

The Sales Achiever

Assessment For: Joe Applicant
Phone: 555-555-5555
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Position: Sales Executive

Company: ABC
Report Type: Sales

Assessment Date: 5/1/2009

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

Mental Acuity

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant is above-average in Mental Acuity, indicating he is a fast thinker with above-average comprehension skills. He has good reasoning and problem-solving capabilities and is able to determine a customer or prospect's need and present solutions to meet that need within a reasonable period of time. (Sample Test - Not for Resale or Distribution.)

Business Terms

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe has an average understanding of business terminology obtained either on the job or in a business class. This should enable him to understand the specialized language associated with his business, thus being able to communicate business matters with customers and prospects. (Sample Test - Not for Resale or Distribution.)

Memory Recall

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant has a superior knowledge of events happening in the world around him and should be strongly aware of competitive trends, as well as the economy's affect on his sales. (Sample Test - Not for Resale or Distribution.)

Vocabulary

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant's language skills are above average, enabling him to communicate effectively with customers, prospects and others. He is capable of highly complex interchanges and will exhibit confidence in his ability to interact with others. (Sample Test - Not for Resale or Distribution.)

Numerical Perception

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe's average Numerical Perception score indicates that he can handle detail work such as writing up contracts and orders, but his work should be checked for mistakes. A vision problem, tension, or carelessness may affect the Perception score. Generally, he will pay close attention to his work and follow directions carefully. (Sample Test - Not for Resale or Distribution.)

Mechanical Interest

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe shows some interest in machines and is probably willing to devote extra time to learn any technology associated with his sales position. Please note that this mental aptitude measures interest, not mechanical ability. (Sample Test - Not for Resale or Distribution.)

----- Personality Structure ----- Energy

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant has a good level of energy and takes an energetic approach to prospecting and developing new business. He has a high drive level, but is generally able to control his energy level sufficiently to concentrate and remain focused during sales presentations. (Sample Test - Not for Resale or Distribution.)

Flexibility

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is free-thinking, innovative and highly creative. As a sales rep, he likes to promote new and exciting applications to existing products or services, and may at times overlook the customer or prospect's real needs in order to increase sales. At times, his sense of integrity and ethics may not be as high as desired, and it is important that he avoid making promises to customers which he may be unable to keep. It is also important that he understands the company's policies regarding pricing and other matters, as well as how far outside the boundaries he is allowed to go. If he understands the rules and guidelines he must work within, the likelihood that he will be careless and unfocused in his activities will be greatly reduced. (Sample Test - Not for Resale or Distribution.)

Organization

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant does not place an emphasis on organization. He prefers to react to circumstances as they present themselves, and may not make good use of the time and resources he has available to keep himself organized. Even though he can adapt to interruptions, appointment and schedule changes and other unforeseen situations with ease, he can also lose sight of priorities and overlook appointments. A high score in Mental Acuity may compensate for a low score in this dimension. (Sample Test - Not for Resale or Distribution.)

Communication

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is a very interactive communicator who seldom tires of sharing ideas and information with customers and prospects. He may not listen to, or take seriously, what other people are saying, however. He can comfortably express himself to people, genuinely enjoys being around people and would be unhappy working alone. (Sample Test - Not for Resale or Distribution.)

Emotional Dev

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant has a good level of self-confidence and self-esteem, but not so much as to be unrealistic. He is willing to wait a reasonable time for sales to close or other results to occur without becoming upset or frustrated. (Sample Test - Not for Resale or Distribution.)

Assertiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is a forceful, assertive individual who does not hesitate to express his own opinions. He likes control and responsibility, and will attempt to influence customers' and prospects' decisions in order to increase sales. Since he can forcefully express his opinions and viewpoints, he may appear overly aggressive and demanding, at times. (Sample Test - Not for Resale or Distribution.)

Competitiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant has a strong competitive drive and desire to compete, and takes pride in winning. Although he will participate in a team competitive effort, he particularly enjoys sales situations where he competes on his own. He will be a strong competitor, always prepared to meet or exceed his sales goals and win. (Sample Test - Not for Resale or Distribution.)

