

theProfileXT

Confidential Placement Report

for

Kelly Sample

SALES REPRESENTATIVE

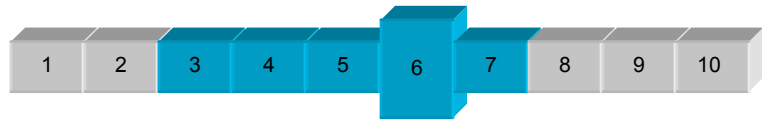
Friday, July 4, 2003

**Center for Effective Organizations
1506 Tiffany Park Circle, Suite 101
www.Assessmernts.Biz
Santa Maria, CA 93455-4541
805-934-5956 or 570-0620**

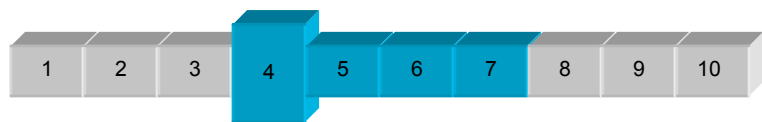
Profile for Thinking Style

The Darker shading represents the Job Match Pattern for the role of SALES REPRESENTATIVE [Preliminary]. The larger box indicates this individual's score.

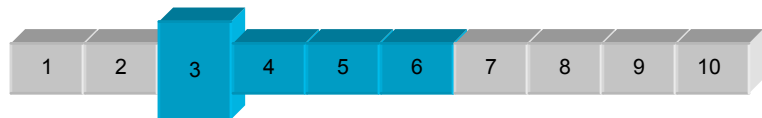
Learning Index – An index of expected learning, reasoning and problem solving potential.



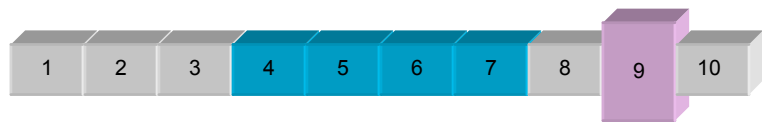
Verbal Skill – A measure of verbal skill through vocabulary.



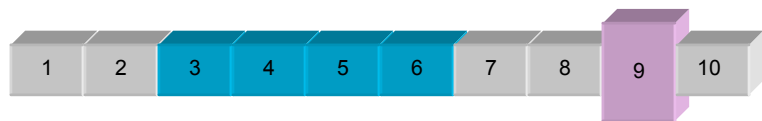
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Numerical Ability – A measure of numeric calculation ability.



