

theProfileXT

Confidential Coaching Report

for

Jason Sample

Personal Banker

Saturday, May 3, 2003

LMI's Center for Effective Organizations

www.LMI-CEO.com

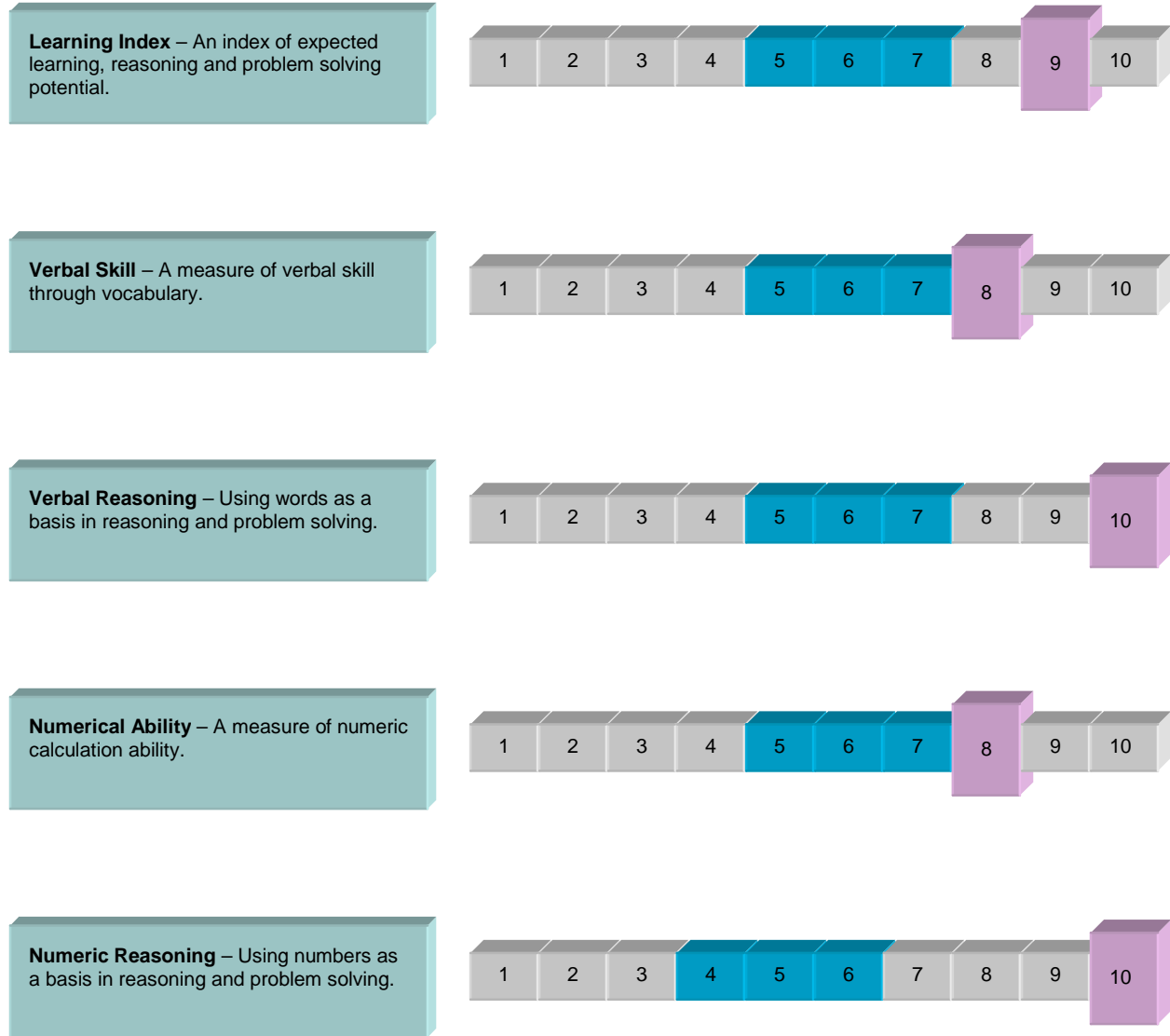
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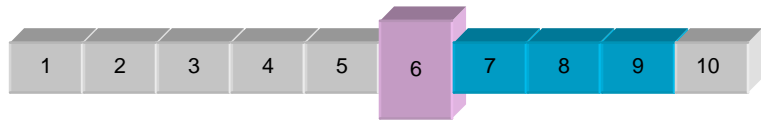
Profile for Thinking Style

The Darker shading represents the Job Match Pattern for the role of Personal Banker. The larger box indicates this individual's score.

