



Report designed for

**Dave Sample**

# ProfileXT<sup>®</sup>

## Performance Model Comparison

Performance Model: Director of Training  
Performance Model Date: 5/24/10  
Assessment Taken: 5/19/10 Printed: 5/24/10

ABC Company  
123 Main Street  
Knoxville TN



## Introduction

Every employable person will match some positions better than other positions. This report provides information about Dave Sample presented in a manner to help you understand how he matches with this selected position within your organization.

This report reflects the responses provided by Dave Sample when he completed the **ProfileXT** assessment. The result for each characteristic is illustrated on a scale from 1 to 10. The darker area on each scale represents the best Performance Model for the position. The enlarged segment of the scale shows where Dave scored. If the enlarged segment is dark, Dave is in the Performance model. If it is lighter, he is not. Information about Dave is reported in these four categories:

- **Profile for Thinking Style** – Learning Index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile for Interests** – Enterprising, Financial/Administrative, People Service, Technical, Mechanical, and Creative.
- **The Total Person & Management Considerations** – Description of Dave as a person and how to most effectively maximize his potential.

**Note:** Additional considerations are displayed when Dave falls outside your Performance Model.

If Dave is being considered for this position and his results fall outside the Performance Model, you should print the companion Interview Guide for Dave. This Guide provides appropriate interview questions for each instance where Dave is outside the model. These interview questions will guide the interviewer in exploring important areas where information from the interview will effectively assist the interviewer in making an informed decision about his placement.

Please consult the User's Guide for additional information on using these results when working with Dave. As discussed in the User's Guide for this product, the results from this or any assessment should never make up more than a third of the final decision in placements.

## Profile for Thinking Style

When viewing the scales on this page and the next, the darker shading represents the Job Performance Model for the role of Director of Training. The larger box indicates the individual's score.

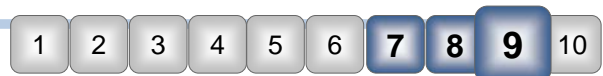
### Learning Index

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



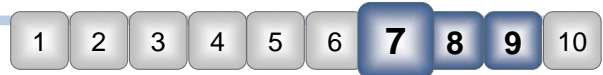
### Verbal Skill

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 Behavioral Traits

### 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 Judgment

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



Distortion for this assessment is within the acceptable range.

## Profile for Interests

The Interests section assesses the relative interests between the six interest areas: Enterprising, Financial/Administrative, People Service, Technical, Mechanical, and Creative. For the Job Match Performance Model of Director of Training, the top three interests, presented in order, are Enterprising, Creative, and People Service. The top three interests for Dave are Mechanical, Creative, and People Service. Mr. Sample shares two of these interest areas: Creative and People Service.

### Top Interests for Dave Sample



#### Mechanical

Indicates interest in working with tools, equipment, and machinery.



#### Creative

Indicates interest in activities using imagination, creativity, and original sales ideas.



#### People Service

Indicates interest in activities such as helping people and promoting the welfare of others.

### Top Interests for this Performance Model



#### Enterprising


Indicates interest in activities associated with persuading others, sales, and presenting ideas.



#### Creative



#### People Service

 = Match

## The Total Person

This part of the report discusses the results for Dave Sample on each of the scales in all three sections. The Behavioral and Management Considerations for each scale relate to his scores without reference to the Director of Training model. If his score falls outside the model for a particular scale, Additional Considerations will be listed as suggestions to help Dave Sample adapt his behavior to better fit the job.

### Learning Index

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



### Behavioral Considerations

- Dave generally learns new information best by applying it.
- His assimilation of new information will be better than most individuals in the general population.
- Mr. Sample handles fairly complex tasks with relative efficiency.
- Mr. Sample is an effective learner in most situations.