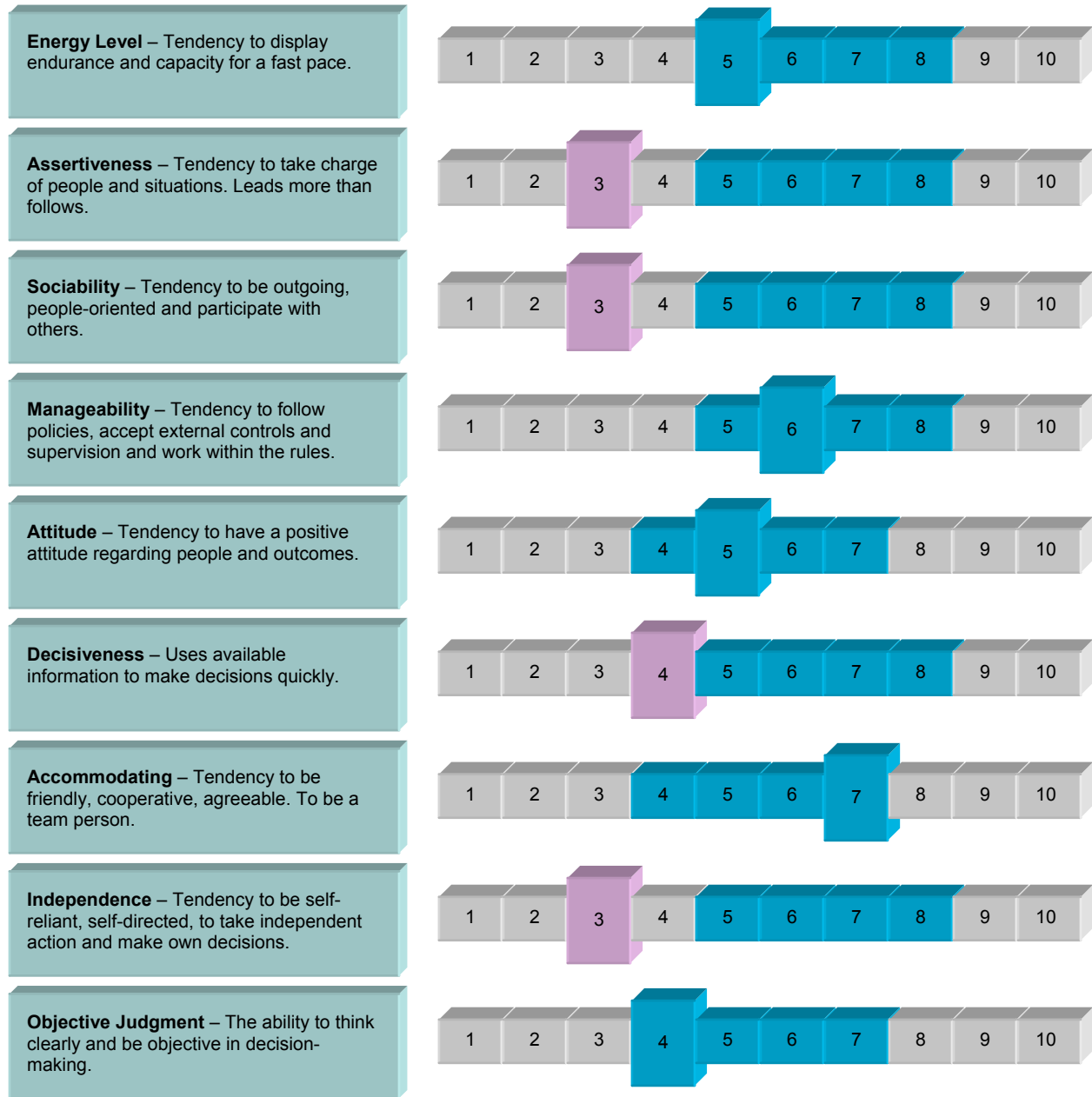
Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.



66% match with Thinking Style Pattern for the SALES REPRESENTATIVE [Preliminary] position.

Kelly Sample has a **71%** overall match for the SALES REPRESENTATIVE [Preliminary] position.

Profile for Behavioral Traits



74% Behavioral Traits Pattern match for the SALES REPRESENTATIVE [Preliminary] position.

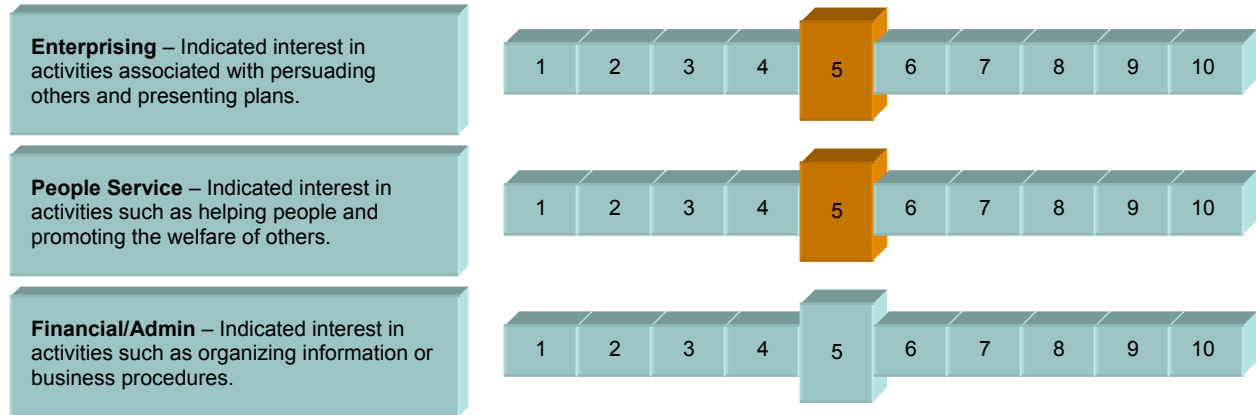
Kelly Sample has a 71% overall match for the SALES REPRESENTATIVE [Preliminary] position.