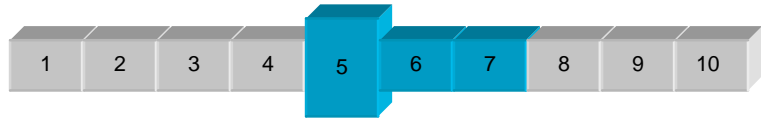


Profile for Behavioral Traits

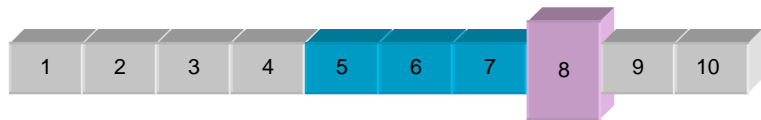
Energy Level – Tendency to display endurance and capacity for a fast pace.



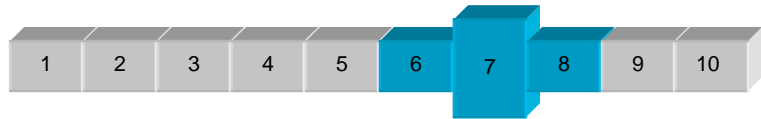
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



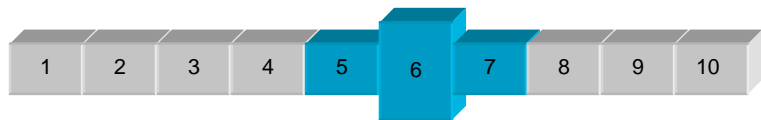
Sociability – Tendency to be outgoing, people-oriented and participate with others.



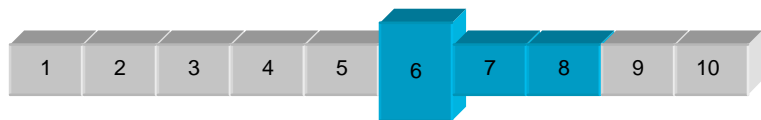
Manageability – Tendency to follow policies, accept external controls and supervision and work within the rules.



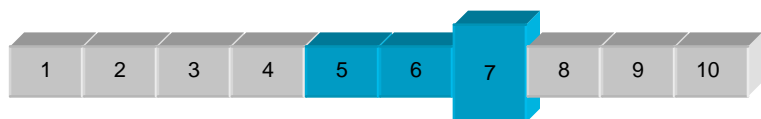
Attitude – Tendency to have a positive attitude regarding people and outcomes.



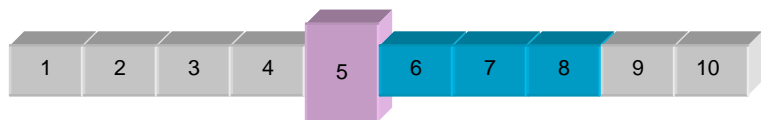
Decisiveness – Uses available information to make decisions quickly.



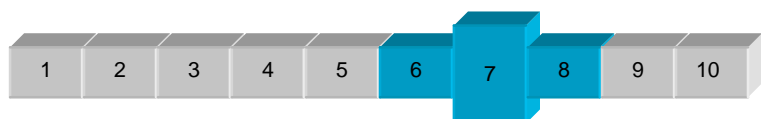
Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



Independence – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



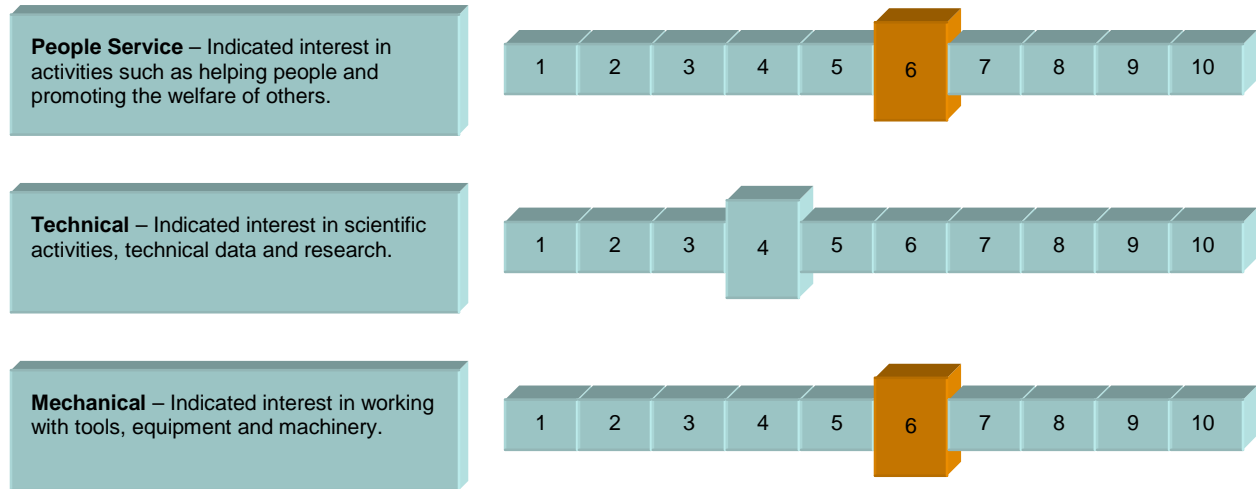
Objective Judgment – The ability to think clearly and be objective in decision-making.