### **Management Considerations**

- While capable of meeting the challenge of advanced training, Mr. Sample may become frustrated during the more fundamental portions. Create enthusiasm during these phases by directing as much responsibility to participate as is possible.
- Require consistent performance by Mr. Sample in order to avoid boredom on his part. Dave will respond best to challenges in both the training and daily work experiences.
- Mr. Sample acquires and understands general information, but may find highly complex data or instruction challenging. His ability to conceptualize and utilize ideas put forth in training is high average, but not significantly beyond the norm.
- During fundamental training, use creative participation to maintain his motivation, which he may lose if not particularly challenged.

## Verbal Skill

A measure of verbal skill through vocabulary.



### Behavioral Considerations

- Mr. Sample is able to use a diverse vocabulary.
- His understanding of verbal communication should be sharp and on target.
- Dave is capable of precise vocabulary usage even under the pressure of strict time constraints.
- Mr. Sample excels in a job that requires strong vocabulary skills in order to make correct decisions.

### Management Considerations

- Although capable of expressing himself with an advanced vocabulary, suggest actively listening to others so that he may communicate at the appropriate level.
- Mr. Sample has a high level of verbal skills. Monitor his performance in this area, giving feedback and examples of adaptive communication styles that speak to the level of others.
- If he appears frustrated with the level of verbal ability of the majority of his peers, encourage a more facilitative attitude that adapts to the needs of others.
- While capable of assimilating most verbal information well, provide Dave with feedback concerning his ability to make that information understandable to workers of all verbal skill levels.

## Verbal Reasoning

Using words as a basis in reasoning and problem solving.



### Behavioral Considerations

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

### Management Considerations

- Proficient in verbal reasoning, Mr. Sample will work best when his verbal acumen is put to use.
- If he experiences frustration in expressing ideas to others, suggest that he say it in plain English or make his meaning more clearly. Provide training as needed in adaptive communication.
- While capable of processing verbal information and making decisions based on that information, be aware of any frustration Dave may experience when communicating with others of different ability levels. Coach him on appropriate techniques that can facilitate understanding by others.
- Depending on the audience, Mr. Sample may become frustrated by the attempts of others to understand his somewhat complex verbal information. Provide your advice in how to communicate ideas in a manner consistent with the verbal level of others with whom he interacts.

## Numerical Ability

A measure of numeric calculation ability.



### Behavioral Considerations

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

### Management Considerations

- He may express frustration with those who are not as proficient with numerical data. Pay attention to his feelings, but relate the necessity of being diligent and understanding of others.
- When Mr. Sample is under stress it may be necessary to observe his patience with peers who have a lower numerical ability level.
- Highly proficient in numerical calculation, Mr. Sample should have no difficulty in his duties; but observe the potential for downward trends in motivation, if he requires a challenge in this area.
- He is proficient in calculating complex figures. However, Dave may require instruction on efficiently communicating clear meaning to those with less of a grasp of this kind of information.

### **Additional Considerations**

On the Numerical Ability scale Mr. Sample is above the designated Performance Model for this position. 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.

## Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



### Behavioral Considerations

- He may prefer calculators for more complex mathematical analysis.
- Dave should not require additional time or repetition to accomplish numerical analysis.
- Mr. Sample should be able to complete the numeric reasoning parts of the training process with little difficulty.
- His ability to assimilate information that requires reasoning with numbers is sufficient at a general level.

### Management Considerations

- The assimilation of highly complex data in order to make decisions could create some frustration for Mr. Sample. Provide appropriate training to develop his skills in this area.
- When providing Dave with information on volume, quantity, finance or other numerical information, provide additional time to allow him to process the more complex elements of the data.
- Dave may require assistance in tasks like assimilating complex information expressed as a multivariate graph. Advanced decision-making and mathematical training will be necessary if this type of work is required.
- He will require more time than many to evaluate complex numerical data. If needed, provide assistance and training to enhance his efficiency.