The Distortion Scale Score on this assessment is **3**. The Distortion Scale deals with how candid and frank the respondent was while taking this assessment. The range for this scale is 1 to 10, with higher scores suggesting greater candor.

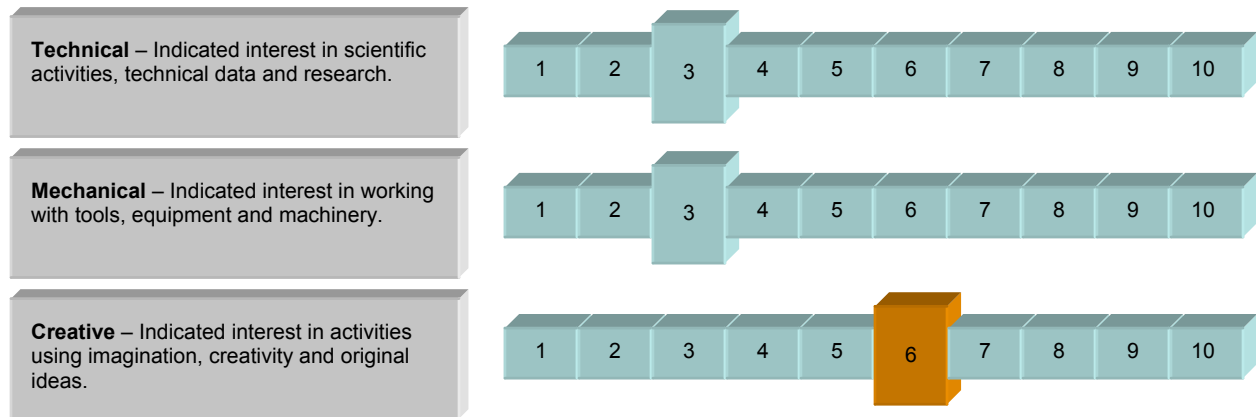
Profile for Interests

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

Top three Interests for this position



Interests not relevant to this Position



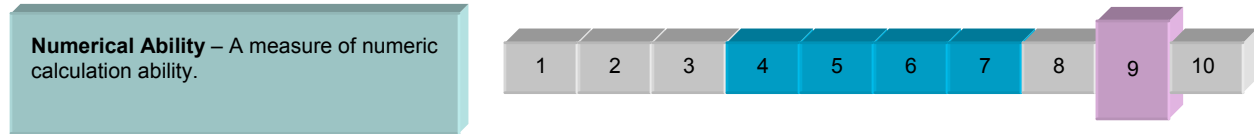
When the top three interests are in common, the Job Match Percentage is greater than if there are fewer than three in common.

Kelly Sample has an 76% match with Interest Pattern for the SALES REPRESENTATIVE [Preliminary] position.

Kelly Sample has an overall match of 71% for the SALES REPRESENTATIVE [Preliminary] position.

Interview Questions

Kelly Sample scored outside the position match pattern in the following areas. When interviewing Kelly Sample, you should consider the following information:

THINKING

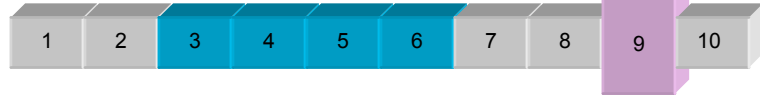
Job Pattern 4-7 Score 9

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

- What kind of high stress situations have you experienced in which important calculations were necessary?
- Does it take the other people you work with longer to figure results or understand the numerical information than it does for you? How do you handle this?
- Tell me about an experience you had in which an estimate was asked of you, on the spot; were you on target?
- When expressing numerical data to others, what method has been most successful for you, even when some of them are not numerically inclined?

Interview Questions

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



Job Pattern 3-6 Score 9

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

- When making budgetary decisions, can you rapidly see where resources can be reallocated or redistributed?
- Describe your methods for expressing complex numerical concepts to those with less training; how frustrating can this be for you?
- Have you ever drawn conclusions based on numbers, graphs or figures that were quite obvious to you, but others had a hard time following? Describe an example.
- When discussing trends, production values or finances do you seem to understand the conclusions more quickly than the other people involved? Describe a situation when this happened.