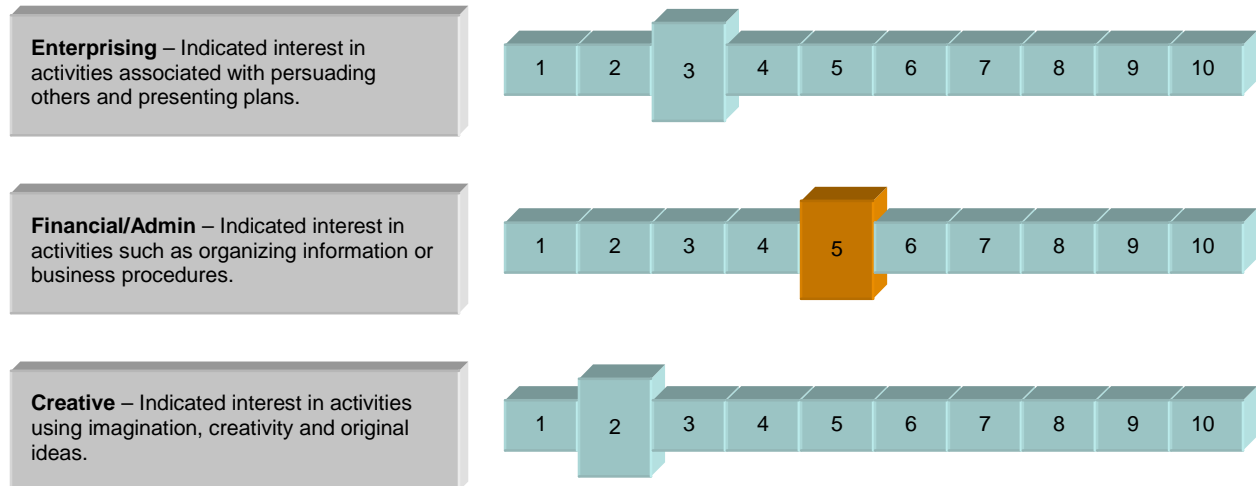
Profile for Interests

For the Job Match Pattern under consideration, the top three interests in descending order are: **People Service, Technical** and **Mechanical**. The other three interests have no impact on this position. The top three interests for Jason in descending order are: **People Service, Mechanical** and **Financial/Admin.** **Mr. Sample shares two of these interest areas: People Service and Mechanical**

Top three Interests for this position



Interests not relevant to this Position

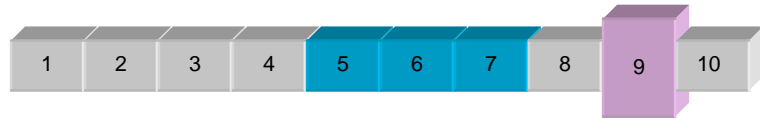


Coaching Comments

Jason Sample scored outside the position match pattern in the following areas. When working with Jason Sample, you might consider the following:

THINKING

Learning Index – An index of expected learning, reasoning and problem solving potential.



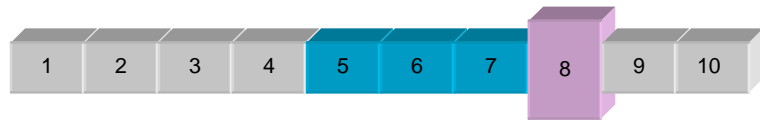
Job Pattern 5-7 Score 9

On the Learning Index scale Mr. Sample is above the designated job profile for this position. This suggests that his assimilation of new information is greater than the position typically requires and that he may experience boredom from the requirements of the job. Discussions with him should explore the possibility the position may not be sufficiently challenging to maintain his interest and/or level of performance.

