

The Achiever

Assessment For: John Doe

Position: Production Manager

Company: ABC Company
Report Type: Production Manager

Assessment Date: 3/16/2010

----- Mental Aptitudes -----

Mental Acuity

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Doe is low in Mental Acuity, indicating he is a slow thinker. He will need to take some time to think through, reason and fully understand more difficult, complex problems before arriving at a solution or making a decision, especially if the situation is unfamiliar to him. Some repetitive training and close supervision needs to take place until he can exhibit proficiency in the job.

Business Terms

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John has some knowledge of the specialized language of business, although limited. He may have had some prior exposure to business terminology, acquired either on the job or in a business class.

Memory Recall

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Doe has a superior knowledge of events happening in the world around him and should be strongly aware of competitive trends, as well as the economy's affect on business.

Vocabulary

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Doe's language skills are average and his vocabulary should be adequate for most communication needs. Highly complex information which needs to be relayed to others may be a little more difficult for him to achieve.

Numerical Perception

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John's average Numerical Perception score means that he can handle some detail work, but the work should be checked for errors. Poor vision, tension, or carelessness may affect the Perception score.

Mechanical Interest

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Doe's level of interest in mechanical devices is average.

----- Personality Structure ----- Energy

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Doe has a relatively low energy and drive level. He handles pressure well and can maintain a good degree of concentration, but may be less than effective if the project or assignment calls for a more energized approach.

Flexibility

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John is an ethical individual with a good sense of integrity, but is also flexible, creative, adaptable to change and able to handle multiple demands and assignments. He will stick to the "tried and true" on certain occasions, but can also be inventive and generate new ways of utilizing current applications of products or services. He remains focused on his goals, committed to quality and interested in providing good service to customers, but is innovative enough to look for new techniques which could advance the company in the marketplace.

Organization

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Even though Mr. Doe understands the importance of good organizational habits, he is also a good improviser who can adapt his schedule to unforeseen contingencies. He is usually focused on deadlines and strives to make good use of the time and resources he has available to him to reach organizational goals, but may occasionally lose sight of priorities.

Communication

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John is a very interactive collaborator. He seldom tires of interacting with others, and can openly articulate feelings, ideas, concerns and information to others. He may not always be good at listening and taking seriously what other people are saying.

Emotional Dev

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Doe is a very self-assured person with a strong degree of self-confidence. He believes in himself, has a very high frustration tolerance level and a high degree of patience for himself and others. This score should be checked against the distortion score, as individuals who distort often portray themselves as more patient than they actually are.

Assertiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John will express his opinions and effectively and professionally defend his decisions and ideas when challenged, but is also willing to consider the ideas of others. He will have the ability to influence others and direct their activities without appearing too aggressive or overbearing.

Competitiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Doe works well with others, but is more concerned with maintaining harmony than participating in individual competition. He sees life as an experience to enjoy, rather than a struggle to win, and lacks a strong sense of competitiveness. At times, he may place so much emphasis on friendships that effectiveness and productivity suffer.

Mental Toughness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John can empathize with co-workers, team members, customers and others, but has enough mental toughness to deal with negative aspects of the job. He can work long hours meeting critical deadlines and other organizational objectives, without becoming unduly discouraged, and only occasionally will need reinforcement and support.

Questioning /Probing

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John tends to accept most instructions, directives and information at face value, seldom questioning or probing to better understand the situation. He appears to have a very positive, enthusiastic working attitude and is trusting of others. If problem-solving or troubleshooting complex issues, his effectiveness could be reduced by his limited probing skills.

Motivation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

John needs some job security, but can be motivated by recognition for his achievements when the rewards are sufficient. Even though he will be willing to put in occasional extra hours and effort to complete a project, job security is still the primary incentive. He will, however, usually respond to the promise of a raise, bonus, incentive or reward for improved performance.

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----- **Validity Scales** -----

Distortion

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

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

Equivocation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

He has scored within our acceptable equivocation range.

