

theProfileXT

Confidential Placement Report

for

Sally Sample

Customer Service Representative

Saturday, January 4, 2003

KESTLY DEVELOPMENT

204 Valley Drive

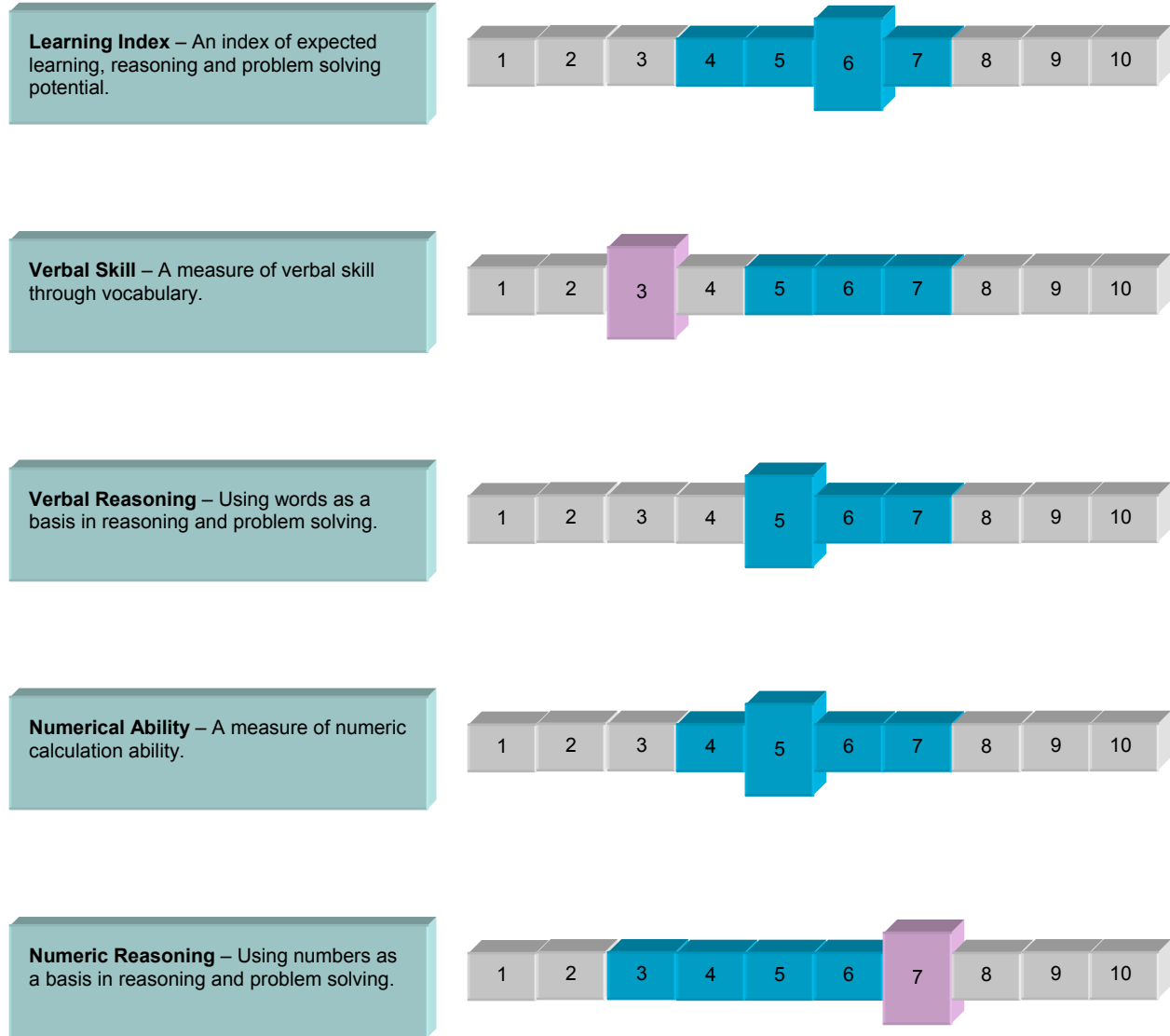
Ypsilanti, Michigan 48197

734 – 483 - 6453

Pattern Date: 1/4/2003 12:12:05 PM

Profile for Thinking Style

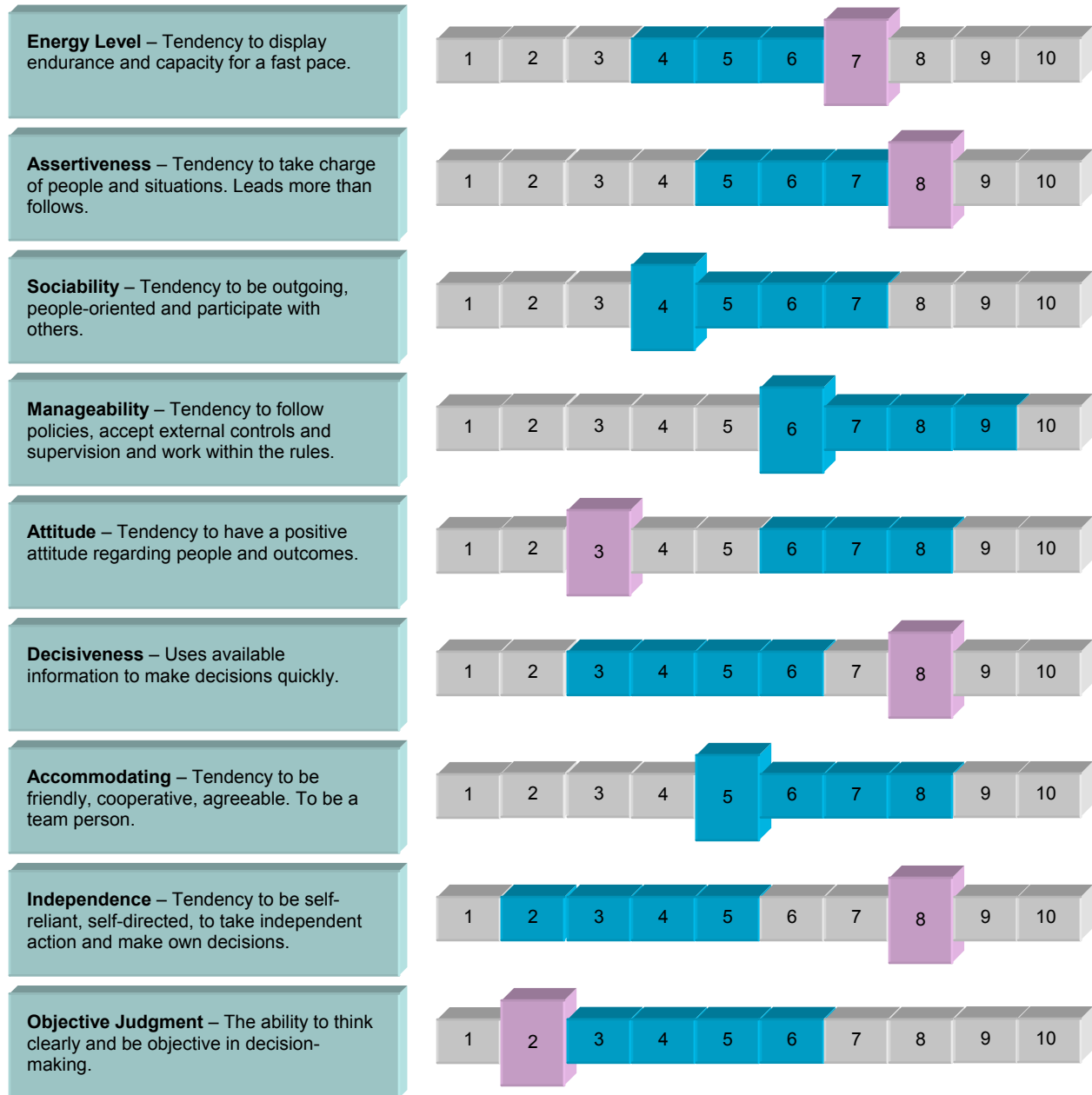
The Darker shading represents the Job Match Pattern for the role of Customer Service Representative. The larger box indicates this individual's score.



81% match with Thinking Style Pattern for the Customer Service Representative position.

Sally Sample has a **74%** overall match for the Customer Service Representative position.

Profile for Behavioral Traits



61% Behavioral Traits Pattern match for the Customer Service Representative position.

