

# Executive Achiever

Company: XYZ  
Report Type: Executive Leadership

Assessment Date: 3/1/2008

Assessment For: John Sample  
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This report is confidential and is an opinion based on assessment results only. Its contents should contribute approximately 1/3 to developmental discussions since it is only one of several evaluatory and feedback resources.

**Section I** Aptitudes and Personality Assessment

**Section II** Management competencies associated with leadership, planning and implementation

**Section III** Personal knowledge of leadership techniques

**Section IV** Suggested behavioral interview questions

**Section V** Personal Development Plan

## ----- Mental Aptitudes -----

### Mental Acuity

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample is high in Mental Acuity, indicating he is a fast thinker with an above-average critical thinking ability. Reasoning skills are good and he should have a good ability to make responsible decisions and solve challenging problems within a short period of time.

### Business Terms

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John has an average understanding of business terminology obtained either on the job or in a business class.

### Memory Recall

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample is very interested in events happening in the world around him and should have a strong knowledge of competitive information and techniques, as well as economic trends which relate to his job.

### Vocabulary

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample has exemplary general English vocabulary skills, enabling him to communicate effectively with others on all levels. He should be capable of relaying even the most complex information to others.

### Numerical Perception

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

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

### 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

John is an assertive, authoritative person. He enjoys control and responsibility, and will attempt to influence others and direct their activities to achieve results. He does, at times, consider the ideas of others, but will not hesitate to express his own ideas and concerns.

## 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

John 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

John has a very trusting nature and tends to accept most instructions, directives and information at face value. Even though he has a positive, enthusiastic attitude, he may be so trusting that he allows others to take advantage. When problem-solving or troubleshooting complex issues, his effectiveness could be reduced by his not probing far enough into the situation to see the whole picture.

## Motivation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John is easily motivated when the right rewards are offered. He has good initiative and will take risks when the potential for profit and recognition exists. He is always looking for a chance to obtain recognition for his efforts. He will be willing to put in extra hours and exert greater effort to complete a project successfully, provided he feels he will be rewarded for his efforts. Status and recognition are more important than a steady job or a stable paycheck, even if it means long hours or frequent travel.

## ----- Validity Scales -----

### Distortion

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample is reasonably fair in assessing his strengths and weaknesses. He has some characteristics that he is not completely happy with and tends not to show others. The validity may be slightly affected by his indirect answers.

### Equivocation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

He has scored within our acceptable equivocation range.

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## Score Sheet

### XYZ Company Executive Leadership

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.

## Section Two - Management Competencies

### Accountability/Ownership

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample has some desire to be accountable for his own actions. He probably takes the initiative and assumes personal accountability for goals, outcomes and deadlines, but it may be helpful if he develops the ability to plan farther in advance as he strives to reach goals and meet deadlines. He probably enters into self-appraisal, and unless he is highly competitive and wants to do everything himself, he is probably willing to share information and responsibility with others.

### Challenge the Status Quo

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John has an excellent ability to challenge the status quo. He is willing to challenge traditional ways of thinking and work, especially when he is convinced he is right. He is probably able to develop alternative paradigms or solutions to problems and willing to implement unconventional approaches.

### Collaboration/Integration

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John is probably motivated to succeed, but also willing to celebrate the success of others when that success occurs independent of his own work. He may need to remember to share the glory for accomplishments he had a part in achieving, but becoming even more willing to think collaboratively and striving to integrate his own work with that of others in the organization will further enhance his performance in this competency.

### Creativity/Innovation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample has the ability to "think outside the box" and is willing to experiment with new ideas and approaches. He will want to keep the company leading-edge and will translate new ideas into business opportunities whenever he sees the chance to do so. In his desire to see the organization advance in the marketplace, he will also be willing to share ideas with others when it will benefit the organization, and will offer honest feedback and ways to build on others' ideas.

### Customer/Market Oriented

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

He has some understanding of the business climate, customers, competitors and factors that drive the company forward, but may benefit from developing an even greater strategic understanding of the customer/market. He probably understands the importance of providing courteous and attentive service to customers or clients, but may not always utilize his resources well. Enhancement in this competency can be realized by developing good planning skills and better understanding the more complex needs of his customers.

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## Energy/Enthusiasm

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John will exhibit some enthusiasm toward his job, but would benefit from becoming even more positive and enthusiastic. Developing a positive attitude will strengthen his ability to become an inspiration to others through his own diligence and hard work, and will increase his desire to help others through difficult times.

## Strategic Thinking

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Sample is able to analyze the organization's strengths, weaknesses and competitive position in the marketplace to some degree, but could benefit from becoming even more aware of changes in the marketplace. This will enable him to develop objectives and strategies based on long-term perspectives and help him visualize future opportunities and threats the organization is likely to face. While he is able to identify some companies which could benefit from the organization's products and services, becoming more aware of competitive and market trends will enhance his ability in this competency area.

### Management Competencies Scoresheet

Accountability/Ownership	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Challenge the Status Quo	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Collaboration/Integration	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Creativity/Innovation	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Customer/Market Oriented	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Energy/Enthusiasm	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Strategic Thinking	①	②	③	④	⑤	⑥	⑦	⑧	⑨

## **Section Three - Leadership Knowledge**

### **Attitude/ Leadership Personality**

Mr. Sample has an excellent understanding of the necessity for a positive attitude and good self-confidence in a leadership role, and continually works to develop and maintain both. He understands the importance of being able to bounce back quickly from problems and other obstacles he may face as a leader, and is able to deal with difficult situations with ease. He has certain ethical standards he keeps and has clearly defined, for himself, what being a leader means.