### **Additional Considerations**

On the Numerical Reasoning scale Mr. Sample is outside the designated profile for this Performance Model. This suggests that his ability to analyze numerical data as part of the decision making process is different than the position typically requires. Discussions with him should explore the possibility that for Mr. Sample, the position may be inappropriate for his ability level.

## Energy Level

Tendency to display endurance and capacity for a fast pace.



### Behavioral Considerations

- Mr. Sample can be relied upon to complete assignments in a timely manner.
- He can act with a sense of urgency, even under pressure.
- Dave typically works at a pace that is consistent.
- Mr. Sample is able to consistently maintain a quick work pace.

### Management Considerations

- Dave is a focused individual who prefers a busy work environment in most cases. This is productive but can lead to frustration if he becomes bored. When extra work becomes available, delegate it to him. This will help maintain his motivation as long as he is not the sole target of delegation.
- On occasion, Mr. Sample may demonstrate frustration with his energy level if the workload slows. Listen to his complaints or feelings about this and provide structure to maintain motivation.
- Mr. Sample may appear less motivated if the duties of this position do not keep him busy. Coach him on how to pace himself and how to make use of any occasional lag time with spontaneous projects that help him work with others.
- He typically demonstrates a somewhat high level of energy. Give him the opportunity to take on additional projects on occasion and involve him in group projects that require timely resolution.

## Assertiveness

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



### Behavioral Considerations

- Mr. Sample is slow to be assertive and tends to be more of a follower than a leader.
- Dave tends to prefer solutions that are low risk and that have proven effective in the past.
- He tends to be a good listener and to be more comfortable as a participant in a group rather than as the leader.
- Mr. Sample has a limited need to be in charge or be in control of people and situations.

### Management Considerations

- On occasion, Mr. Sample may be hesitant to provide input to the team. If necessary, encourage participation and spend time discussing his input. Reward him for these discussions.
- When locked in a conflict with a team member, he may need feedback concerning his tendency to submit in a high stress situation. Assertiveness training may instruct him on how conflict need not be stressful.
- Mr. Sample will occasionally follow the group consensus despite personal disagreements. Be perceptive of this and encourage debate and expression of alternate viewpoints when possible. Reward team members who adequately express themselves and he may respond appropriately in time.
- Dave may occasionally back down from his position if confronted by others on his team. Take an active role as mediator, fostering his ability to express himself in conflicts.

## Sociability

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



### Behavioral Considerations

- Mr. Sample may be slow to promote the benefits of teamwork and to involve the team in the discussion about how things will be done.
- He may avoid assignments that require a high degree of interpersonal contact and interaction with others.
- Dave prefers a reserved, impersonal and business-like approach to doing business.
- Mr. Sample expresses a low interest in the opportunity to entertain people or establish a network of contacts.

### **Management Considerations**

- If it becomes necessary to decrease his tendency to isolate himself, provide opportunities for him to work in small groups. As time passes and his comfort level improves, get him involved with larger groups, or possibly group leadership, if he responds well.
- His cool and "business-like" exterior may frustrate others with whom Dave works. His team and team leaders could encourage him to become more engaged in the group dynamic. Reward the team as a unit for improvement in their overall cooperation.
- Should you need to engage his participation, give him assignments that require teamwork, beginning with relatively easy tasks. Reward his successes (and near-successes, at first), eventually decreasing the rewards over time.
- Mr. Sample may display frustration in social situations at work. He prefers to focus on the task at hand rather than on the interpersonal elements of work. If this becomes an issue, redirect this tendency by engaging and encouraging him in the social elements of the job.

### **Additional Considerations**

On the Sociability scale Mr. Sample is below the designated Performance Model for this position. This suggests that his willingness to work within a team environment is low. Discussions with him should explore the possibility that for Mr. Sample, the challenge of a cooperative climate may lead to frustration.