- In the training experience, he may initially excel, but a drop in performance can set in if the experience is not sufficiently challenging. A self-paced training program that adapts to the abilities of each participant will not only challenge him, but also make efficient use of his training time.
- Encourage his input in business discussions, as he is inclined to apply good number and verbal sense to problem solving. However, consider the effectiveness of his communication of ideas to others, as he may "talk over the heads" of his peers.
- Mr. Sample is highly responsive to training at many levels of complexity. However, this efficient pattern of assimilating information can be the cause of frustration for him if there is little challenge in the training process. Maintain challenging opportunities in training so that he may achieve even higher goals.
- Jason will attain skills more readily than most of his coworkers. Offer a challenging training experience to avoid boredom. Adapt the training experience so that high achievers are rewarded with early dismissal or granted extra duties to achieve higher success ratings.

Coaching Comments

Verbal Skill – A measure of verbal skill through vocabulary.



Job Pattern 5-7 Score 8

On the Verbal Skill scale Mr. Sample is above the designated job profile for this position. This suggests that his command of vocabulary is greater than the position typically requires and that he may experience frustration when communicating with co-workers. Discussions with him should explore the possibility the position may not be sufficiently challenging to maintain his interest and/or level of performance.

- Mr. Sample communicates above the level of most individuals in this position. Monitor his performance in this area, giving feedback and examples of adaptive communication styles that speak to the level of others.
- If he appears frustrated with the level of verbal ability of the majority of his peers, encourage a more facilitative attitude that adapts to the needs of others.
- While capable of assimilating verbal information quite well, provide Jason with feedback concerning his ability to make that information understandable to workers of all verbal skill levels.
- Although capable of expressing himself with an advanced vocabulary, suggest active listening to others so that he may communicate at the level of his peers.

Coaching Comments

Verbal Reasoning – Using words as a basis in reasoning and problem solving.

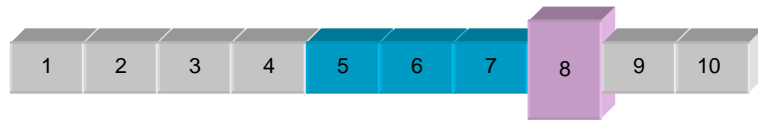
**Job Pattern 5-7 Score 10**

On the Verbal Reasoning scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his ability to process verbal information is greater than the position typically requires and that he may experience frustration over the lack of challenge. Discussions with him should explore the possibility the position may not maintain his interest and/or level of performance.

- While very capable of processing verbal information and making decisions based on that information, be aware of any frustration Jason may experience when communicating with others of lesser ability. Coach him on appropriate interpersonal techniques that facilitate good rapport between peers.
- Quite proficient in verbal reasoning, Mr. Sample may require training on communicating his ideas to others of varying ability levels.
- If he experiences frustration in expressing his complex ideas to others, suggest that he should "say it in plain English" or make his meaning more clear. Provide training as needed in adaptive communication.
- Mr. Sample may become frustrated by the attempts of others to understand his complex verbal information. Provide your advice in how to communicate ideas in a manner consistent with the verbal level of others with whom he deals.

Coaching Comments

Numerical Ability – A measure of numeric calculation ability.



Job Pattern 5-7 Score 8

On the Numerical Ability scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his computation of data is more proficient than the position typically requires and that he may not be sufficiently challenged to maintain his interest and/or level of motivation.

- In calculating complex figures, he is quite proficient. However, Jason may require instruction on the efficient manner of communication appropriate to convey clear meaning to those with less of a grasp of this kind of information.
- Under stress, Mr. Sample will make decisions based on numerical information with accuracy and speed. However, it may be necessary to observe his level of patience with peers, due to the fact that such a high proficiency is not typical or required of successful individuals in this field.
- He may express frustration with those who are not as proficient in solving numerical data. Provide your attention to his feelings, but relate the necessity of being diligent and understanding of others.
- Highly proficient in numerical calculation, Mr. Sample should have no difficulty in his duties; but observe the potential for downward trends in motivation, if he requires a challenge in this area.

Coaching Comments

Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.

**Job Pattern 4-6 Score 10**

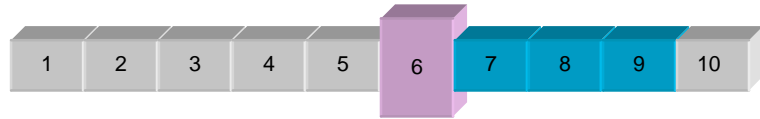
On the Numerical Reasoning scale Mr. Sample is above the job profile for this position. This suggests that his ability to analyze data as part of the decision making process is greater than the position typically requires and that he may not be sufficiently challenged to maintain his interest and/or level of performance.