Mental Toughness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is a very sensitive individual who has a great deal of empathy for customers, prospects and others. As a salesperson, he could take sales rejection too personally, and could become discouraged if he has to go out into inclement weather to make sales presentations or otherwise handle his job responsibilities. He likes comfortable work surroundings and a position where stress, rejection and discouragement are the exception, rather than the rule. (Sample Test - Not for Resale or Distribution.)

Questioning / Probing

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is a trusting individual who accepts most information at face value. Even though he usually exhibits a positive, enthusiastic attitude, he can accept excuses for not buying too easily, rather than asking questions to find alternatives to offer. (Sample Test - Not for Resale or Distribution.)

Motivation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Being motivated by recognition for his achievements, Joe is willing to take risks if the potential for profit and recognition exists. He will work to increase sales if he believes rewards for doing so will be made available to him. (Sample Test - Not for Resale or Distribution.)

----- **Validity Scales** -----

Distortion

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant is a secure person who is not afraid to admit his weaknesses. He is also good at assessing his strengths. He tends to be open and frank. (Sample Test - Not for Resale or Distribution.)

Equivocation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

He has scored within our acceptable equivocation range. (Sample Test - Not for Resale or Distribution.)

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

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 Joe'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.

Joe may or may not be one of the better people employed in a specific organization. If Joe 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.

Leadership Potential

Summary Report

for: Joe Applicant

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

- Facilitating

Joe's Training & Development Needs are:

- **Planning** - learn how to better plan and organize required job functions, activities and requirements.
- **Organizing** - learn how to organize and make better use of time and assets required to successfully perform the job or job requirements.
- **Staffing** - learn how to make better staffing selections as well as how to train, motivate and lead others.
- **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.

Sales Traits Assessments

Introduction

This report section evaluates Joe'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.

Joe may or may not be one of the better people employed in a specific organization. If Joe 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.

Sales Potential Summary Report for: Joe Applicant

Joe has good sales potential. Strengths Include:

- Learning speed and Efficiency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Changing, growing and learning new concepts and ideas
- 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:

- Persistence and Consistency

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 Flexibility

Flexibility - Measurement of the individual's level of flexibility, creativity, integrity and adaptability to change.

-----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 creative project or assignment you handled. Were you given guidelines to follow while working on the assignment, or did you have total control? Did you follow the guidelines exactly, or improvise?

Tell me about a time in a previous job when you were asked to do something unethical. How did you handle the matter?

Describe how you handled an assignment which you were expected to complete on an expedient basis with little or no direction.

Give me an example of a time you were faced with a change at work which directly affected you, yet you were given no opportunity to express your opinion about it. Was it more difficult for you to adapt to that change than one in which your input was considered?

Interpretive Guides

Did the candidate show initiative in his/her actions? Did the candidate analyze the situation and take appropriate steps to complete the assignment?

Did the candidate take a firm stand on personal values and principles? Did the candidate take appropriate, mature action? Did the candidate exhibit good judgment in the method in which he or she handled the situation? Was there any indecision on the part of the candidate?

Was the candidate's action based on sound judgment? Did the candidate make quick decisions based on a quick review of the facts and basic knowledge of the process?

Given the circumstances, was the candidate's hesitancy to accept the change appropriate? Does the candidate appear bitter or angry about the change? Did the candidate mention other changes which he or she more readily accepted? Are the candidate's expectations of change reasonable and in line with those of the company?

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

Tell me about a time you missed a deadline, were late for a meeting or experienced other problems because you did not plan well enough in advance.

Describe how you typically kept yourself organized, and prioritized tasks in your former position. Did you use any planning tools to help keep yourself organized and if so, what were they?

Tell me about a time, in a previous job, when your ability to "wing it" saved a project from failure. What would the outcome have been had you not been able to improvise?

Describe your office or work area in your former job. Was everything neatly put in place, or did you tend to function better in chaotic surroundings?