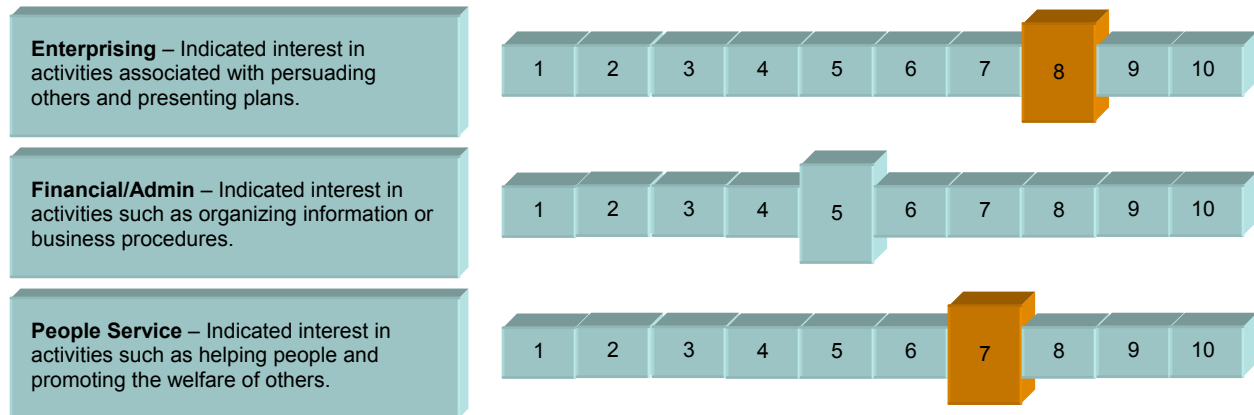
Sally Sample has a **74%** overall match for the Customer Service Representative position.

The Distortion Scale Score on this assessment is **9**. 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.

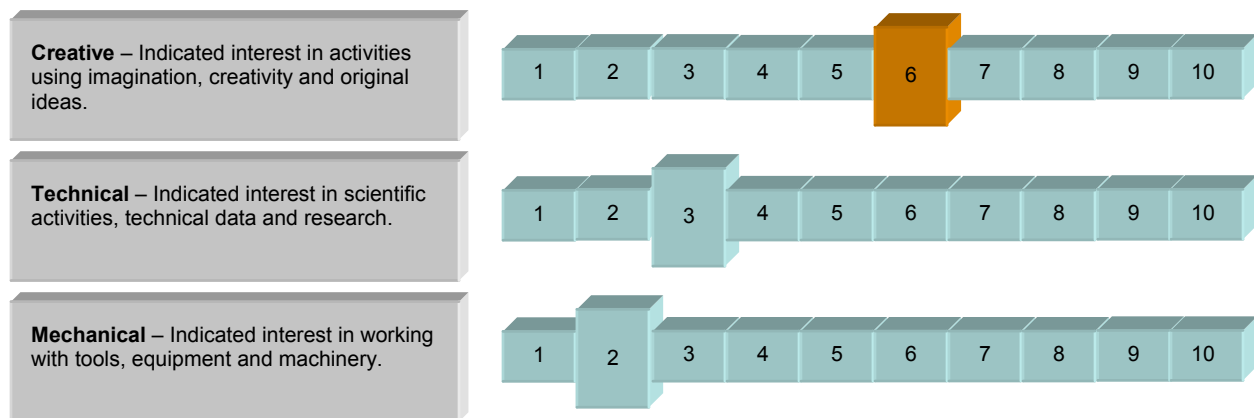
Profile for Interests

For the Job Match Pattern under consideration, the top three interests in descending order are: **Enterprising, Financial/Admin** and **People Service**. The other three interests have no impact on this position. The top three interests for Sally in descending order are: **Enterprising, People Service** and **Creative**. **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.

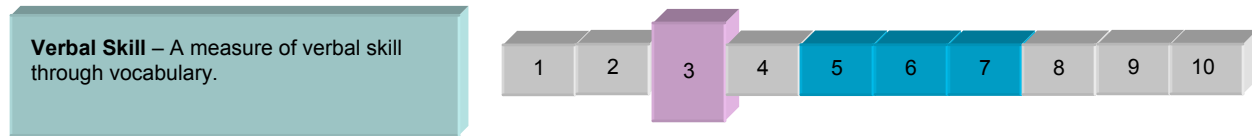
Sally Sample has an 86% match with Interest Pattern for the Customer Service Representative position.