- To avoid miscommunications, when Jason is expressing complex numerical information, coach him on proper communication techniques that emphasize a common level of expression.
- When making budgetary decisions, Jason can rapidly see where resources can be reallocated or redistributed, but may require outside assignments to make use of this ability and avoid a lack in motivation.
- Mr. Sample is far more proficient in processing numerical information, than is required for this position. He may experience frustration if not sufficiently challenged, but if little opportunity exists to practice this skill, then focusing on his motivational level may be appropriate.
- Mr. Sample is very capable at assimilating data to make decisions, but may be frustrated by a lack of challenge in this area. Address frustrations and provide ways to challenge his abilities.

Coaching Comments

BEHAVIORAL TRAITS

Energy Level – Tendency to display endurance and capacity for a fast pace.



Job Pattern 7-9 Score 6

While Mr. Sample achieved an Energy Level score comparable to most people, it is below the designated Profile for this Job Match Pattern. This suggests that his capacity to endure hard work is moderately less than the position typically requires. Discussions with him should explore the possibility that for Mr. Sample, the position may be too challenging and could lead to frustration and a reduction in his level of performance.

- Jason demonstrates lower than average motivational energy compared to others who are successful in this particular position. Provide a structured environment in which to work and maintain short-term goals to help him monitor his effectiveness during long-term projects.
- Mr. Sample may occasionally appear less motivated when the hours of work increase due to deadlines and the demands of production. Keep open communication and listen to his needs, providing opportunities, when possible, for him to gather his reserves. Congratulate his efforts to stay focused.
- On occasion, he may feel that the duties of this position are infringing on his personal time. Reward his extra efforts often at first, eventually increasing the time between "pats on the back." This should help him to build up a resistance to the stress of a heavy work load. If his motivation or productivity drops, maintain rewards at a constant rate until he is back on track.
- When the workload reaches extremes, you may notice an increase in Mr. Sample's stress. Coach him on effective stress management techniques and provide occasional rewards for efficient and timely results.

Coaching Comments

Sociability – Tendency to be outgoing, people-oriented and participate with others.



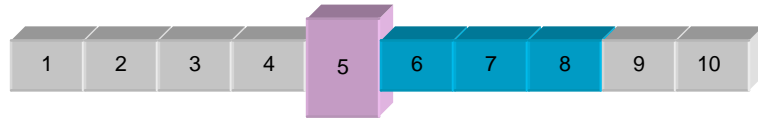
Job Pattern 5-7 Score 8

On the Sociability scale Mr. Sample is above the job profile for this Job Match Pattern. This suggests that his cooperative orientation is greater than the position typically requires and that he may find an individualistic and competitive climate overly frustrating. Discussions with him should explore the possibility that he is better challenged by more group oriented work.

- Mr. Sample's casual demeanor may frustrate his co-workers. Provide yourself as a model for appropriate office behavior and give feedback for his performance.
- To best influence him in appropriate appearance or demeanor in this organization, identify the most influential co-worker among his peers. A friend may be more capable of making a change and the change may be more lasting.
- To help Jason develop a more businesslike manner, provide training in the corporate culture of your organization. Stress the importance of this tradition and how it enhances his position in the company.
- Mr. Sample's easygoing nature may bring frustration to him in the regular business of this organization. To develop a more "thick-skinned" attitude, he may require training in distancing himself from the secondary, casual interactions associated with his work environment.

Coaching Comments

Independence – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



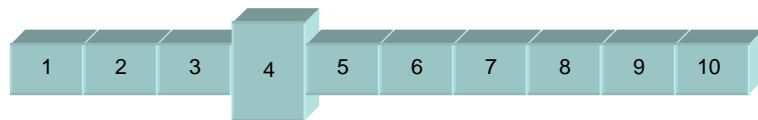
Job Pattern 6-8 Score 5

While Mr. Sample achieved an Independence score comparable to most people, it is below the designated job profile of this position. This suggests that his resourcefulness is moderately less than the position typically requires but that he may not have a problem with the capability to make decisions on his own. Discussions with him should explore the possibility that for Mr. Sample, the position may possibly be too challenging under more stressful conditions.

- There may be a tendency for Jason to hesitate when more resourceful action is required. Training in creative problem solving will allow him to perform in a more productive manner.
- Jason appreciates the structure of regular procedures. To break this reliance, encourage him to create his own procedures for getting the job done.
- To counter Mr. Sample's tendency to follow predictable patterns, provide a less structured work environment, followed with support and feedback so as to foster greater independence.
- Under the pressure of deadlines or other stresses, Mr. Sample may seek out your guidance. Provide moderate supervision, but encourage self-reliance. Possible responses may include offering your attention only after some effort is made by him to make his own decisions.

OCCUPATIONAL INTERESTS

Technical – Indicated interest in scientific activities, technical data and research.