BEHAVIORAL TRAITS

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



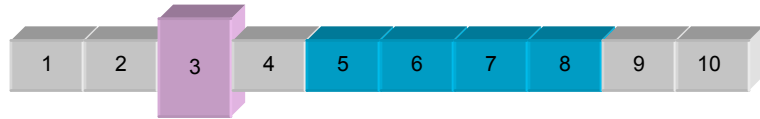
Job Pattern 5-8 Score 3

On the Assertiveness scale, Ms. Sample scored below the job profile for this position. She could find the requirements of a strong presence to be overly challenging. Determine her willingness to enhance her confidence and leadership skills in the future.

- Tell me about someone you worked with that was too assertive.
- What does being assertive mean to you?
- How do you typically handle a situation when you have to be assertive in giving directions to others?
- Tell me about a time in which you were able to be very persistent in order to reach goals; be specific.

Interview Questions

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

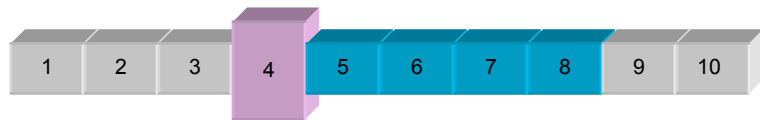


Job Pattern 5-8 Score 3

On the Sociability scale Ms. Sample is below the designated Profile for this Job Match Pattern. This suggests that her willingness to work within a team environment is low. Discussions with her should explore the possibility that for Ms. Sample, the challenge of a cooperative climate may lead to frustration.

- What is your preference for how to make productive use of your time when things are quiet in the office?
- If one person had to remain in the office while the rest went to a meeting, would you volunteer to stay? How would you make the best use of that time?
- What is the perfect level of client or co-worker contact for you? What are your feelings about that?
- Tell me about an experience you have had in which you were required to make "small talk" to promote relations with a client or co-worker.

Decisiveness – Uses available information to make decisions quickly.



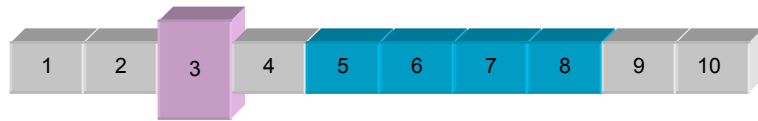
Job Pattern 5-8 Score 4

On the Decisiveness scale Ms. Sample is below the designated Job Match Pattern. This suggests that she may respond more deliberately when making decisions than the position typically requires and that she could lack a sense of urgency. Discussions with her might explore the possibility that Ms. Sample may be frustrated with the need for fast-paced decision-making.

- When a decision is needed, how do you prefer to tackle the problem?
- Describe the way you recently handled an on the job emergency.
- Tell me about a specific experience you have had in which it was necessary for you to react quickly because of a change.
- What do you find most challenging about making a hard decision?

Interview Questions

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



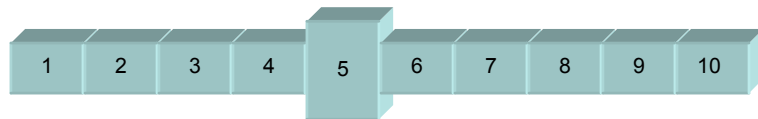
Job Pattern 5-8 Score 3

On the Independence scale Ms. Sample is below the designated Profile for this Job Match Pattern. This suggests that her tendency to seek guidance from supervisors is greater than that of successful individuals in this position. She could have a problem with the capability to work independently and resourcefully. Discussions with her should explore the possibility that for Ms. Sample, the position may be overly challenging and could lead to frustration and a reduction in her level of performance.

- Describe a time when you were under pressure to make an immediate decision (perhaps without the aid of a supervisor or a manager.) Did you take action IMMEDIATELY or were you more DELIBERATE and slow?
- How do you prefer your supervisor to explain his or her directions or instructions?
- What is the best thing about clearly defined objectives or goals?
- Have you ever found yourself in a situation with little structure? How did you resolve your work and achieve goals?

OCCUPATIONAL INTERESTS

Financial/Admin – Indicated interest in activities such as organizing information or business procedures.



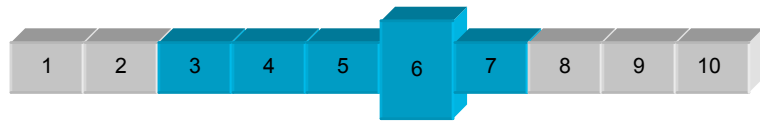
Administrative duties are preferred most by those who match the Interest Pattern for this position. However, the activities associated with the Financial/Administrative theme are not among Ms. Sample's primary three interest themes and may not motivate her as much.