## Manageability

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



### Behavioral Considerations

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

### **Management Considerations**

- If it becomes necessary to decrease his reliance on procedural norms, demonstrate in your daily work how it is acceptable to bend the rules within the limits of your organizational culture. Provide assistance initially, until he gains the confidence to make independent choices.
- Dave may fall back on concrete procedure when the task at hand becomes complex or stressful. If this tendency needs to be changed, do so by involving him in group discussions that require creative brainstorming and developing unique options.
- In a situation that appears frustrating, Mr. Sample may try to seek out supervision too quickly. If necessary, encourage independence by providing leading questions that challenge him to create his own solutions.
- Mr. Sample appears to prefer a strict procedural structure to help guide his daily work pattern. If it becomes necessary, help him break out of this mold by encouraging independence. Reward efforts to develop creative solutions to accomplishing tasks.

## Attitude

Tendency to have a positive attitude regarding people and outcomes.



### Behavioral Considerations

- Mr. Sample has a highly positive attitude regarding changes in policies and procedures.
- He has a highly positive attitude regarding the intentions of others.
- His attitude is highly compatible with confronting interpersonal problems and frustrations.
- Mr. Sample demonstrates a highly positive attitude concerning risk, change and unexpected challenges.

### **Management Considerations**

- Mr. Sample may appear overly optimistic and positive about the motivations of others. If it becomes necessary to help develop a more realistic attitude concerning competition, encourage him to observe his more successful co-workers and offer an opportunity to discuss the differences with you.
- His faith in the results of some projects may tend to be overly optimistic allowing mistakes and unforeseen conflicts to occur. Training in logical and evaluative reasoning may provide Dave with the ability to use better judgment and forecast potential hazards more appropriately.
- Mr. Sample has an optimistic regard for the motivations of others and may not be careful enough in his appraisal of others. If this becomes a problem, encourage discerning evaluative skills so that he may approach dealings with others with more prudence and confidence.
- Dave appears to have a very high level of trust and optimism. Training in more prudent assessment of the motivations of others may help enhance his quality of work if needed.

## Decisiveness

Uses available information to make decisions quickly.



### Behavioral Considerations

- Mr. Sample can stand firm on decisions and is not 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.
- Dave is capable of responding to emergencies and resolving problems.

### Management Considerations

- It is important that the concept of patience in decision-making be stressed to Mr. Sample. If this is necessary, ask for deliberate and analytical processes in his decisions.
- Mr. Sample may require training in how to be more deliberate in decision-making if he shows a tendency to be rash. Emphasize the importance of analyzing information more thoroughly so that each decision can be more objective.
- If Dave shows a tendency to make rash decisions, stress the importance of caution to avoid unnecessary risk. A balance of timely decision-making can be made with deliberate and thoughtful analysis.
- Dave may occasionally appear too spontaneous in his decision-making. If unnecessary risk is to be avoided, counsel him on the need for cautious and deliberate decisions.

## Accommodating

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



### Behavioral Considerations

- Mr. Sample can stand his ground whenever someone disagrees with him.
- While Mr. Sample tends to be agreeable, he will not be afraid to question ideas if necessary.
- He is usually agreeable, cooperative and good natured, but does not go along just to get along.
- Dave can be slower than others to avoid arguments, disagreements and/or conflict.

### Management Considerations

- If he becomes frustrated by working with those who hold opinions contrary to his own, provide individual goals that satisfy the group's needs while allowing him the room to feel comfortable. He is somewhat skilled in cooperating with others, so foster this ability and reward his efforts to grow in this area.
- On occasion, Mr. Sample may choose to compete with his team in an unproductive manner. If this occurs, make yourself available to listen to his frustrations and make authoritative decisions with regard to bringing the team together.
- Under the stress of meeting goals in a timely manner, Mr. Sample may become less cooperative, tending to conflict with his team. Reinforce a cooperative style and reward his ability to seek out the resources of the team.
- Conflict may play a role in his performance when Dave is feeling the stress of deadlines. Redirect his frustration, providing feedback that helps him to realize the effect of his attitude on others.