Sally Sample has an overall match of 74% for the Customer Service Representative position.

Interview Questions

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

THINKING



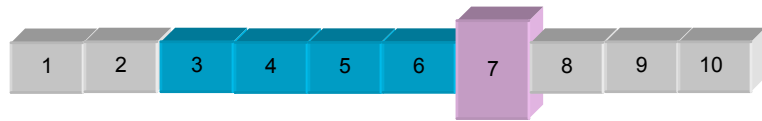
Job Pattern 5-7 Score 3

On the Verbal Skill scale Ms. Sample is below the designated Profile for this Job Match Pattern. This suggests that her ability to use a thorough vocabulary is less than the position typically requires and that she could have a problem with communicating ideas and concepts. 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.

- Some people read well but don't always remember what they have read. Do you ever experience this type of situation? How do you deal with it?
- Have you ever had someone become upset because you needed instructions repeated? How have you dealt with such a situation?
- How often do you read instructions or memos and have difficulty understanding what they mean? Give some examples.

Interview Questions

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



Job Pattern 3-6 Score 7

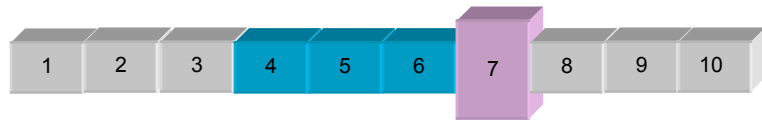
On the Numerical Reasoning scale Ms. Sample is above the job profile for this position. This suggests that her ability to analyze data as part of the decision making process is greater than the position typically requires and that she may not be sufficiently challenged to maintain her interest and/or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

- Describe your methods for expressing complex numerical concepts to those with less training; how frustrating can this be for you?
- 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.
- 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 making budgetary decisions, can you rapidly see where resources can be reallocated or redistributed?

Interview Questions

BEHAVIORAL TRAITS

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

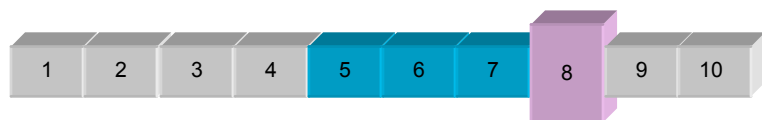


Job Pattern 4-6 Score 7

On the Energy Level scale Ms. Sample is above the designated Profile for this Job Match Pattern. This suggests that her drive and enthusiasm is greater than the position typically requires. Discussions with her should explore the possibility the position may not be sufficiently challenging to maintain her interest and/or level of performance.

- Hard work is necessary in order to achieve. Tell me about a time when you had to work very hard to reach your goals and be specific about what you achieved.
- Tell me about a time when you were able to provide your own motivation to produce even though you were working alone. How did you manage to motivate yourself?
- Describe for me a situation you have experienced in which you successfully motivated others to accomplish more work for a deadline.
- Tell me about a time in your background when you were a driving, highly motivated worker.

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



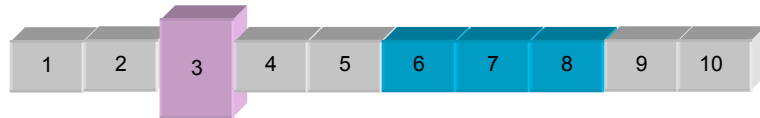
Job Pattern 5-7 Score 8

Ms. Sample scored above the Profile for this position in the Assertiveness scale. She may find the environment of this position challenging in the area of how much control is appropriately exerted over others. While talking with her, determine her ability to practice greater diplomacy in her interpersonal relations.

- Give me an example of a time when you confronted a negative attitude successfully, which resulted in building teamwork and morale.
- Tell me about a situation when you had to "stand up" for a decision you made even though it made you unpopular.
- Tell me about a time when you were successful in challenging others' ideas. What does this say about your ability to be assertive?
- Describe a time when you communicated something unpleasant or difficult to say to your manager. How did you assert yourself?