Interpretive Guides

Was the candidate on time for this interview? If not, was the excuse justifiable? Does it appear the candidate learned from the experience he or she described in this first question?

Does the candidate have specific steps he or she takes to stay organized? Does the candidate appear to understand how to prioritize tasks? Does the candidate use planning tools to help stay organized, i.e., a daily planner, computerized schedule, etc?

Has the candidate been able to capitalize on his or her ability to improvise? Does the candidate appear to understand the importance of planning, yet also have the ability to be flexible and change plans, when necessary? Does it appear the candidate takes pride in his or her ability to "change horses in mid-stream?" Is the candidate sharp enough to keep priorities in his or her head without losing sight of them?

Is the candidate fairly tidy, or does the candidate thrive on chaos and disarray? How important is tidiness in this position? Will others come into or see the candidate's office or work area, or is it secluded?

Interview Questions for Communication

Communication - Measurement of the individual's ability to communicate and willingness to share knowledge and team with others to achieve common goals.

-----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 circumstance in a prior job when you or a team member failed to listen attentively and problems arose due to misunderstandings.

Tell me about the most difficult person you've ever dealt with in trying to build rapport. How did you finally break through and get to know that person?

Give me an example of a time when someone warned you not to talk so much. How have you learned to control your high level of sociability?

Tell me about your communication style. How have you made it serve you? Would you change or improve on your ability to communicate if it were possible?

Interpretive Guides

Does the candidate have a firm understanding of the importance of listening? During the interview, did the candidate interrupt or appear to not listen to what you were saying? Does the candidate appear enthusiastic and positive, or just loud and boisterous?

Does the candidate appear to have a skill in developing rapport with strangers? Is the candidate interesting and someone who exhibits interest in others?

Is the candidate willing to admit that at some time in the past, he or she has been cautioned about talking too much? Does it appear that this is still a problem with the candidate?

Does the candidate understand his or her own communication style? Does this style fit into the corporate culture of the company? Does the candidate feel any need to change or improve on his or her communication skills? Are these desired changes logical, mature and do they show good judgment?

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

Assertive people sometimes like to "debate" simply for the enjoyment. Tell me about a time when you "debated" an issue at work in which you took the less popular stand and persuaded others to change their minds.

Give me an example of a time you were asked to do something with which you especially disagreed. How did you handle the situation? If you had the chance, would you handle the situation differently?

Tell me about a time when you allowed your dominance to get out of control and it caused problems. How would you handle the situation differently?

What do you believe is the difference between being submissive, assertive or aggressive. Tell me about a time you were aggressive when you meant to be assertive. How do you believe the outcome would have differed had you been assertive, rather than aggressive?

Interpretive Guides

Did the candidate debate an issue which was really not important to him or her? Does it appear that the candidate enjoys "arguing" simply for the sake of "arguing?" Does it appear the candidate is impetuous?

Does the candidate have a clear understanding of the situation? Does it appear the candidate is willing to compromise, or does the candidate appear to be hardheaded? Is the candidate defensive of his or her position? Does the candidate raise his or her voice when describing situations?

Dominant people, at some time or another, allow their dominance to get out of control. Does the candidate deny this has ever been a problem? Does the candidate appear overly defensive and place blame on others?

Does the candidate understand the difference between being assertive and being overly aggressive? Does the candidate admit to being aggressive and if so, does it appear the candidate understands the weakness of this personality trait?

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 you became very disappointed or discouraged in your past job. What caused these feelings and how did you get past them?

Describe a time, in a prior job, when you were unjustly criticized. What were the circumstances and how did you react?

Tell me about the most unpleasant work environment you've been in thus far. What made the working environment so unpleasant?

Tell me about a time when you allowed emotions to play too large a part in a decision you made at work. What was the outcome of the decision? What did you learn from this experience?

Interpretive Guides

Does it appear the candidate is easily discouraged or disappointed? What coping skills did the candidate exhibit in order to deal with this situation? Is this type of scenario likely to occur in the position for which the candidate is applying?

Can the candidate handle criticism appropriately? Were the steps the candidate took when unjustly criticized mature and appropriate? Does the candidate appear to understand the difference between constructive criticism and non-constructive criticism?