This report is confidential and is an opinion based on test results and other available data. In the selection process it may count up to one third (1/3) of the decision process along with the interview, reference check, education and experience.

Score Sheet

Production Manager

Mental Aptitudes												
		1	2	3	4	5	6	7	8	9		
MENTAL ACUITY	Slow Learn	X [.]									Fast Learn	
BUSINESS TERMS	Uninformed	X									Knowledgeable	
MEMORY RECALL	Unaware	X									Aware	
VOCABULARY	Limited	[. . . X . . .]									Strong	
NUMERICAL PERCEPTION	Imprecise	X [.]									Accurate	
MECHANICAL INTEREST	Indifferent	[. X . . .]									Interested	
Personality Dimensions												
		1	2	3	4	5	6	7	8	9		
ENERGY	Restless	[. X]									Calm	
FLEXIBILITY	Flexible	[. . . X]									Rigid	
ORGANIZATION	Disorganized	X [.]									Planful	
COMMUNICATION	Reserved	[.] X									Interactive	
EMOTIONAL DEV	Impatient	[.] X									Tolerant	
ASSERTIVENESS	Cooperative	[. . . X]									Authoritative	
COMPETITIVENESS	Team Player	X [.]									Individualist	
MENTAL TOUGHNESS	Sensitive	[X]									Tough	
QUESTIONING /PROBING	Trusting	X [.]									Skeptical	
MOTIVATION	Security	[. X . . .]									Recognition	
Validity Scales												
		1	2	3	4	5	6	7	8	9		
DISTORTION	Frank Answer	[. X . . .]									Exaggerates	
EQUIVOCATION	Choose Alter.	[. X . . .]									Choose Middle	

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

NOTE: Areas with dots and brackets ([.....]) are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual.

AREAS OF CONCERN - Scores of 1 OR 2 in any of the following dimensions: *Energy, Flexibility, Emotional Development OR Mental Toughness* are areas of concern.

Leadership Traits Assessment

Introduction

This report section evaluates John's traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

John may or may not be one of the better people employed in a specific organization. If John is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.

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Leadership Potential

Summary Report for: John Doe

John has good leadership potential in the following area(s):

- Planning
- Coaching
- Facilitating

John's Training & Development Needs are:

- **Organizing** - learn how to organize and make better use of time and assets required to successfully perform the job or job requirements.
- **Staffing** - learn how to make better staffing selections as well as how to train, motivate and lead others.

Sales Traits Assessments

Introduction

This report section evaluates John's traits in key areas of sales:

- Persistence and consistency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Developing rapport
- Identifying need or desire
- Presenting product/service to fill prospect's needs
- Dealing with objections
- Closing the sale
- Learning speed & efficiency
- Changing, growing and learning new concepts and ideas

Areas with good sales traits are highlighted with traits identified in which training or development would be beneficial.

John may or may not be one of the better people employed in a specific organization. If John is a top performer in your organization, when compared to top performing salespeople across America and Canada, this report segment may still highlight areas where development could make the individual a still better salesperson. Therefore, this Sales Traits Assessment should be reviewed in light of "what could make a good salesperson even better," with understanding that within human beings, there is always room for improvement.

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Sales Potential

Summary Report

for: John Doe

John's sales potential includes the following strength(s):

- Ability to meet and communicate effectively with people
- Ability to command respect
- Changing, growing and learning new concepts and ideas
- Developing Rapport
- Identifying need or desire
- Presenting Product/Service to fill prospect's needs
- Dealing with objections
- Closing the sale

Yet, further development in the following critical area(s) will be beneficial:

- Learning speed and Efficiency
- Persistence and Consistency
- Setting goals to win, excel and achieve

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Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.

Interview Questions for Mental Acuity

Mental Acuity - Measurement of how quickly an individual comprehends information and is able to reason through and solve problems.