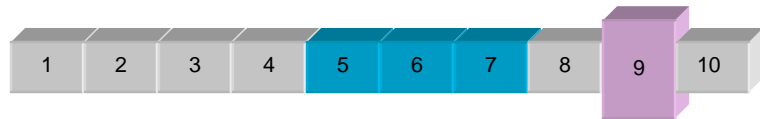


Responsibilities that involve working with a great deal of data, researching theories and other technical work are preferred most by those who match the Interest Pattern for this position. However, the activities associated with the Technical theme are not among Mr. Sample's primary three interest themes and may not motivate him as much.

A Profile of the Total Person

Thinking Style

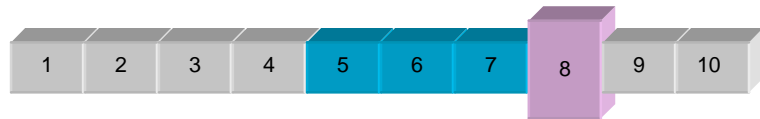
Learning Index – An index of expected learning, reasoning and problem solving potential.



Job Pattern 5-7 Score 9

- Mr. Sample's capacity to adapt intellectually is very strong.
- He is quite capable in the area of flexible problem solving.
- Mr. Sample demonstrates the ability to learn easily and to apply the requirements of a new job situation.
- Jason should be a rapid and effective learner.

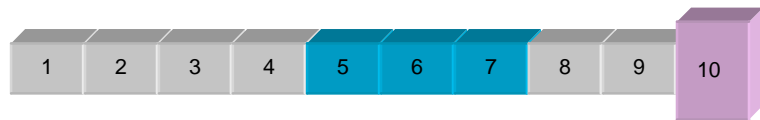
Verbal Skill – A measure of verbal skill through vocabulary.



Job Pattern 5-7 Score 8

- He has a sound understanding of basic communication processes.
- Mr. Sample shows strong potential for developing his existing communication skills.
- Mr. Sample should be competent in making analyses involving written and verbal data.
- Jason can build on his basic foundation as the particular communication skills required in performing the job become familiar.

Verbal Reasoning – Using words as a basis in reasoning and problem solving.

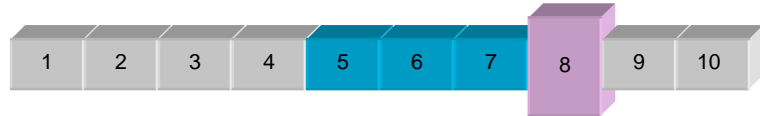


Job Pattern 5-7 Score 10

- Mr. Sample will assimilate verbal information well above the average individual.
- One of Jason's strengths is in the area of information gathering.
- He will communicate verbally with others effectively.
- Mr. Sample demonstrates a good range of vocabulary and an excellent capability for verbal expression.

A Profile of the Total Person

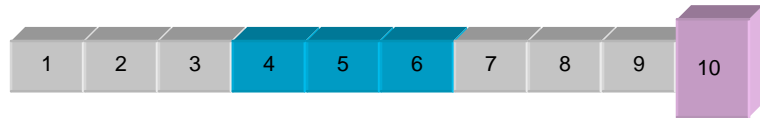
Numerical Ability – A measure of numeric calculation ability.



Job Pattern 5-7 Score 8

- Mr. Sample has a sound understanding of basic mathematical processes and is able to mentally figure some numeric combinations.
- Jason shows strong potential for developing existing skills with numbers.
- He should be competent in making mental estimations involving numerical data.
- Mr. Sample can build on a basic numerical foundation as the particular calculations required in performing the job become familiar.

Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.

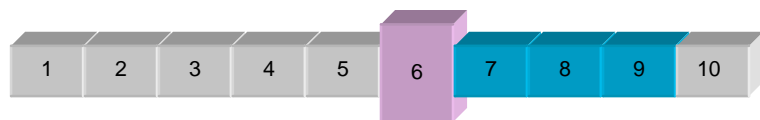


Job Pattern 4-6 Score 10

- Mr. Sample should effectively solve numerical problems and mathematical applications.
- He will likely have little difficulty in assimilating new information of a numerical nature.
- Mr. Sample is certainly adaptive when handling complex numerical decisions.
- Jason rapidly grasps numerical information.

Behavioral Traits

Energy Level – Tendency to display endurance and capacity for a fast pace.

