



Confidential Hiring Report

for

Kenneth Sample

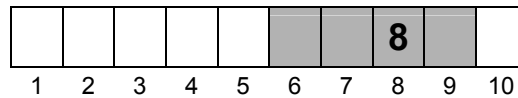
Manager Profile Sample

Tuesday, October 12, 2000

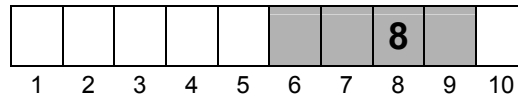
Profile for Thinking

Scale Name
(Scale Description)

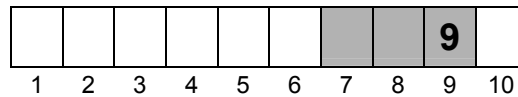
Learning Pace
(The rate at which learning takes place.)



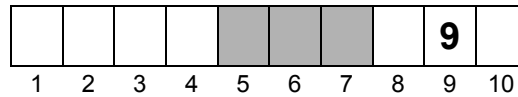
Verbal Skill
(A measure of verbal skill through vocabulary.)



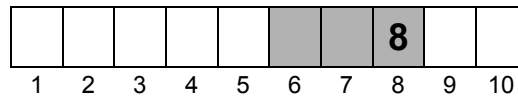
Verbal Reasoning
(Using words as a basis in reasoning and problem solving.)



Numerical Ability
(A measure of numeric calculation ability.)



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



88% match with Thinking Pattern for Profiles International, Inc. Manager Profile Sample position.

Kenneth Sample has a 85% overall match for Profiles International, Inc. Manager Profile Sample position.

The shaded bars represent the range of characteristics typically found in those who have demonstrated effectiveness in the role of Manager Profile Sample. The bold numbers indicate this individual's scores.

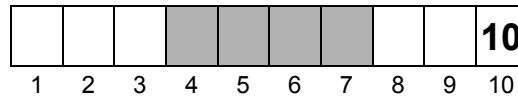
Profile for Occupational Interests

Scale Name

(Scale Description)

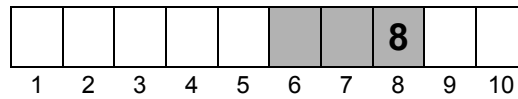
Enterprising

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



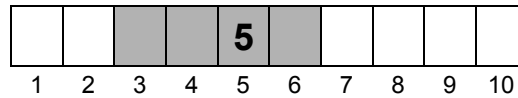
Financial/Administrative

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



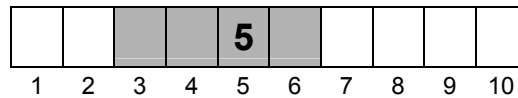
People Service

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



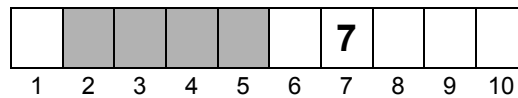
Technical

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



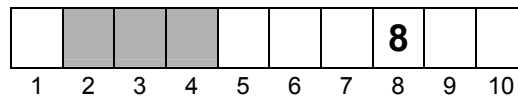
Mechanical

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



Creative

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

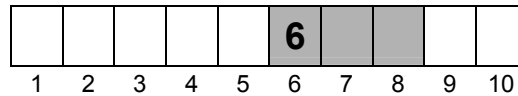


<p>55% match with Occupational Interest Pattern for Profiles International, Inc. Manager Profile Sample position.</p>
<p>Kenneth Sample has a 85% overall match for Profiles International, Inc. Manager Profile Sample position.</p>
<p>The shaded bars represent the range of characteristics typically found in those who have demonstrated effectiveness in the role of Manager Profile Sample. The bold numbers indicate this individual's scores.</p>

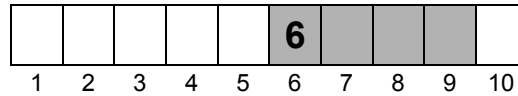
Profile for Behavioral Traits

Scale Name
(Scale Description)

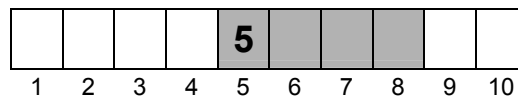
Energy Level
(Tendency to display endurance and capacity for a fast pace.)