Interview Questions

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

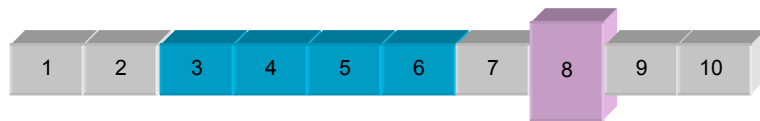


Job Pattern 6-8 Score 3

On the Attitude scale Ms. Sample is below the designated job profile for this position. This suggests that her general response to others will be pessimistic compared to the most successful individuals in this position. 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 for me a specific time when your attitude had an effect on a customer or client.
- Describe the last time you experienced a big change in the workplace, like a new set of regulations, for example. How did you feel about those changes?
- What role have you played in the recent past in which your team was unmotivated and how did you resolve the problem?
- Tell me about a high stress situation when it was desirable for you to keep a positive attitude. What happened?

Decisiveness – Uses available information to make decisions quickly.



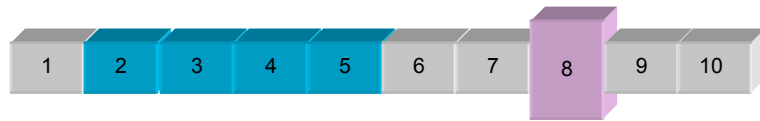
Job Pattern 3-6 Score 8

On the Decisiveness scale, Ms. Sample is above the designated Job Match Pattern for this position. This suggests that she may act without a thorough understanding of the related details. Discussions with her should determine the extent of her spontaneity in decision-making, and consider if her effectiveness could be enhanced by more deliberation.

- When a surprise or unforeseen crisis occurs at work, what is your typical plan of action?
- Describe a situation in which you had to take immediate action in a crisis involving human life or severe financial consequences.
- What was the toughest work related decision you ever had to make? What were the circumstances involved and the consequences afterward?
- Many situations at work will require fast thinking and speed in making decisions. Give me an example of a situation in which you were especially skillful in making a decision quickly.

Interview Questions

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

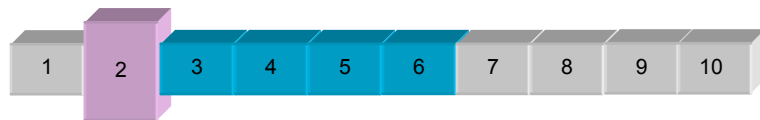


Job Pattern 2-5 Score 8

On the Independence scale Ms. Sample is above the designated job profile for this position. This suggests that her self-reliance is greater than the position typically requires and that she may become frustrated by the level of supervisory attention typical of this position. Discussions with her should explore the possibility the position may be too challenging to maintain her motivation and/or level of performance.

- Creative persons seem to offer fresh insights. Give me an example of a time when one of your insights was particularly well received by others.
- Describe a situation in your experience when you required more breathing room (less supervision than was offered) to accomplish your work.
- Describe your preferences concerning supervision of your work and explain the ideal situation that produces the best work you can do.
- Just about anybody can give a routine, standard answer to common problems; however, the payoff is often in the development of unique solutions to common problems. Give me an example of one of your unique and novel problem solutions.

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



Job Pattern 3-6 Score 2

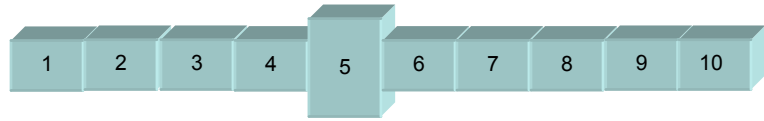
On the Judgment scale Ms. Sample is below the designated job profile for this position. This suggests that her decision-making process is less objective than the position typically requires and that she could have a problem with the pragmatic nature of the job. Discussions with her should explore the possibility that for Ms. Sample, the position may be overly challenging and could lead to frustration and a reduction in her level of performance.

- What sources of information do you typically use in reaching a decision at work?
- Describe a high-pressure situation you had to handle at work. Tell me what happened, who was involved and what you did in terms of problem solving.
- Describe the process involved when you have to make a decision under pressure.
- It is often important to use a common sense approach in making a decision. Tell me about a time when your common sense paid off for you.

Interview Questions

OCUPATIONAL INTERESTS

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



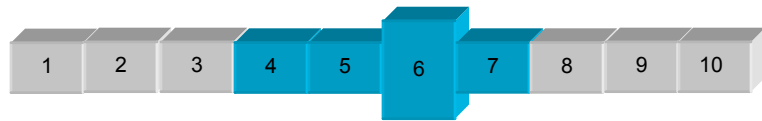
Administrative duties are commonly of interest to those who match the Interest Pattern for this position. However, it seems that the tasks associated with the Financial/Administrative theme may not motivate Ms. Sample as well as other kinds of activities.

