

The Achiever

**Assessment For: Scott Sample
Phone: 515-222-1234
Email: Sample@yahoo.com**

Position: Manager

**Company: XYZ Company
Report Type: XYZ Company - Manager**

Assessment Date: 4/1/2008

**For More Information
Please Contact:**

**Tom Hamilton
SelectionResources.com
4090 Westown Pkwy Suite A-304
W. Des Moines, IA 50266
515-221-0850
TMH@SelectionResources.com**

----- Mental Aptitudes -----

Mental Acuity

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample is high in Mental Acuity, indicating he is a very fast thinker with a high degree of critical thinking ability. He has excellent problem solving capabilities and can reason through and make good decisions based on knowledge, intuition and reasoning skills. He will not only enjoy, but will require, mentally challenging work for job satisfaction.

Business Terms

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Scott has an average understanding of the specialized language of business. He appears to have had some exposure to business, perhaps through his job or in a business class.

Memory Recall

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample 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 business.

Vocabulary

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample's language skills are average and his vocabulary should be adequate for most communication needs. Highly complex information which needs to be relayed to others may be a little more difficult for him to achieve.

Numerical Perception

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Scott's above-average Numerical Perception score indicates he can process data quickly and carefully.

Mechanical Interest

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Scott is extremely interested in machines and the inner workings of mechanical devices. He probably enjoys working with machines and because of this, would be willing to put forth effort to understand information regarding such devices. This aptitude, however, measures only interest, not mechanical ability.

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

Energy

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample has a balanced energy and drive level. He can energetically tackle an assignment or project without becoming tense or losing his power of concentration.

Flexibility

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Scott is a very quality-minded, reliable individual with a high degree of integrity and strong ethics. He has a strong interest in providing quality service and products to customers, but is not very flexible or adaptable to change. This could cause him to experience difficulty handling multiple job demands and assignments. He tends not to be an innovative, free-thinking person who creates new ways of doing things or new uses for existing applications of products or services, but rather will be one who sticks with proven applications as much as possible. He is likely to agree to change only when he is convinced the change is necessary. Even though the company can trust him and know he will be concerned that customers' needs are being met, they cannot expect frequent, imaginative or fresh ideas from him.

Organization

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample understands the importance of organizing his time and activities, and is usually aware of his priorities. Without being overly rigid in planning, he makes the best use possible of the time and resources available to him to reach organizational goals and priorities.

Communication

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Scott is a very interactive collaborator. He seldom tires of interacting with others, and can openly articulate feelings, ideas, concerns and information to others. He may not always be good at listening and taking seriously what other people are saying.

Emotional Dev

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample has a healthy level of self-confidence without being unrealistic and is not easily deterred if situations occur which slow down his efforts. He believes in himself, and when faced with obstacles, is patient enough to wait for results.

Assertiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Scott will express his opinions and effectively and professionally defend his decisions and ideas when challenged, but is also willing to consider the ideas of others. He will have the ability to influence others and direct their activities without appearing too aggressive or overbearing.

Competitiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample enjoys competition and is most successful when he is contributing to a group competitive effort. He has a competitive spirit and desire to win, and will work hard to help the team achieve its goals, but may avoid competition against co-workers, feeling that this type of competition could ruin good relationships with others.

Mental Toughness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Scott has the mental toughness to deal with a moderate amount of criticism or rejection, but retains the ability to relate to customers and others with an appropriate degree of empathy. Occasionally, he may take a negative response personally and need some encouragement and reinforcement to keep his spirits up.

Questioning /Probing

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Scott is a cautious, analytical individual who does not take much at face value. He will probe and analyze situations in order to better understand the situation and this causes him to be an informed decision-maker. At times, however, collaborative efforts with others could suffer because of his skepticism.

Motivation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Scott needs some job security and will take risks only when he is convinced that he is unlikely to make a mistake or fail. If a goal is important to him, he will be more likely to take decisive personal action in order to reach it or put forth extra effort and hours to complete the project, but he remains more easily motivated by security than achievement.

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

Distortion

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample 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.

Equivocation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

He 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 interviews, reference check, background checks, education and experience.

Name: Scott Sample
 Company: XYZ Company

Date: 4/1/2008
 Page: 5

Score Sheet

XYZ Company – Manager Position

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 Scott'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.

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

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

- Planning
- Organizing
- Staffing
- Facilitation

Scott'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.

Sales Traits Assessments

Introduction

This report section evaluates Scott'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.