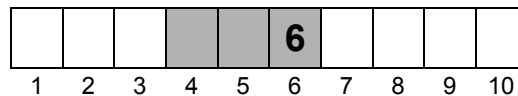
Assertiveness
(Tendency to take charge of people and situations. Leads more than follows.)



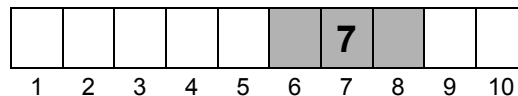
Sociability
(Tendency to be outgoing, people-oriented and participate with others.)



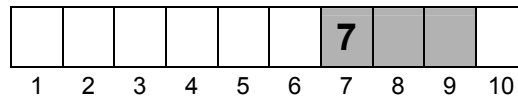
Manageability
(Tendency to follow policies, accept external controls and supervision and work within the rules.)



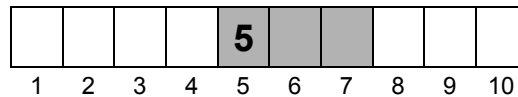
Attitude
(Tendency to have a positive attitude regarding people and outcomes.)



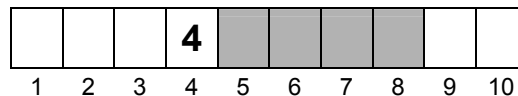
Decisiveness
(Uses available information to make decisions quickly.)



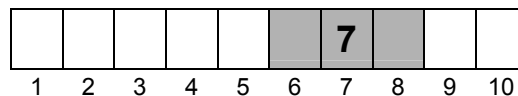
Accommodating
(Tendency to be friendly, cooperative, agreeable. To be a team person.)



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



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



95% Behavioral Traits Pattern match for Profiles International, Inc. Manager Profile Sample position.

Kenneth Sample has a 85% overall match for the Manager Profile Sample 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.

Interview Questions

Kenneth Sample scored outside the position match pattern in the following areas. When interviewing Kenneth Sample, you should ask the following:

THINKING

Numerical Ability (Pattern 5-7) — **Score: 9** — On the Numerical Ability scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his computation of data is more proficient than the position typically requires and that he may not be sufficiently challenged to maintain his interest and/or level of motivation.

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

OCCUPATIONAL INTERESTS

Enterprising (Pattern 4-7) — **Score: 10** — Mr. Sample's interest in Enterprising activities is higher than typical for this Job Match Pattern. He may need to fulfill this interest outside of the workplace. Determine in the interview process whether he is prone to be frustrated by the relatively lower entrepreneurial nature of this work.

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- Describe a situation from your experience in which you worked with peers as a team, as opposed to a more supervisory role.
 - When working with others, what kind of role do you tend to assume?
 - What about the role of leader is most appealing to you? How does that affect your role as a peer within a group?
 - You may be interested in the art of persuasion. If the climate of your work-group does not offer an opportunity for this, how would you expect to accomplish common goals?

Interview Questions

Mechanical (Pattern 2-5) — **Score: 7** — Mr. Sample's interest in Mechanical activities is higher than typical for this Job Match Pattern. He may need to fulfill this interest outside of the workplace. Determine in the interview process whether he is prone to be frustrated by the low "hands-on" nature of this work.

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- If your work becomes unsatisfying, in light of fulfilling a personal interest, how do you provide motivation to get back on track?
 - Many people who are interested in this job express less of an interest in hands-on or mechanical tasks than you have. What attracts you to this kind of work?
 - Your interest in mechanical occupations is extensive. Describe how you may creatively fulfill your interest on or off the job.
 - In what way do you value hands-on work? How does this apply to the job?

Creative (Pattern 2-4) — **Score: 8** — Mr. Sample's interest in Creative activities is higher than typical for this Job Match Pattern. He may need to fulfill this interest outside of the workplace. Determine in the interview process whether he is prone to be frustrated by the pragmatic nature of this work.