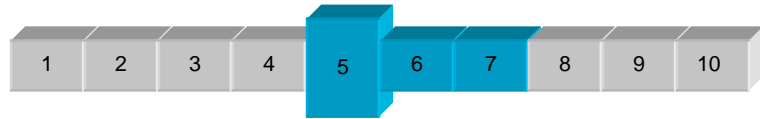


Job Pattern 7-9 Score 6

- Jason's typical work pace should be consistently productive.
- Mr. Sample's work pace is compatible with average performance and consistent results.
- Mr. Sample can be relied on to complete assignments in a timely manner.
- He can act with a sense of urgency, even under pressure.

A Profile of the Total Person

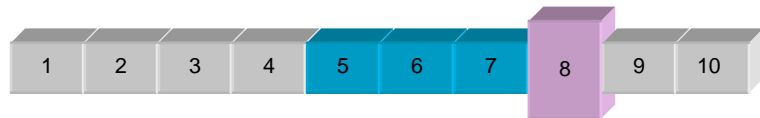
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



Job Pattern 5-7 Score 5

- Jason tends to prefer solutions that are low risk and that have proven effective in the past.
- Mr. Sample has a limited need to be in charge or be in control of people and situations.
- He tends to be a good listener, to be more comfortable as a participant in a group rather than as the leader.
- Mr. Sample is slow to be assertive and tends to be more of a follower than a leader.

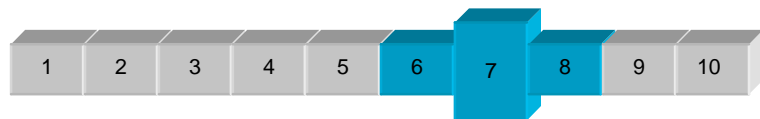
Sociability – Tendency to be outgoing, people-oriented and participate with others.



Job Pattern 5-7 Score 8

- Mr. Sample is quick to initiate relationships and fit in with all types of people.
- He spends a great amount of time interacting with people, engaging them in conversation and being concerned with interpersonal relationships. He would find it extremely difficult to work in isolation from other people.
- Jason is highly inclined to promote the benefits of teamwork; he likes to confer with others, to involve the team in the discussion of how things will be done.
- Mr. Sample's sociability is highly compatible with establishing a network of contacts. He is open to others, approachable and quick to share feelings and ideas.

Manageability – Tendency to follow policies, accept external controls and supervision and work within the rules.

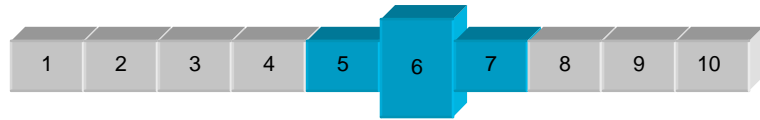


Job Pattern 6-8 Score 7

- He should be willing to conform to company policies without feeling any loss of personal freedom.
- Jason demonstrates a moderately positive attitude concerning organizational constraints and restrictions.
- Mr. Sample is typically willing to accept guidance and suggestions from others.
- Mr. Sample is friendly, accommodating and should be fairly easy to manage.

A Profile of the Total Person

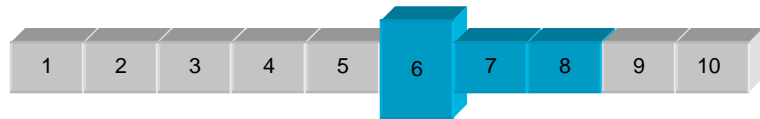
Attitude – Tendency to have a positive attitude regarding people and outcomes.



Job Pattern 5-7 Score 6

- He is usually enthusiastic about risk, change and unexpected challenges.
- Jason has positive expectations for the outcome of problems and difficult situations.
- Mr. Sample demonstrates a positive attitude regarding changes in policies and guidelines.
- Mr. Sample has a tendency to trust most people.

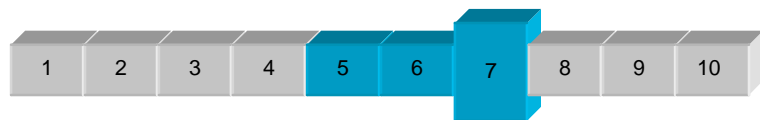
Decisiveness – Uses available information to make decisions quickly.



Job Pattern 6-8 Score 6

- Mr. Sample is capable of responding to an emergency and of solving problems in a timely manner.
- Jason stands firm on some decisions and may not be inclined to back down once a decision is made, unless under pressure.
- Mr. Sample is typically decisive and inclined to act. He can be effective in positions which require timely results.
- He is not inclined to delay important decisions.

Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.

