

PROFILES

The Profile

INTERNATIONAL



Confidential Coaching Report

for

Kenneth Sample

Manager Profile Sample

Thursday, November 2, 2000



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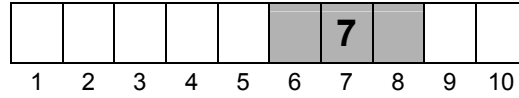
Profile for Thinking Style

Scale Name

(Scale Description)

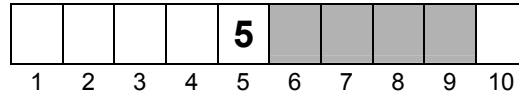
Learning Index

(An index of expected learning, reasoning and problem solving potential.)



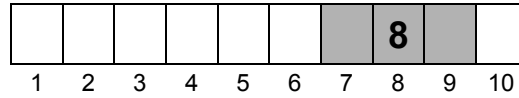
Verbal Skill

(A measure of verbal skill through vocabulary.)



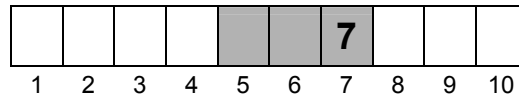
Verbal Reasoning

(Using words as a basis in reasoning and problem solving.)



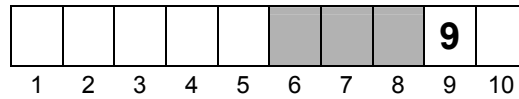
Numerical Ability

(A measure of numeric calculation ability.)



Numeric Reasoning

(Using numbers as a basis in reasoning and problem solving.)



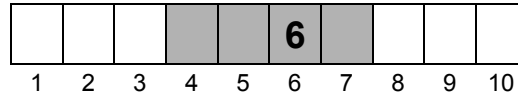
Profile for Occupational Interests

Scale Name

(Scale Description)

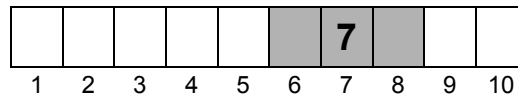
Enterprising

(Indicated interest in occupations where they use persuasiveness and enjoy presenting plans.)



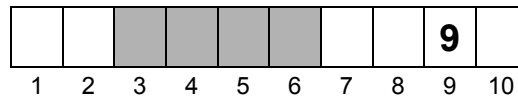
Financial/Administrative

(Indicated interest in occupations that work with financial data, business systems, administrative procedures, etc.)



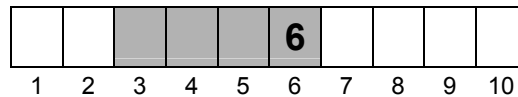
People Service

(Indicated interest in occupations that help people and they are concerned with the welfare of others.)



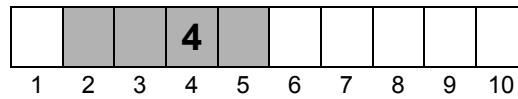
Technical

(Indicated interest in occupations that center on scientific and technical activities, research and intellectual skills.)



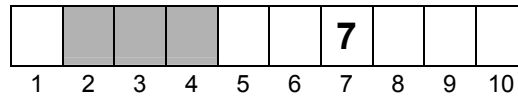
Mechanical

(Indicated interest in occupations that work with tools, equipment and machinery.)



Creative

(Indicated interest in occupations where they are imaginative, original and aesthetic.)



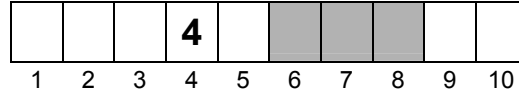
Profile for Behavioral Traits

Scale Name

(Scale Description)

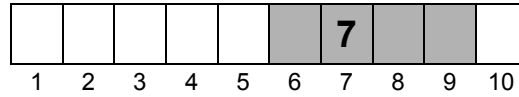
Energy Level

(Tendency to display endurance and capacity for a fast pace.)