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- Describe a situation in which you had the opportunity to develop a creative solution or product. Describe a situation in which the opportunity was not so available.
 - Describe a situation in the past in which you had to create alternative motivations due to a lack of opportunity to express your creative side on the job.
 - Many people who are interested in this job express less of an interest in creative pursuits than you have. In what ways can you satisfy your creative needs on the job?
 - What interests you most about this job and relate this to your interests in creative endeavors.

Interview Questions**BEHAVIORAL TRAITS**

Independence (Pattern 5-8) — **Score: 4** — On the Independence scale Mr. Sample is below the designated Profile for this Job Match Pattern. This suggests that his tendency is to seek guidance from supervisors is greater than that of successful individuals in this position. He could have a problem with the capability to work independently and resourcefully. 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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| 8 | • | Have you ever found yourself in a situation with little structure, how did you resolve your work and achieve goals? |
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| 5 | • | How do you prefer your supervisor to explain his or her directions or instructions? |
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| 3 | • | Describe a time when you were under pressure to make an immediate decision (perhaps without the aid of a supervisor or a manager.) Did you take action IMMEDIATELY or were you more DELIBERATE and slow? |
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A Profile of the Total Person

THINKING

Learning Pace (The rate at which learning takes place.)

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

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

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- He has a sound understanding of basic communication processes.
 - Mr. Sample should be competent in making analyses involving written and verbal data.
 - Kenneth can build on basic foundation as the particular communication skills required in performing the job become familiar.
 - Mr. Sample shows strong potential for developing existing skills with communication.

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

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- Mr. Sample will learn verbal information at a rate of speed that is well above average.
 - Mr. Sample demonstrates a good range of vocabulary and an excellent capability for verbal expression.
 - He will communicate verbally with others effectively.
 - One of Kenneth's strengths is in the area of information gathering.

Numerical Ability (A measure of numeric calculation ability.)

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

A Profile of the Total Person

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

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- Mr. Sample demonstrates a relatively strong ability to solve problems of a numerical nature.
 - He completes numerical problems at a faster rate of time than the general population.
 - Kenneth grasps numerical concepts readily.
 - Mr. Sample works well with numbers and numerical concepts.

OCCUPATIONAL INTERESTS

Mr. Sample's interests are focused in the Creative, Enterprising, and Financial themes on the inventory. This is essentially an individual who is creative, energetic, looks for new ideas, enjoys work that allows for creative solutions, is interested in numerical analysis for finance purposes and is at his best when able to practice this creative-level work in a for-profit enterprise.

BEHAVIORAL TRAITS

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

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- Mr. Sample's work pace is compatible with average performance and consistent results.
 - Kenneth's typical work pace should be consistently productive.
 - He can act with a sense of urgency, even under pressure.
 - Mr. 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.)

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- Mr. Sample is motivated by situations where he is held accountable for results.
 - He typically uses direct statements and seems to enjoy the opportunity to lead others.
 - Mr. Sample is willing to be assertive, to be more of a leader than a follower.
 - 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 prefers direct and to the point communication and may avoid spending time on small talk and social amenities.
 - Kenneth's sociability is moderately compatible with establishing a network of contacts.
 - He expresses limited enjoyment of public contact work.
 - Mr. Sample is moderately motivated by assignments that require people content.

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

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

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

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

Decisiveness (Uses available information to make decisions quickly.)

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

A Profile of the Total Person

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

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

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

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- Mr. Sample is comfortable with the normal restraints of organizational life.
 - He generally prefers to follow established procedures.
 - Kenneth is usually satisfied with the status quo. He is comfortable working within the system.
 - Mr. Sample is willing to function in a coordinated, interrelated way, wanting to participate in group decision making.

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

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- Mr. Sample's thinking requirements should emphasize logical deduction more than intuitive capabilities.
 - Mr. Sample's judgement and decisions should indicate generally consistent usage of his thinking capabilities.
 - Mr. Sample's judgement should reflect a balance of common sense and practical experience.
 - Kenneth generally makes sensible on the spot judgements.