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

Name: Scott Sample
Company: XYZ Company

Date:4/1/2008
Page: 8

Sales Potential Summary Report

for: Scott Sample

Scott has good sales potential. Strengths Include:

- Learning speed and Efficiency
- 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

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

- Changing, growing and learning new concepts and ideas

Interview Questions

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 & 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 a time you found yourself in a set of circumstances in which you had to make a decision on a matter with no guidelines or precedents to follow. Describe the circumstances and how you dealt with them.

Tell me about a time in a previous job when your employer or supervisor asked you 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 given an impossible deadline to meet on a project. What steps did you take to resolve the problem?

Interpretive Guides

Did the candidate exhibit good judgment in his or her decision-making? Was the decision based on facts or emotions? Did the final decision exhibit good leadership skills?

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?

Did the candidate become anxious without specific guidelines to follow? Does the candidate exhibit the ability to make decisions independently? Did the candidate show indecisiveness or was the candidate hesitant to act on his or her own?

Did the candidate meet the deadline? If the candidate cut corners to achieve the deadline, did the actions he or she took show sound, good judgment?

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

Describe how you maintained a positive attitude in your last job. Is maintaining a positive attitude important to you?

Tell me about a time when you allowed distrust to come between you and a co-worker. What did you do to rectify the problem?

Thinking back to your previous job or jobs, what one problem stands out in your mind regarding a manager or supervisor you had? Describe the problem and how you coped with it.

Tell me about a problem you resolved in your last job by using shrewdness and analytical skills. What would the outcome have been had you not asked questions and probed?

Interpretive Guides

Does the candidate appear enthusiastic and positive? Does the candidate have the ability to overcome negative thoughts in order to maintain a positive attitude?

Does it appear the candidate understands the need to trust others? Was the candidate able to rectify the problem and if so, does he or she admit that cynicism is a personal problem?

Does the candidate appear to be overly critical of management? Did the candidate become louder or appear angry when discussing a prior manager or supervisor's demeanor? Was the candidate willing to accept any of the blame for the problem?

Does it appear the candidate utilizes his or her probing skills to their best advantage? Does the candidate have specific steps to take when problem-solving. Would the outcome have been significantly different had the candidate not probed and questioned?

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

If your work requires interaction with others, your flexibility level may be affecting those relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- Models for Management - Module 6: Empowerment should be of particular interest for those wanting to explore how flexibility or lack thereof relates to the empowerment of others and power dynamics

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

You are a very quality-minded, reliable individual with a high degree of integrity and strong ethics. You have a strong interest in living up to your promises, and expect the same from others. Since you are, at times, a little inflexible, you could experience difficulty changing direction in your life, even if such a change appears necessary. You prefer to stick with the "tried and proven" ways of doing things, rather than new ways.

Your self-affirmation sentence:

"I am flexible and can adapt to change."

Steps to Effect Change

1. You need to learn that handling life's ever-changing demands requires that you become more flexible and expedient. This enables you to handle sudden, critical demands placed on you. Outlining "what if" emergency events and role-playing can start you thinking about alternative solutions to common problems or sudden changes in your personal environment.
2. You need reinforcement discussions when changes occur in your life. You should constantly remind yourself of the need to maintain a flexible, less rigid approach to life.
3. To develop the confidence to create and implement change, commit to making one minor change in your life each month. For instance, if you always follow a certain routine in the mornings when getting ready for work, reverse two activities. Once you see that minor changes do not cause major problems and may actually be beneficial, you will become more willing to make significant changes when necessary.

Personal Development Suggestions

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 TM 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.

Personal Development Suggestions

Question/Probing - Measures the tendency not to accept information at face value.

You are not highly trusting and will probe into matters in order to better understand instructions, directives or information. You are cautious and analytical, which is an asset in resolving problems. Underlying cynicism, however, could endanger good collaborative efforts.

Your self-affirmation sentence:

"I trust others."

Steps to Effect Change

1. For the extremely cynical person, trust in others is essential for growth.
2. You will need to curb skepticism that can separate you from friends, family and/or associates, and create barriers where constructive interaction is necessary. Those people desiring to become closer to you are not always out to take advantage and it's good to give others the benefit of the doubt until they prove untrustworthy.
3. Remember that people have a way of living up to what you expect from them. If you are positive and trusting, people will generally respond by trying to please you. If, however, you exhibit a lack of trust in others, they may have an unfortunate tendency to also live up to those negative expectations. This is not to say that you should unquestionably accept everything that is said or done, for this would also be realistic and detrimental. Remaining in control and confronting those with obvious hidden motives, while remaining basically positive and enthusiastic, will be your best course of action.

[Create Custom Development Action Plan](#)

[Print Blank Development Action Plan](#)