- How do you feel about work that requires lots of administrative details?
- If you work for extended lengths of time on detailed paperwork, how do you maintain your focus for the task at hand?
- What is most frustrating for you about doing paperwork or keeping records organized?
- How do you encourage yourself to keep interested when working with numbers and data, especially in a records-keeping role?

The Total Person

This part of the report discusses the results for Kelly Sample on each of the scales in all three sections. The reported scores relate to the working population in general, and not to any specific Job Match Pattern.

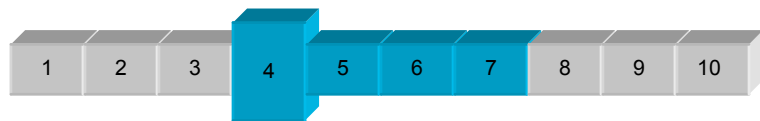
Learning Index – An index of expected learning, reasoning and problem solving potential.



Job Pattern 3-7 Score 6

- She is generally adaptive in the intellectual sense.
- Kelly's overall learning index is above average and suggests a good potential for quickly learning new information.
- Upon completing a new training program, Ms. Sample should pick up new concepts easily.
- Overall, Ms. Sample may be expected to complete a typical training program with adequate success.

Verbal Skill – A measure of verbal skill through vocabulary.

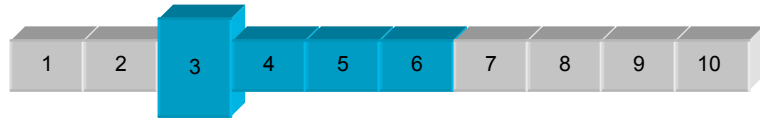


Job Pattern 4-7 Score 4

- Kelly may initially need extra time in analyzing verbal and written information.
- She demonstrates a level of verbal skill slightly below that of some people in the general population.
- With training and experience, Ms. Sample should be able to more quickly and accurately carry out communications as they apply to the job.
- Ms. Sample may not have had much recent opportunity to use verbal analysis and communication in work.

The Total Person

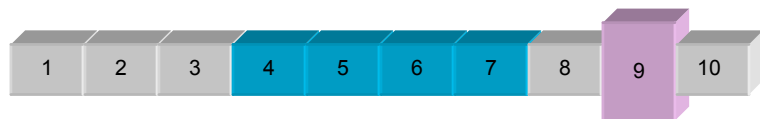
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Job Pattern 3-6 Score 3

- Ms. Sample may need more time to assimilate new information of a verbal nature.
- She probably takes more time and strives for exactness when it comes to verbal information.
- Ms. Sample may experience some difficulty grasping complex oral or written directions.
- Kelly may not process thoughts and ideas as effectively as others with stronger verbal learning capabilities.

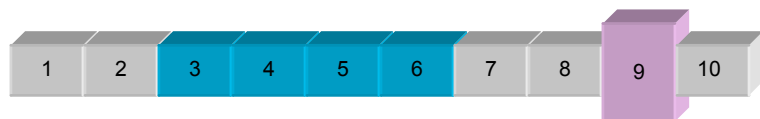
Numerical Ability – A measure of numeric calculation ability.



Job Pattern 4-7 Score 9

- Ms. Sample's analysis of business-related numbers should be sharp and on target.
- She excels in a job that requires the accurate application of mathematical procedures in order to make correct decisions.
- Kelly is quick in mentally determining correct mathematical solutions to problems.
- Ms. Sample is capable of precise numerical accounting even under the pressure of strict time constraints.

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

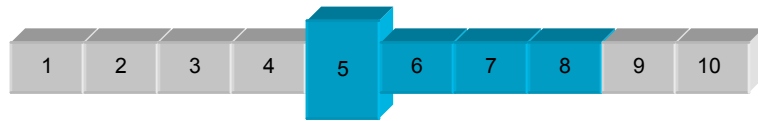


Job Pattern 3-6 Score 9

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

The Total Person

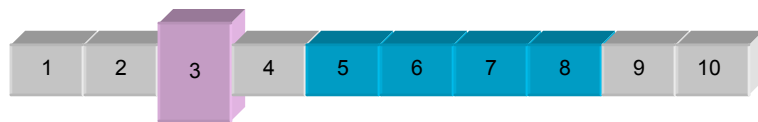
Energy Level – Tendency to display endurance and capacity for a fast pace.