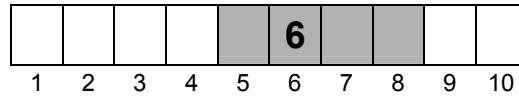
Assertiveness

(Tendency to take charge of people and situations. Leads more than follows.)



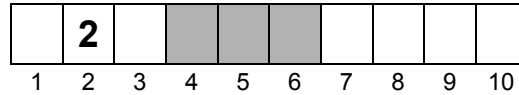
Sociability

(Tendency to be outgoing, people-oriented and participate with others.)



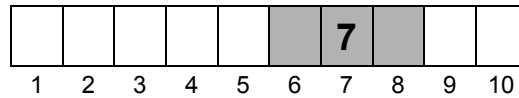
Manageability

(Tendency to follow policies, accept external controls and supervision and work within the rules.)



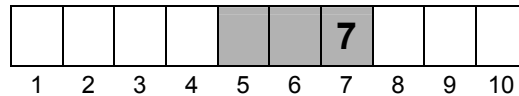
Attitude

(Tendency to have a positive attitude regarding people and outcomes.)



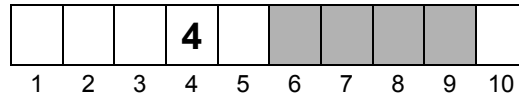
Decisiveness

(Uses available information to make decisions quickly.)



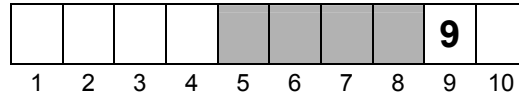
Accommodating

(Tendency to be friendly, cooperative, agreeable. To be a team person.)



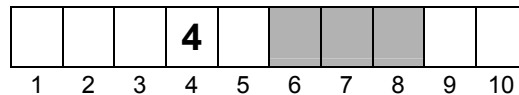
Independence

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



Objective Judgement

(The ability to think clearly and be objective in decision-making.)



Coaching Comments

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

THINKING

Verbal Skill (Pattern 6-9) — Score: 5 — While Mr. Sample achieved a Verbal Skill score comparable to most people, it is below the designated Profile for this Job Match Pattern. This suggests that his vocabulary is moderately less than the position typically requires and that he could have a problem expressing complex concepts or understanding the same from others. Interview questions should explore the possibility that, for Mr. Sample, the position may be too challenging outside of routine communications.

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- Kenneth's vocabulary is sufficient for most situations at work, but be observant of any special needs during more complex instruction-giving or during times of heightened stress. Always review your communications when in doubt.
 - Mr. Sample may find it difficult to efficiently express himself to others when stressed by frustrations or work demands. Portray an attitude of patience, allowing him to gather his composure.
 - In order to facilitate his ability to communicate with others, even under stress, provide Kenneth the opportunity to enhance his ability to communicate with appropriate training.
 - It may be helpful to review the more complex points of a discussion or series of instructions with Kenneth, so as to efficiently manage good communications.

Numeric Reasoning (Pattern 6-8) — Score: 9 — On the Numerical Reasoning scale Mr. Sample is above the job profile for this position. This suggests that his ability to analyze data as part of the decision making process is greater than the position typically requires and that he may not be sufficiently challenged to maintain his interest and/or level of performance.

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

Coaching Comments

OCCUPATIONAL INTERESTS

Mr. Sample is focused in the Enterprising and People Service themes on the interest inventory. This combination, particularly the business-oriented aspect, is very common in the human resource management of a company. Training others and motivating a team to fulfill its goals can be appealing to individuals of this combination of interests. However, he may appreciate the chance to negotiate with a team before leading them to his personal conclusions.. Sample's interests were focused in the People Service and, to a lesser degree, Financial themes on the inventory. This is a pattern of scores that we find in people who like serving people in a facilitative way, but who also have an inclination toward work in traditional settings where organization and procedures are applied.

BEHAVIORAL TRAITS

Energy Level (Pattern 6-8) — Score: 4 — On the Energy Level scale Mr. Sample is below the designated Profile for this Job Match Pattern. This suggests that his capacity to endure hard work is less than the position typically requires and that he could have a problem with the high demands of this job. Interview questions should explore the possibility that for Mr. Sample, the energy required for this position may be above what he is willing to exert.