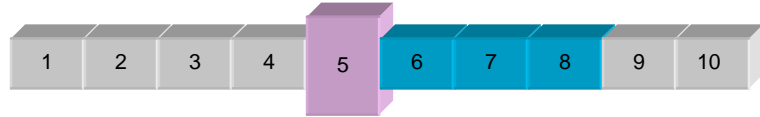


Job Pattern 5-7 Score 7

- Mr. Sample typically recognizes the need to work with others and he is usually willing to share resources and information.
- Mr. Sample tends to have a cooperative outlook, generally prepared to help others.
- He is generally pleasant, friendly and patient, not inclined to show temper or frustration.
- Jason is modest, not inclined to take or to maintain an extreme opinion or position.

A Profile of the Total Person

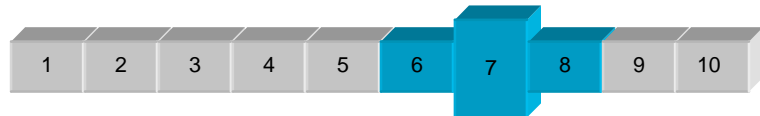
Independence – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



Job Pattern 6-8 Score 5

- Jason is usually satisfied with the status quo. He is comfortable working within the system.
- He generally prefers to follow established procedures.
- Mr. Sample is comfortable with the normal restraints of organizational life.
- Mr. Sample is willing to function in a coordinated, interrelated way, wanting to participate in group decision making.

Objective Judgment – The ability to think clearly and be objective in decision-making.



Job Pattern 6-8 Score 7

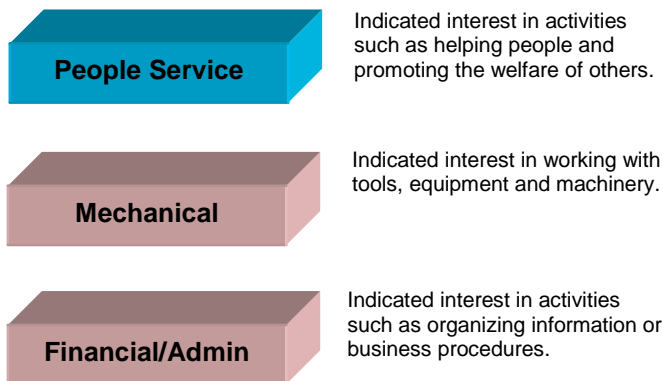
- Jason generally makes sensible, on the spot judgments.
- Mr. Sample's thinking requirements should emphasize logical deduction more than intuitive capabilities.
- Mr. Sample's judgment and decisions should indicate generally consistent usage of his thinking capabilities.
- Mr. Sample's judgment should reflect a balance of common sense and practical experience.

A Profile of the Total Person

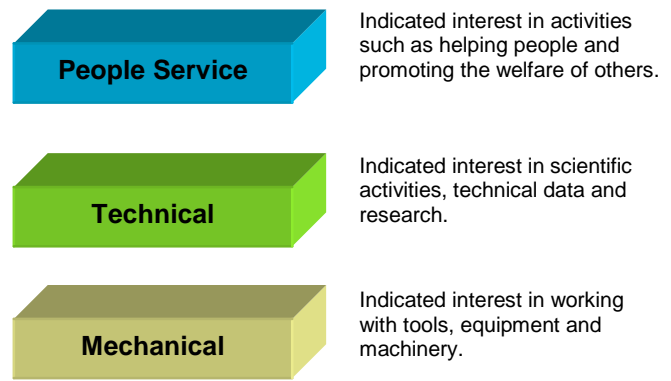
Occupational Interests

The Interest section assesses the relative interests between the six interest areas. The top three interests for Mr. Sample are shown here, along with the top three interests for the Personal Banker position. Note that Jason shares TWO top interests with the requirements of this position.

TOP THREE areas of interest for Jason Sample.



TOP THREE areas of interest for the position of Personal Banker.



Mr. Sample's interests are focused in the administrative and industrial aspects of employment: the Financial and Mechanical themes on the ProfileXT. He also appears to emphasize the People Service theme. This combination of interests is consistent with those who like to work in fairly structured settings with a definable chain of command and involving typical office practices. This setting is balanced with a focus on interpersonal dynamics and helping clients and customers. These activities may also be preferred by him in an industrial/production environment.

With People Service as his primary area of interest, Mr. Sample is likely to seek out activities that involve working with and serving others, whether team members, the company or customers. As his main area of interest, these kinds of activities will do best to motivate him. Secondly, he is motivated by the hands-on nature of Mechanical activities. These involve working with tools, machinery, industrial concerns etc. which contribute to his overall motivational satisfaction. Finally, his interest in Financial/Administrative activities rounds out his profile. While organizing information or keeping records and balancing budgets may not be the central focus of his motivation, these activities play a part in his interest profile.

Notice:

As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a job provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any test should never make up more than a third of the final decision.