Job Pattern 5-8 Score 5

- Ms. Sample is capable of taking action in a timely manner.
- Ms. Sample acts with a sense of urgency under routine conditions.
- She is moderately energetic; her work pace will show few peaks and valleys.
- Ms. Sample generally focuses on timely results.

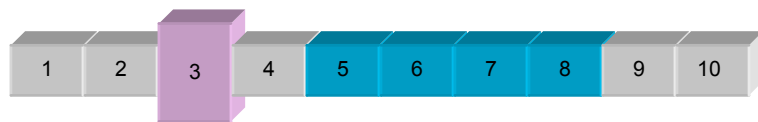
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



Job Pattern 5-8 Score 3

- Ms. Sample tends to be a quiet, personal producer who works hard for a leader and a cause.
- She has a low need to steer the course of what is happening, the direction of events.
- Ms. Sample prefers not to take action without having the time and opportunity to process information pertaining to the situation. She prefers to wait for specific instructions before taking action.
- Kelly is slow to make decisions, enforce company policies and act with authority. She will be slow to make unpopular decisions when necessary.

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

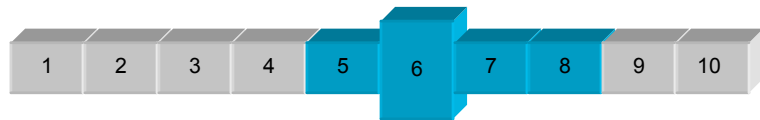


Job Pattern 5-8 Score 3

- Ms. Sample is slow to promote the benefits of teamwork, to involve the team in the discussion about how things will be done.
- Kelly prefers a reserved, impersonal and business-like approach to doing business.
- She demonstrates limited concern for assignments that require a high degree of people contact and the opportunity to interact with others.
- Ms. Sample expresses a low interest in the opportunity to entertain people, to establish a network of contacts.

The Total Person

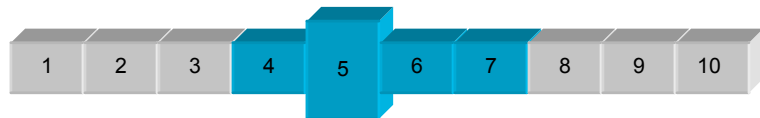
Manageability – Tendency to follow policies, accept external controls and supervision and work within the rules.



Job Pattern 5-8 Score 6

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

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

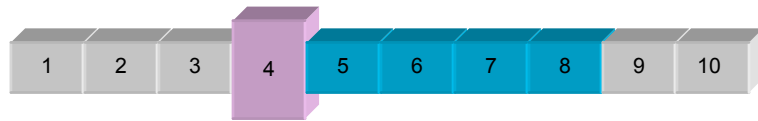


Job Pattern 4-7 Score 5

- Ms. Sample 's assessment of others may occasionally be more critical and negative than positive and optimistic.
- Ms. Sample expresses guarded optimism and trust; her attitude toward some people can be more negative than positive, when under stress.
- Her attitude is moderately compatible with confronting interpersonal problems and frustrations.
- Kelly can become impatient, sometimes and/or fault-finding with others who do not conform to her expectations

The Total Person

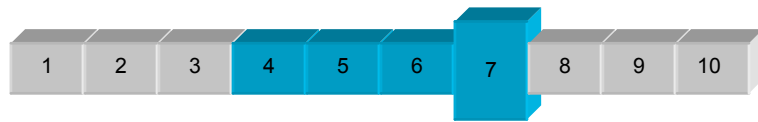
Decisiveness – Uses available information to make decisions quickly.



Job Pattern 5-8 Score 4

- She can be a competent decision-maker when given enough time, but has difficulty taking decisive action under pressure.
- Ms. Sample is not inclined to delay important decisions, unless ill-prepared or disorganized.
- Kelly tends to be cautious, preferring to wait for more information and advice before taking action.
- Ms. Sample is capable of making decisions that arise from day to day.