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- Mr. Sample responds less efficiently to the stress of strict deadlines when compared to others who are more successful in this position. Maintain open communication during high stress periods and provide coaching in proven methods for handling stress.
 - He places greater priority on personal time than most who are successful in this position. Reward his efforts to do whatever it takes to get the job done by providing opportunities for self-motivation during non-peak periods of work.
 - Kenneth is likely to lose focus on long term projects due to a low drive. Provide ways for him to reenergize during periods of hard work. By organizing his time, he can allow short breaks to gather his motivational reserves and reflect on short term accomplishments while maintaining a steady pace to meet daily goals.
 - Mr. Sample requires the assistance of his supervisors to focus on long term projects. Provide thorough supervision and set daily goals for fast paced results. Provide encouragement along the way.

Coaching Comments

Manageability (Pattern 4-6) — **Score: 2** — On the Manageability scale Mr. Sample is below the designated Profile for this Job Match Pattern. This suggests that his willingness to follow standard procedures is less than the position typically requires and that he could have a problem with the capability to perform in this area. Interview questions should determine his potential for frustration within the constraints of this position.

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- It may be frustrating for Mr. Sample to deal with organizational constraints. In many cases, an employee responds best when structure and predictability are made integral to the organizational climate in which he works.
 - As you direct him in following procedural guidelines, reward his compliance with occasional opportunities to express his personal freedom in other areas. Focus on primary goals and allow room for adaptation in secondary areas to follow in a paced manner.
 - To confront an attitude of opposition to organizational policies or procedures, clarify the options available for Kenneth's behavior and the specific consequences of his choices.
 - If Kenneth appears confrontational about authority in your organization, it may be possible to spend one-on-one time with him. Maintain a personal demeanor in these conferences, stressing the importance of his compliance and your availability as a facilitative group leader.

Accommodating (Pattern 6-9) — **Score: 4** — On the Accommodating scale Mr. Sample is below the designated Profile for this Job Match Pattern. This suggests that his level of patience is less than the position typically requires and that he could have a problem with the capability to perform in this area. Interview questions should explore the possibility that for Mr. Sample, the position may be overly challenging and could lead to frustration and a reduction in his level of performance.

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- Kenneth may become frustrated with others when working together on a project. Training in stress management and anger control may provide him with the skills necessary to overcome this setback.
 - He is inclined to resist teamwork, preferring a more individualistic or competitive approach. Challenge him by initiating a group oriented climate in your department. Set goals for him that reward cooperative work.
 - Kenneth's focus in his work is toward individual accomplishment. He is not inclined to act with a team orientation. Redirect this thinking by creating a competitive spirit within the team, encouraging Kenneth to meet individual goals that meet the needs of the group.
 - Mr. Sample is unlikely to be team oriented when accomplishing his work. Counter this trend with training in team dynamics and improving his attitude about cooperating with others.

Coaching Comments

Independence (Pattern 5-8) — **Score: 9** — On the Independence scale Mr. Sample is above the designated job profile for this position. This suggests that his self-reliance is greater than the position typically requires and that he may become frustrated by the level of supervisory attention typical of this position. Discussions with him should explore the possibility the position may be to challenging to maintain his motivation and/or level of performance.

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- Kenneth's independence may create problems in the following of procedure. Reinforce compliance and regular, accurate performance. Reward his efforts to cooperate by allowing some independence in areas of lesser concern.
 - Due to his self-reliance, you may rarely hear feedback from Kenneth. Maintain open communication with him to foster a more appropriate supervisory relationship. Listen to him when he appears frustrated and recognize his positive performance.
 - When possible, allow Mr. Sample some breathing room, to let off the pressure he experiences from supervisory attention. Remain authoritative without becoming authoritarian and rigid.
 - Mr. Sample prefers to act independently and may become frustrated with supervisory attention. Handle with care but remain authoritative. Encourage a consultative relationship.