**Books** *The New Supervisor-Skills for Success* by Bruce Tepper  
*Effective Coaching* by Marshall J. Cook

### **Time Management**

John has a healthy understanding of the importance of planning. He utilizes planning tools to keep himself organized, and generally has his priorities in line. Good time management is important to him, but he leaves enough leeway to deal with interruptions or changes, when necessary. He spends a good amount of time planning, but not to the extreme.

**Books** *Time Management for Busy People* by Roberta Roesch  
*Time Management* by Marc Mancini

### **Planning**

He has a strong understanding of the planning process and the purpose and meaning of planning, as well as where goals, standards or objectives come into play in the planning process. He has a well-developed understanding of the responsibility planning bears with it, as well as its significance in the overall success of the organization.

**Books** *Effective Performance Management* by Sheila J. Costello  
*Performance Management* by Robert Bacal

### **Organizing**

Mr. Sample has an excellent understanding of organization as it relates to leadership. He thoroughly understands that organizing involves people, processes and tools, and perceives the difference between organizing and planning. Since he understands what encompasses organizing, he is capable of organizing projects or activities in an effective manner.

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### **Staffing**

John has a very strong understanding of the staffing process in leadership, as well as the principal focus of staffing. He thoroughly understands the difference between aptitudes and behaviors, as well as the difference between skills and competencies. This knowledge and understanding of the staffing process enables him to better understand the problems involved in employee selection, as well as the role training and development of employees plays in this leadership process.

**Books** *Motivation at Work* by Jane & Vincent Miskell  
*Hiring the Best* by Ann M. McGill

### **Leading**

Mr. Sample has a strong understanding of what comprises good leadership. He understands the importance of a leader empowering his workforce and acting as a coach and mentor of others. He realizes how important motivation is in the leadership process and understands the various steps involved in managing a diverse workforce.

**Books** *Assertiveness Skills* by Nelda Shelton & Sharon Burton  
*Managing Conflict at Work* by Jim Murphy

### **Facilitating**

He has a very strong understanding of facilitation and control in the leadership process. He is able to define what problems are and have devised some methods of effective problem-solving. He understands the purpose of policies, rules and regulations in providing a nourishing environment for growth for team members, and can balance the need to impose discipline, guidelines and procedures in the workplace with the need to value employees and encourage creativity.

**Books** *Effective Performance Management* by Sheila J. Costello  
*Training Skills for Supervisors* by Robert Lucas

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### Leadership Knowledge Scoresheet

Attitude/ Leadership Personality	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Time Management	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Planning	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Organizing	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Staffing	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Leading	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Facilitating	①	②	③	④	⑤	⑥	⑦	⑧	⑨

## 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 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

#### Interpretive Guides

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.

*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?*

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?

*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?*

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?

*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?*

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?

*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 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

#### Interpretive Guides

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?

*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?*

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

*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?*

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?

*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?*

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.

*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?*

### Interview Questions for Motivation

**Motivation** - Measurement of the individual's achievement orientation and internal motivation to initiate changes and take risks in order to advance.

-----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**

**Interpretive Guides**

In your prior job, what was the biggest change you were faced with and how did you adapt to that change?

*Does the candidate seem to thrive on change? Does it appear the candidate has good skills to cope with change?*

Give me an example of a time you took a risk and won. How did your accomplishment make you feel? How do you believe you would have felt if you had taken that risk and failed?

*Is the candidate a big risk taker? Does it appear the risks the candidate has taken are reasonable and calculated, or does the candidate appear to be somewhat impetuous? Does it appear the candidate is able to accept occasional failure?*

Other than money, describe what really motivated you in prior jobs to do more than you were expected to do.

*Does the candidate appear to understand what motivates him or her and if so, are these factors reasonable and available in this position?*

What type of compensation plan have you most enjoyed in the past - straight salary, commission only, draw plus, etc. What most attracts you to this type of compensation plan?

*In this position, will the candidate be on the same type compensation plan as the one he or she most enjoyed in the past. If not, could the compensation plan be structured to better meet the candidate's needs?*

## **Development Suggestions**

### **Introduction**

The following Personal Development Suggestions may assist in prioritizing, enhancing, OR changing developmental actions. They are directed specifically to the individual. Management should review these suggestions, and together with the participant, consider requirements of current and potential future job opportunities.

These suggestions recommend actions that an individual can take on a daily OR weekly basis to become more productive.

### **Personal Development Suggestions**

#### **Assertiveness**

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

#### **Seminars / Workshops:**

- Models for Management™ by Teleometrics International

#### **Self-paced e-Learning:**

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

## 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™ 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

### Motivation

When working with others, how you are personally motivated may be affecting the results you are achieving. You may benefit from the following development suggestions:

### Seminars / Workshops:

- Models for Management™ by Teleometrics International

### Self-paced e-Learning:

- Models for Management - Module 4: Work Motivation should be of particular interest for those wanting to explore more effective ways of dealing with motivation in the work environment.

[\*\*Create Custom Development Action Plan\*\*](#)

[\*\*Print Blank Development Action Plan\*\*](#)