-----x-----x-----x-----x-----x-----x-----				
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Interpretive Guides

Tell me about a time, in a prior job, when you found yourself engaged in a project or undertaking which became too complex to complete, based on the information and resources you had available to you at the time. What did you do? Describe the situation.

Did the candidate exhibit initiative and resourcefulness in handling the problem? Was the candidate willing to discuss problems and ask for others' input and ideas? Does it appear the candidate is willing to admit his/her limitations?

Tell me about a time when you were confronted with a difficult, unexpected set of circumstances for which you lacked the answers. How did you deal with the circumstance?

Did the candidate exhibit team spirit and a willingness to share the problem with others in order to obtain valuable input? Does it appear the candidate knows when to admit that he or she does not know what to do and ask for help?

When learning a new job, describe for me the best way you learn. Do you like to read and follow written instructions, or watch someone else and then perform the task yourself?

Does the candidate have an understanding of his or her learning style? Does the candidate admit any weaknesses as far as learning? Did the candidate mention reading as a leisure activity and if so, does it appear the candidate reads material which is business-related?

Describe for me the most difficult situation you've encountered in which you, alone, had to derive a solution for the problem. How did you arrive at the solution?

Does it appear the candidate used logic and sound principals to arrive at the solution? Does it appear the candidate can "think on his or her feet" in crisis situations? Did the candidate react impulsively, or exercise caution?

Interview Questions for Communication

Communication - Measurement of the individual's ability to communicate and willingness to share knowledge and team with others to achieve common goals.

-----x-----	-----x-----	-----x-----	-----x-----	-----x-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Interpretive Guides

Describe a circumstance in a prior job when you or a team member failed to listen attentively and problems arose due to misunderstandings.

Does the candidate have a firm understanding of the importance of listening? During the interview, did the candidate interrupt or appear to not listen to what you were saying? Does the candidate appear enthusiastic and positive, or just loud and boisterous?

Tell me about the most difficult person you've ever dealt with in trying to build rapport. How did you finally break through and get to know that person?

Does the candidate appear to have a skill in developing rapport with strangers? Is the candidate interesting and someone who exhibits interest in others?

Give me an example of a time when someone warned you not to talk so much. How have you learned to control your high level of sociability?

Is the candidate willing to admit that at some time in the past, he or she has been cautioned about talking too much? Does it appear that this is still a problem with the candidate?

Tell me about your communication style. How have you made it serve you? Would you change or improve on your ability to communicate if it were possible?

Does the candidate understand his or her own communication style? Does this style fit into the corporate culture of the company? Does the candidate feel any need to change or improve on his or her communication skills? Are these desired changes logical, mature and do they show good judgment?

Interview Questions for Emotional Development

Emotional Development - Measurement of the individual's level of patience, self-esteem and confidence.

-----x-----	-----x-----	-----x-----	-----x-----	-----x-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Interpretive Guides

Describe three of your greatest strengths in your previous position. Describe your three greatest weaknesses in that job.

Did the candidate experience difficulty thinking of his or her strengths? Weaknesses? Was the candidate quicker to relate strengths than weaknesses? Were the weaknesses the candidate stated actually traits which could be considered strengths, as well?

Tell me about a time, in your previous job, when you were too tolerant with yourself and failed to meet a deadline because of it.

Did the candidate deny ever having failed to reach a deadline? Does it appear the candidate understands the reasons behind his or her having failed to meet the deadline? Does it appear the candidate learned from the experience?

We all procrastinate from time to time. Tell me what steps you took, in your previous job, to avoid procrastinating. What specific types of tasks did you find yourself more likely to procrastinate on?

What type of tasks is the candidate the most likely to put off handling? Will it be important, in this position, that the candidate complete similar tasks in a timely manner? Does it appear the candidate has developed steps to take to help him or herself avoid procrastinating?

How would you rate yourself, in overall performance, compared to other people you worked with in your previous job who were in the same or similar type jobs?

Does the candidate have high self-esteem? Does the candidate rate him or herself to be considerably better than others? When discussing this particular question, did the candidate become more animated and boastful? Does the candidate come across overly confident or egotistical?