Objective Judgement (Pattern 6-8) — **Score: 4** — On the Judgement scale Mr. Sample is below the designated job profile for this position. This suggests that his decision making process is less objective than the position typically requires and that he could have a problem with the pragmatic nature of the job. Interview questions should explore the possibility that for Mr. Sample, the position may be overly challenging and could lead to frustration and a reduction in his level of performance.

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- Coach Mr. Sample on how to be more objective when making decisions. Training should emphasize the step by step process of logical reasoning.
 - Mr. Sample requires greater structure in his decision making process. Coach him to avoid making assumptions and to be more thorough in gathering appropriate information in order to make more informed decisions.
 - Coach him on investigation of a greater variety of information sources when making decisions. Emphasize dealing with facts and other objective data before making any assumptions.
 - Kenneth will require more time in making sound decisions. Review his efforts, guiding him on the avoidance of snap-decisions and making more informed decisions in the future. Reward all successes. Redirect and repeat training practices if not making progress.

A Profile of the Total Person

THINKING STYLE

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

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- Mr. Sample handles fairly complex tasks with relative efficiency; he has strong problem-solving abilities.
 - His assimilation of new information will be better than most individuals in the general population.
 - Kenneth generally learns by paying attention to detail.
 - Mr. Sample is an effective learner in most situations.

Verbal Skill (A measure of verbal skill through vocabulary.)

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- Kenneth should be capable of learning to apply basic communication principles to new, more complex problems as necessary.
 - He demonstrates a level of verbal skill equivalent to most people in the general population.
 - Mr. Sample should be able to grasp simple communication principals that apply to the job.
 - Mr. Sample is comfortable analyzing basic written and verbal information.

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

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- Mr. Sample should communicate thoughts and ideas to others effectively.
 - He likely prefers to work with verbal information.
 - Kenneth is proficient in information gathering and expression of thoughts and ideas.
 - Mr. Sample assimilates verbal information fairly rapidly when compared to the general population.

Numerical Ability (A measure of numeric calculation ability.)

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

A Profile of the Total Person

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

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

OCCUPATIONAL INTERESTS

Mr. Sample is focused in the Enterprising and People Service themes on the interest inventory. This combination, particularly the business-oriented aspect, is very common in the human resource management of a company. Training others and motivating a team to fulfill its goals can be appealing to individuals of this combination of interests. However, he may appreciate the chance to negotiate with a team before leading them to his personal conclusions.. Sample's interests were focused in the People Service and, to a lesser degree, Financial themes on the inventory. This is a pattern of scores that we find in people who like serving people in a facilitative way, but who also have an inclination toward work in traditional settings where organization and procedures are applied.

BEHAVIORAL TRAITS

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

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

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

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- • Mr. Sample is willing to be assertive, to be more of a leader than a follower.
 - He typically uses direct statements and seems to enjoy the opportunity to lead others.
 - Mr. Sample is motivated by situations where he is held accountable for results.
 - Kenneth can be a moderately assertive leader who gets results.

A Profile of the Total Person

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

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- Mr. Sample is moderately sociable. He tends to be aware of the necessity for keeping lines of communication open.
 - Kenneth prefers democratic supervision, where two way dialogue is encouraged.
 - He works to foster good relations across departments, maintains friendly contact and keeps up with the issues of common concern.
 - Mr. Sample is generally inclined to promote the benefits of teamwork, to involve the team in the discussion of how things will be done.

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

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- Mr. Sample demonstrates a generally negative attitude regarding authority. He could be a challenge to supervise.
 - He is quick to take and maintain a defensive position. He could be difficult to deal with once his mind is made up.
 - Kenneth tends to relate to authority in a suspicious, defensive manner.
 - Mr. Sample attitude is more negative than positive. He could be difficult to satisfy.

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

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

Decisiveness (Uses available information to make decisions quickly.)

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

A Profile of the Total Person

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

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

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

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

Objective Judgement (The ability to think clearly and be objective in decision-making.)

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