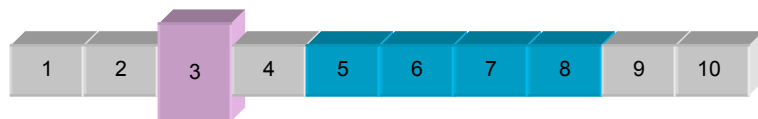
Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



Job Pattern 4-7 Score 7

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

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

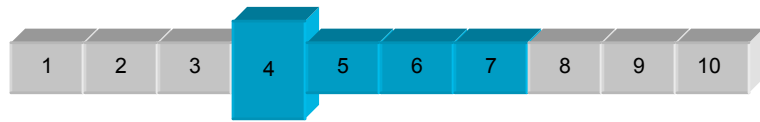


Job Pattern 5-8 Score 3

- She prefers instructions in a methodical, step-by-step fashion with feedback at regular intervals.
- She appreciates the need for structure in an organization.
- Kelly thinks that job responsibilities should be defined so that everybody knows just what is expected. She prefers carefully defined job descriptions, guidelines and policies.
- Ms. Sample tends to prefer a methodical and planned approach to performing the job, with a specific plan for how things are going to be done, including a "to do" list.

The Total Person

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



Job Pattern 4-7 Score 4

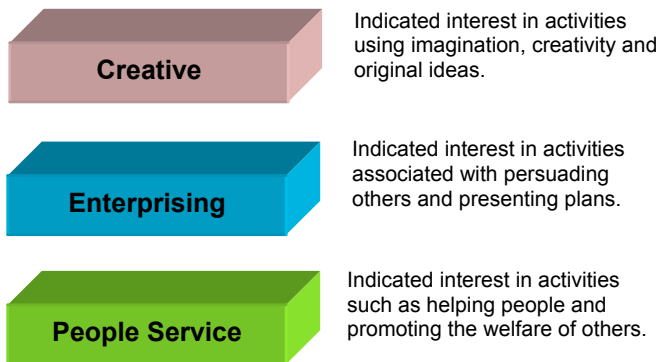
- Ms. Sample 's decisions might not consistently indicate sound judgment and common sense.
- Ms. Sample 's conclusions have a tendency to be inconsistent when pressured.
- Ms. Sample 's judgment is compatible with fairly simple, routine problems and decisions.
- Kelly 's judgment is compatible with concrete situations and tangible data.

The Total Person

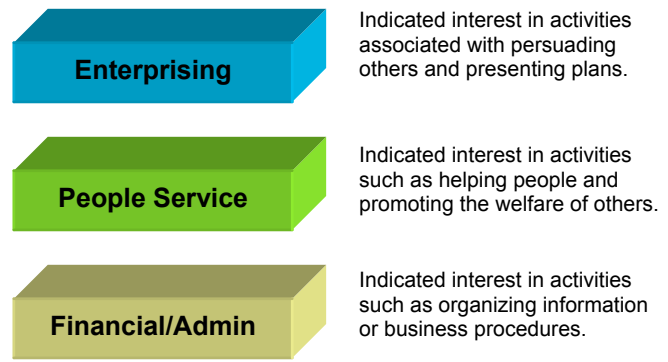
Occupational Interests

The Interest section assesses the relative interests between the six interest areas. The top three interests for Ms. Sample are shown here, along with the top three interests for the SALES REPRESENTATIVE [Preliminary] position. Note that Kelly shares TWO top interests with the requirements of this position.

TOP THREE areas of interest for Kelly Sample .



TOP THREE areas of interest for the position of SALES REPRESENTATIVE [Preliminary].



Ms. Sample scored highest in the Creative, Enterprising and People Service themes on the inventory. She is attracted to positions in which she can use her creative side in a business environment that allows for a high degree of contact with people. She appears to be drawn toward opportunities to solve problems in an innovative way. The chance to serve the needs of customers and the public in general also relates to this interest pattern.

With Creative as her primary area of interest, Ms. Sample is likely to seek out activities that involve innovative thinking, expression and imagery. This area of interest is likely to be the driving force behind all of her performance. Secondly, she is motivated by the entrepreneurial world of business, as seen in her interest in the Enterprising area. Sales and leadership roles may serve to enhance her motivation on the job. Finally, her interest in People Service activities rounds out her profile. This may not be the central focus of her interests, but these activities are likely to enhance the work experience nonetheless.

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.