Interview Questions for Competitiveness

Competitiveness - Measurement of the individual's desire to compete against others and win, versus desire to work as part of a team.

-----x-----	-----x-----	-----x-----	-----x-----	-----x-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Interpretive Guides

Tell me about a time when you competed for a job, or entered into some other type of competitive endeavor, and lost. How did that make you feel?

Does the candidate get easily discouraged over failure? Does the candidate appear to take failure too personally? Does the candidate appear to have a realistic, mature outlook on trying and failing versus trying and succeeding?

In a prior job, give me an example of a sacrifice you have had to make in order to be successful. Do you believe the sacrifice was worth it? Would you make that sacrifice again?

Do the candidate's ideas of what it takes to be successful fit in with the company's corporate viewpoints? Does the candidate appear to be appropriately goal-oriented, yet also realistic and mature in his or her viewpoints?

Give me an example of a time when you had to ask for others' help in order to complete a difficult, challenging project. Did it bother you to have to ask for help? Why or why not?

Does it appear the candidate is team-spirited and willing to ask for others' help? Does it appear the candidate had rather fail to reach a goal than ask for someone else's help in order to reach the goal?

What is the most competitive endeavor you have been part of in the last few years?

Has the candidate participated in any type of competitive endeavor recently? Was the competitive endeavor the candidate participated in a team endeavor, or one he or she worked towards and reached alone? Is the candidate goal-oriented to any degree?

Interview Questions for Questioning/Probing

Questioning/Probing - Measurement of the individual's desire to question and probe, rather than accept instructions, directives and information at face value.

-----x-----	-----x-----	-----x-----	-----x-----	-----x-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Interpretive Guides

Tell me about the last time in a job situation you made the wrong decision. What prompted you to make this decision and what was the final outcome?

Did the candidate learn from his or her mistake? Does the candidate now understand what caused the mistake in order to avoid making the same error again? Was the candidate able to rectify the mistake in such a manner that the outcome was acceptable?

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

Does the candidate appear to understand how to gather information? Does the candidate have specific steps he or she takes in order to gather information, or is the process more haphazard?

Describe a time when you trusted someone in your last job and should not have. What were the circumstances and what was the outcome? Has that situation changed your outlook on life?

Did the candidate exhibit gullibility and too much trust in the other person? Does the candidate appear to understand the need to be cautiously trusting? Does it appear the situation has unnecessarily jaded the candidate's outlook and attitude about life?

We all assume more than we should, from time to time. Tell me about a time when you assumed too much and problems arose due to your not asking enough questions.

Does it appear the candidate is overly assuming? Since assuming people can sometimes tell more than they should, did the candidate talk extensively about personal matters which had little relevance to the interview or job?

Development Suggestions

Introduction

The behavior of each individual is influenced by genetics, biochemistry and environment. The individual's scores related in this assessment depict the individual as of the date and time the individual took the assessment.

Major changes in biochemistry and/or environment can change the scores on the assessment. Effective training and/or development that the individual is exposed to can and should also affect scores.

Consequently, for those individuals who seek to achieve higher levels of productivity and success in their jobs and life, and for those employers who desire such for the people they employ, we have carefully reviewed the training and development materials available in the marketplace and have selected for recommendation those that we deem appropriate to suggest in areas where the person assessed could benefit most from growth and development.

We trust that you will find these suggestions helpful.

Personal Development Suggestions

Communication - Measures introversion vs. extroversion and the ability to meet and deal with people.

You are a very interactive communicator who seldom tires of sharing ideas and information with others. You may not listen to, or take seriously, what other people are saying, however. You comfortably articulate thoughts to people, genuinely enjoy being around people and would be unhappy working alone.

Your self-affirmation sentence:

"I listen well."