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

The Total Person

This part of the report discusses the results for Sally 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.

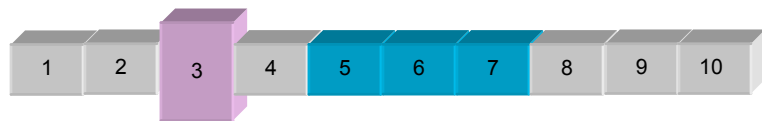
Learning Index – An index of expected learning, reasoning and problem solving potential.



Job Pattern 4-7 Score 6

- She is generally adaptive in the intellectual sense.
- Sally's overall learning index is good; she suggests a good potential to understand of the requirements of a new job.
- 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.

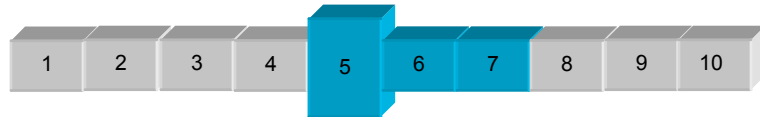


Job Pattern 5-7 Score 3

- With training and experience, Ms. Sample should be able to more quickly and accurately carry out communications as they apply to the job.
- Sally 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.
- Ms. Sample may not have had much recent opportunity to use verbal analysis and communication in work.

The Total Person

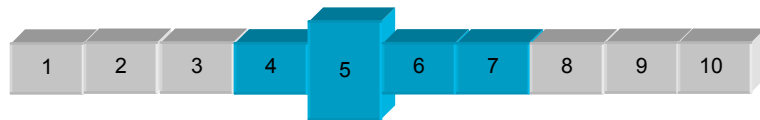
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Job Pattern 5-7 Score 5

- Sally would not be expected to have any difficulty in effectively communicating thoughts and ideas to others.
- She demonstrates adequate and, in some areas, good verbal skill; certain areas and complexities will need training.
- Ms. Sample is proficient in the use of words and language.
- Ms. Sample probably will assimilate information with success commensurate with the general population.

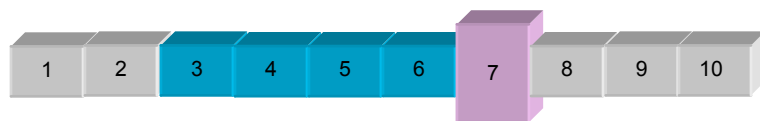
Numerical Ability – A measure of numeric calculation ability.



Job Pattern 4-7 Score 5

- Ms. Sample should be capable of learning to apply basic mathematical principles to new, more complex problems as necessary.
- She needs assistance with complex mathematics or technical calculations.
- Ms. Sample should be able to grasp simple mathematical principals that apply to the job.
- Sally is comfortable analyzing basic numerical material and performing some mathematical functions without relying on a calculator.

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

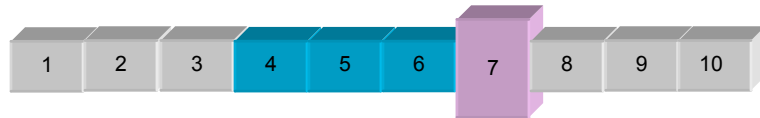


Job Pattern 3-6 Score 7

- Ms. Sample demonstrates a relatively strong ability to solve problems of a numerical nature.
- She completes numerical problems with greater success than the general population.
- Ms. Sample works well with numbers and numerical concepts.
- Sally grasps numerical concepts readily.

The Total Person

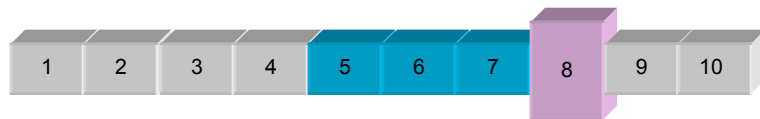
Energy Level – Tendency to display endurance and capacity for a fast pace.