Was the work environment unpleasant because of certain people, or because of surroundings, i.e., temperature, lack of privacy, etc.? Are these environmental factors present in this position? Is the candidate capable of dealing with a moderate amount of unpleasantities?

Does it appear the candidate is overly emotional? Does the candidate understand the problems associated with making decisions based too much on emotion? Was the candidate able to resolve the problem and if so, were the steps he or she took appropriate, logical and mature?

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.

Personal Development Suggestions

Flexibility - Measures the flexibility and integrity orientation of the person compared to rules, laws, guidelines, etc.

You are a highly flexible individual who adapts easily to change and is able to handle a multitude of different demands or assignments. You are a free-thinker who likes to generate different ways of accomplishing objectives, as well as new ideas. Being flexible, however, you do not like someone else telling you what to do or how to do it, especially if you are under pressure and deadlines. Since you may, at times, sacrifice quality in order to get the job done, it is important that you understand the reasons behind rules and guidelines. If you understand the boundaries you must work within, you will be more likely to stay focused on your goals.

Your self-affirmation sentence:

"I am flexible, but will work within necessary boundaries."

Steps to Effect Change

1. You will be more willing to adhere to certain policies, procedures, practices and regulations if you "buy" into them. To accomplish this, you must understand the reasons behind the rules in order to see how they will ultimately benefit you.
2. From a career or leisure activity standpoint, you should seek activities which allow you the freedom to make your own decisions and avoid rigid, rule-oriented settings.
3. You should maintain an attitude of working to always follow through on what you say, or commit yourself to, without vacillating.
4. Disciplining yourself through controls such as developing and sticking to a budget, keeping a list of things you must accomplish each day, etc., will ensure you are not overly lenient and liberal with yourself.

Personal Development Suggestions

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

Planning your time and activities in advance does not come naturally to you. Since your plans are not always thorough, you may not take full advantage of the time and resources you have available to you to reach goals and objectives. A high score in Mental Acuity may help you compensate for a low score in this dimension.

Your self-affirmation sentence:

"I am organized in my life so I achieve more."

Steps to Effect Change

1. Good time and space management calls for a specific activity plan to identify priorities by the day or week. For sixty days, list daily plans on paper, then mentally list the six most important things to be done the following day, ranking them by priority, and the time allotted to each item. You will then have a good grasp of what must be done, prior to beginning each day.
2. To avoid losing track of important details you might need for certain tasks, such as filing your income tax, good recordkeeping is mandatory. Select a certain place to keep important records and discipline yourself to always put important papers in that one location.
3. Daily, weekly and monthly planning - even yearly planning - will help keep you on an organized and productive basis. Set goals and reach them.
4. Avoid any distractions which take you off track. If necessary, tell people around you what you are attempting to accomplish, so you will be less likely to be interrupted.

Personal Development Suggestions

Communication - Measures introversion vs. extroversion and the ability to meet and deal with people.

You are a very interactive communicator who seldom tires of sharing ideas and information with others. You may not listen to, or take seriously, what other people are saying, however. You comfortably articulate thoughts to people, genuinely enjoy being around people and would be unhappy working alone.

Your self-affirmation sentence:

"I listen well."

Steps to Effect Change

1. Your priority is to learn not to be overly talkative at any time, especially at the wrong time.
2. Role playing can take place to stress the need for allowing others to take their turn communicating. An overly talkative individual should especially take heed not to divulge confidential information to others.
3. People who are too sociable can over talk at the expense of others and true communication can suffer because of it. When in a discussion with someone, periodically ask yourself if you are responding to everything the other person is saying with a "story" of your own. If you are, there's a good chance you're thinking about what you want to say next, rather than really listening to what the other person is saying.
4. Pay close attention to your actions to see if you find yourself interrupting others or monopolizing the conversation. One clue that you are not a good listener is when misunderstandings frequently occur when the other person says they told you something, but you don't remember. Developing good listening skills begins by admitting that such skills are needed.