteem. You believe in yourself and are not easily frustrated when things do not happen as quickly as you desire. You are self-reliant, but may at times be overly tolerant and fail to take action as quickly as you should, believing everything will "work out okay."

Your self-affirmation sentence:

"I am an action-oriented person."

Steps to Effect Change

1. Your biggest problem lies in your tolerance level and possible procrastination when action is called for. You must learn what you can achieve if you try harder and reach for greater achievement through established goals and objectives.
2. You need to mentally stress the daily and weekly process of planning time and activities to make the right things take place for timely accomplishment. Avoid becoming complacent over any unmet goals.
3. You can seek regular counseling with others to make sure that you are not being slack about reaching your goals; ask "significant others" in your life to apply pressure, when necessary, to help you meet set goals.
4. Goal setting is highly important - write goals down and evaluate your progress daily. Tell someone close to you that you are working toward a goal; let that person urge you on!

Online Courseware

Organization

When working with others, your organizational preferences level may be affecting how effectively you work them. You may benefit from the following development suggestions.

Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 1: The Nature of Productivity.
- [Effective Personal Productivity](#) - Lesson 2: Goals Achievement Through Time Management

To access recommended online courseware, visit www.lmiuniversity.com.

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Online Courseware

Emotional Development

When working with others, your ego level may impact your relationships and your success in achieving desired results with them. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management ™ by Teleometrics International

Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 5: Empowering the Team
- [Effective Personal Productivity](#) - Lesson 6: Improving Production of the Team

To access recommended online courseware, visit www.lmiuniversity.com.

Online Courseware

Assertiveness

When interacting with others in your work, your assertiveness level can dramatically impact these relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management™ by Teleometrics International

Self-paced e-Learning:

- [Models For Management](#) - Module 3: Communication and Interpersonal Relationships should be of particular interest for those wanting to explore how assertiveness or lack thereof relates to communication style and effective relationships.
- [Models For Management](#) - Module 6: Empowerment should be of particular interest for those wanting to explore how assertiveness or lack thereof relates to the sharing of power and power dynamics.

To access recommended online courseware, visit www.lmiuniversity.com.

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Online Courseware

Question/Probing

When interacting with others in a work environment, consider how your questioning/probing level may affect these relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management™ by Teleometrics International

Self-paced e-Learning:

- [Models For Management](#) - Module 3: Communication and Interpersonal Relationships should be of particular interest for those wanting to explore how questioning/probing relates to communication style and effective relationships.

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