Job Pattern 4-6 Score 7

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

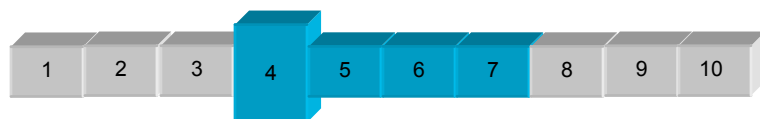
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



Job Pattern 5-7 Score 8

- She has a strong need to make decisions, to determine outcomes.
- Ms. Sample has a strong need to be in charge, to be the leader.
- Sally is highly motivated by situations in which she is held accountable for results. She is strongly motivated by power and authority.
- Ms. Sample can make decisions, enforce company policies and act with authority. She is quite capable of making unpopular decisions when necessary.

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

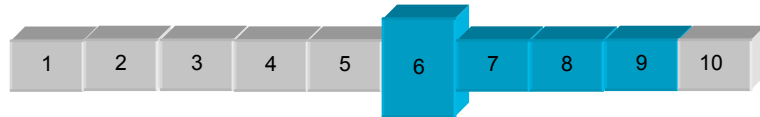


Job Pattern 4-7 Score 4

- Sally's sociability is moderately compatible with establishing a network of contacts.
- Ms. Sample is moderately motivated by assignments that require people content.
- She expresses limited enjoyment of public contact work.
- Ms. Sample prefers direct and to the point communication and may avoid spending time on small talk and social amenities.

The Total Person

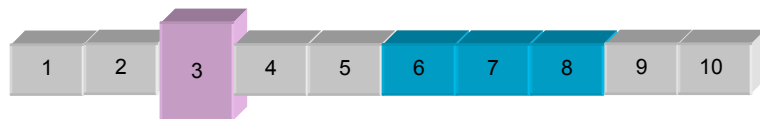
Manageability – Tendency to follow policies, accept external controls and supervision and work within the rules.



Job Pattern 6-9 Score 6

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

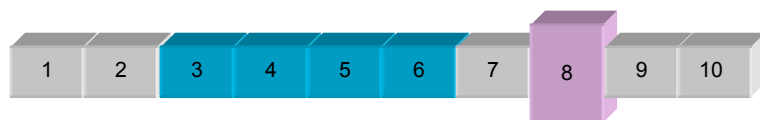
Attitude – Tendency to have a positive attitude regarding people and outcomes.



Job Pattern 6-8 Score 3

- Ms. Sample is inclined to take a negative position, to become critical of self and others.
- She is inclined to become suspicious of risk and change.
- Ms. Sample is slow to show a positive attitude regarding risk, change and unexpected challenges.
- Sally is slow to show a positive attitude regarding changes in policies and guidelines.

Decisiveness – Uses available information to make decisions quickly.

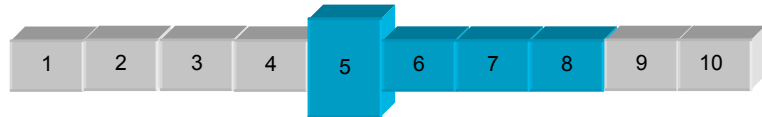


Job Pattern 3-6 Score 8

- Ms. Sample is decisive and quick to act. She is likely to enjoy positions which require immediate action.
- She is inclined to take decisive action, to move decisions forward.
- Sally is capable of responding to an emergency and resolving problems.
- Ms. Sample can stand firm on decisions and may not be inclined to back down once a decision is made.

The Total Person

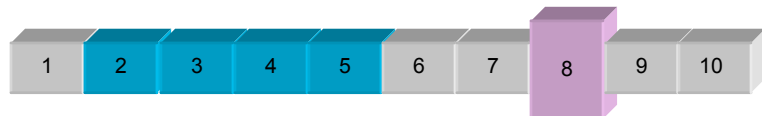
Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



Job Pattern 5-8 Score 5

- Ms. Sample tends to use a positive, informal approach. She will generally demonstrate a willingness to listen.
- She tends to be agreeable, cooperative, good-natured. Sally is fairly easy to please.
- Sally can be slower than others to avoid arguments, disagreements and/or conflict.
- Ms. Sample can become defensive whenever someone tries to take advantage of her.