## Independence

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



### Behavioral Considerations

- Mr. Sample prefers to carry out important tasks with minimal supervision. He can be counted on to meet his commitments without close supervision.
- Mr. Sample has a moderate need for freedom from controls, close supervision and organizational constraints.
- He is usually comfortable handling new problems independently.
- Dave appreciates some opportunity to challenge the status quo and to bring about change.

### **Management Considerations**

- In moments of uncertainty, Dave may express a desire to try new methods or procedures. Reinforce his creativity but stress the value of correct procedural methods as appropriate.
- Mr. Sample may demonstrate frustration with some of the traditional methods of the workplace. Listen impartially to his viewpoint, but stress your concerns over the practical need for change in light of your position as a supervisor. Recognition of his ideas is productive, but maintain a position of seeing the big picture involved.
- Dave may desire the opportunity to use innovative methods in his duties. Allow as much flexibility as is appropriate for your organization while maintaining correct procedure as you see fit.
- There may be situations, particularly under stress, in which Mr. Sample may break from procedure to use methods more adapted to his personal style. If this is inappropriate, direct him to remain focused on procedural requirements while allowing personal expression in areas that do not warrant as much structure.

## Objective Judgment

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



### Behavioral Considerations

- Mr. Sample uses judgment that may become more subjective when he feels pressured.
- Mr. Sample may tend to make less thoughtful decisions if he allows personal biases and opinions to replace sound judgment.
- His judgment will be much more intuitive when addressing critical independent decision making responsibilities.
- Mr. Sample tends to be a subjective thinker and emphasizes personal opinions more than factual data.

### Management Considerations

- Mr. Sample may require greater structure in his decision-making process. Coach him to avoid making assumptions and to be thorough in gathering appropriate details in order to make more informed decisions.
- Coach him on investigating a variety of information sources when making decisions. Emphasize dealing with facts and other objective data before acting on any assumptions.
- Coach Mr. Sample on how to be more objective when making decisions. Training should emphasize the step-by-step process of logical reasoning.
- Dave may require direction to take more time to gather information to make sound decisions. Review his efforts, guiding him on avoiding snap-judgments and making informed decisions.

### **Additional Considerations**

On the Judgment scale Mr. Sample is below the designated Performance Model 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. Discussions with him should explore the possibility that for Mr. Sample, the position could lead to frustration and a reduction in his level of performance.

## Interests

The Interests section assesses the relative interests between the six interest areas. The top three interests for Dave and the Performance Model are presented below in ranked order. The interests shared by both are circled.

### Dave



#### Mechanical

Indicates interest in working with tools, equipment, and machinery.



#### Creative

Indicates interest in activities using imagination, creativity, and original sales ideas.



#### People Service

Indicates interest in activities such as helping people and promoting the welfare of others.

### Performance Model



#### Enterprising

Indicates interest in activities associated with persuading others, sales, and presenting ideas.



#### Creative



#### People Service

Mr. Sample appears to be attracted to positions in which he may apply creative problem solving, especially in industrial settings. His interests are focused on the Creative, Mechanical and People Service themes on the ProfileXT. The composite results here suggest an emphasis on working with and serving the needs of a client or customer through industrial pursuits.

With Mechanical as his primary area of interest, Mr. Sample is likely to seek out activities that involve practical objectives and vocational skills. If he can contribute to his work in this way, he is more likely to feel enthusiastic about the job at hand. Secondly, he is motivated by the innovation and expressiveness of Creative pursuits. Whether it involves designing new things, coming up with new ideas or the application of innovative plans, this type of work can fuel his overall job satisfaction. Finally, his interest in People

Service activities rounds out his profile. This may not be the central focus of his interests, but these activities are likely to enhance the work experience nonetheless.

**Additional Considerations**

Mr. Sample does not show Enterprising activities as one of his top three interest areas. He may not find activities associated with this theme as motivating as those individuals who have been successful in this position.