Steps to Effect Change

1. Your priority is to learn not to be overly talkative at any time, especially at the wrong time.
2. Role playing can take place to stress the need for allowing others to take their turn communicating. An overly talkative individual should especially take heed not to divulge confidential information to others.
3. People who are too sociable can over talk at the expense of others and true communication can suffer because of it. When in a discussion with someone, periodically ask yourself if you are responding to everything the other person is saying with a "story" of your own. If you are, there's a good chance you're thinking about what you want to say next, rather than really listening to what the other person is saying.
4. Pay close attention to your actions to see if you find yourself interrupting others or monopolizing the conversation. One clue that you are not a good listener is when misunderstandings frequently occur when the other person says they told you something, but you don't remember. Developing good listening skills begins by admitting that such skills are needed.

Personal Development Suggestions

Emotional Development - Measures ego, self-esteem and emotional maturity compared to chronological age (age from date of birth).

You are a self-assured individual with healthy self-esteem. You believe in yourself and are not easily frustrated when things do not happen as quickly as you desire. You are self-reliant, but may at times be overly tolerant and fail to take action as quickly as you should, believing everything will "work out okay."

Your self-affirmation sentence:

"I am an action-oriented person."

Steps to Effect Change

1. Your biggest problem lies in your tolerance level and possible procrastination when action is called for. You must learn what you can achieve if you try harder and reach for greater achievement through established goals and objectives.
2. You need to mentally stress the daily and weekly process of planning time and activities to make the right things take place for timely accomplishment. Avoid becoming complacent over any unmet goals.
3. You can seek regular counseling with others to make sure that you are not being slack about reaching your goals; ask "significant others" in your life to apply pressure, when necessary, to help you meet set goals.
4. Goal setting is highly important - write goals down and evaluate your progress daily. Tell someone close to you that you are working toward a goal; let that person urge you on!

Personal Development Suggestions

Competitiveness - Reflects measurement of concern about making and keeping friendships as opposed to competing, winning and achieving individually.

You do not have a strong individualistically competitive nature, preferring to enjoy life, rather than view it as a struggle to win personally. You place a strong emphasis on maintaining friendships with co-workers, and job satisfaction is measured, in part, by developing and maintaining cordial relationships with others. You would not enjoy a position in which your effectiveness was compared to others in any type of competitive ranking.

Your self-affirmation sentence:

"I am a winner!"

Steps to Effect Change

1. Your first attempts to compete should be toward some easily reachable goal.
2. Although competition is a basic part of life, a competitive spirit is more important in some jobs than in others. If you are cast in a role calling for a strong competitive spirit, begin by competing against your own former best efforts. Competing against yourself and achieving will instill within you greater self-confidence.
3. It's great for you to engage in some type of competitive sport or activity and really strive to win. When you see that others won't hold it against you, even if you win, you will feel more comfortable in a competitive role the next time.
4. Set a desire for a particularly desirable object, goal or result in your mind and then work hard to achieve it by setting small goals which ultimately lead to your main objective.

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Online Courseware

Communication

If your work requires significant interaction with others, your communication style may be affecting your effectiveness. Development of a more productive communication style may greatly increase your success. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Models For Management](#) - Module 3: Communication and Interpersonal should be of particular interest for those wanting to explore communication style and it's impact on others.
- [Effective Personal Productivity](#) - Lesson 4: Improving productivity through communication

To access recommended online courseware, visit www.lmiuniversity.com.

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Online Courseware

Emotional Development

When working with others, your ego level may impact your relationships and your success in achieving desired results with them. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 5: Empowering the Team
- [Effective Personal Productivity](#) - Lesson 6: Improving Production of the Team

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Online Courseware

Competitiveness

When working with others, your competitive level may be influencing how effective you are in your relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 5: Empowering the Team

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Online Courseware

Question/Probing

When interacting with others in a work environment, consider how your questioning/probing level may affect these relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Models For Management](#) - Module 3: Communication and Interpersonal Relationships should be of particular interest for those wanting to explore how questioning/probing relates to communication style and effective relationships.

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