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

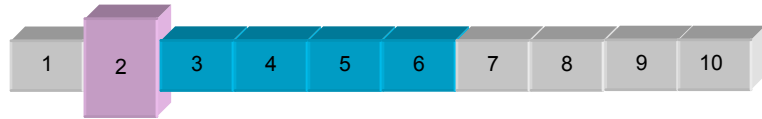


Job Pattern 2-5 Score 8

- Ms. Sample takes on new developments independently, bringing in co-workers only when absolutely necessary.
- She is highly independent, possibly requiring firm supervision and clearly defined guidelines.
- Sally is an independent worker who prefers minimal guidance and coaching.
- Ms. Sample prefers to run her own show and will quietly fight being restricted. She can become impatient with the traditionalist view that "we've been doing this for the last ten years, so why should we change?"

The Total Person

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



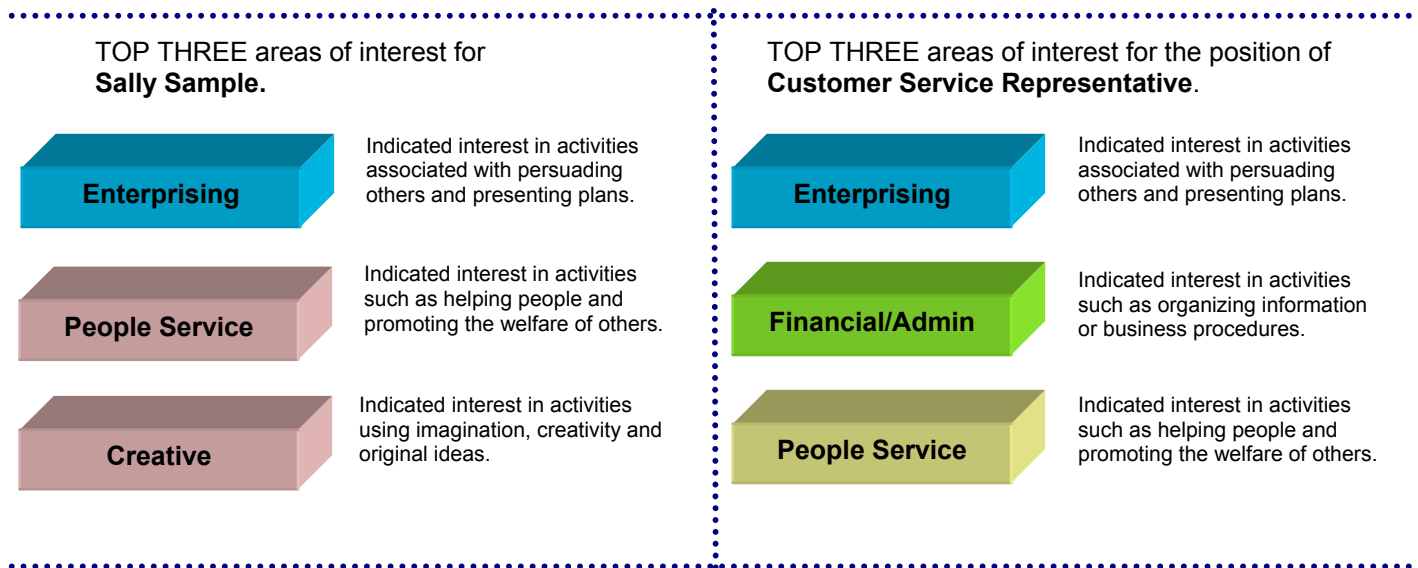
Job Pattern 3-6 Score 2

- Ms. Sample's judgment has a strong tendency to become subjective when pressured.
- Ms. Sample's judgment is not compatible with critical independent decision making responsibilities.
- Ms. Sample's thinking can be effective until she allows personal biases and opinions to replace sound judgment.
- Ms. Sample has a tendency to be a subjective thinker, to over emphasize personal opinions more than factual 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 Customer Service Representative position. Note that Sally shares TWO top interests with the requirements of this position.



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 Enterprising as her primary area of interest, Ms. Sample is likely to seek out activities that involve entrepreneurial pursuits and leadership. Her focus, above all other areas of interest, lies in pursuing objectives in the lively world of business. These kinds of activities motivate her most effectively. Secondly, she is motivated by the interaction with others that comes with service to an interpersonal cause as demonstrated by her interest in People Service activities. Helping others or providing them with services may help to energize her in what she does at work. Finally, her interest in Creative activities rounds out her profile of interests. It promotes a concentration in creative expression, trying novel approaches and appreciating the process of innovation. Although this interest area is not as crucial to overall job satisfaction as her stronger interests, it does play a role.

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.