



Report designed for

**John Smith**

# ProfileXT<sup>®</sup>

## Performance Model Comparison

Performance Model: President & CEO

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## Introduction

Every employable person will match some positions better than other positions. This report provides information about John Smith 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 John Smith 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 John scored. If the enlarged segment is dark, John is in the Performance model. If it is lighter, he is not. Information about John 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** ó 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 John as a person and how to most effectively maximize his potential.

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

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 President & CEO. 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 logically 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 President & CEO, the top three interests, presented in order, are Enterprising, Financial/Administrative, and People Service. The top three interests for John are Enterprising, People Service, and Financial/Administrative. Mr. Smith shares all of these interest areas..

### Top Interests for John Smith



#### Enterprising

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



#### People Service

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



#### Financial/Administrative

Indicates interest in activities such as organizing information or business procedures.

### Top Interests for this Performance Model




#### Enterprising



#### Financial/Administrative



#### People Service

 = Match

## The Total Person

This part of the report discusses the results for John Smith 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 President & CEO model. If his score falls outside the model for a particular scale, Additional Considerations will be listed as suggestions to help John Smith adapt his behavior to better fit the job.

### Learning Index

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



### Behavioral Considerations

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

### **Management Considerations**

- John will attain skills readily when provided training. Offer a challenging training experience to avoid boredom. Adapt the training experience so that high achievers are rewarded with early dismissal or granted extra duties to achieve higher success ratings.
- Encourage his input in business discussions as he is inclined to apply any information learned to problem solving. However, consider the effectiveness of his communication of ideas to others, as he may talk over the heads of some people.
- In the training experience, he may initially excel, but a drop in performance can set in if the experience is not sufficiently challenging. A self-paced training program that adapts to the abilities of each participant will not only challenge him, but also make efficient use of his training time.
- Mr. Smith is highly responsive to training at many levels of complexity. However, this efficient pattern of assimilating information can be the cause of frustration for him if there is little challenge in the training process. Maintain challenging opportunities in training so that he may achieve even higher goals.

## Verbal Skill

A measure of verbal skill through vocabulary.



### Behavioral Considerations

- Mr. Smith should be able to grasp simple communication principles that apply to the job.
- He demonstrates a level of verbal skill equivalent to most people in the general population.
- Mr. Smith is comfortable analyzing basic written and verbal information.
- John should be capable of using basic verbal skills to communicate and help solve problems as necessary.

### Management Considerations

- Mr. Smith may occasionally experience frustration communicating with others, due to a moderately high vocabulary level. Model appropriate levels of communication and recognize his efforts to moderate his own style.
- Under situations of stress, John may lose patience with others when involved in communication. Counsel him on the frustration and provide alternatives to his typical means of communication.
- John demonstrates a high average vocabulary when compared to the general working population. On occasion his communications may appear too complex to others. If this occurs, redirect him privately on appropriate methods that are more pragmatic.
- Because John demonstrates a high average vocabulary, monitor his communications with coworkers, observing the potential for miscommunication.



## Verbal Reasoning

Using words as a basis in reasoning and problem solving.



### Behavioral Considerations

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

### Management Considerations

- While capable of processing verbal information and making decisions based on that information, be aware of any frustration John may experience when communicating with others of different ability levels. Coach him on appropriate techniques that can facilitate understanding by others.
- If he experiences frustration in expressing ideas to others, suggest that he say it in plain English or make his meaning more clear. Provide training as needed in adaptive communication.
- Proficient in verbal reasoning, Mr. Smith will work best when his verbal acumen is put to use.
- Depending on the audience, Mr. Smith 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

- Mr. Smith 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.
- He excels in a job that requires the accurate calculation of mathematical procedures in order to make correct decisions.
- John is quick in determining correct mathematical solutions to problems.

### Management Considerations

- Highly proficient in numerical calculation, Mr. Smith 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 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. Smith is under stress it may be necessary to observe his patience with peers who have a lower numerical ability level.
- He is proficient in calculating complex figures. However, John 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. Smith 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 completes numerical problems with greater success than the general population.
- Mr. Smith demonstrates a relatively strong ability to solve problems of a numerical nature.
- John grasps numerical concepts readily.
- Mr. Smith works well with numbers and numerical concepts.

### Management Considerations

- Mr. Smith is very capable of assimilating data to make decisions, but may be frustrated if there is a lack of challenge in this area. Address frustrations and provide ways to challenge his abilities.
- When making decisions based on numerical information, John can rapidly see how the data may be used. He may require outside assignments to make use of this ability if he exhibits a lack of motivation.
- To avoid miscommunications, when John is expressing complex numerical information, coach him on proper communication techniques that emphasize a common level of expression.
- Mr. Smith is very proficient at understanding and processing numerical information, but he may experience frustration if not sufficiently challenged. If little opportunity exists to practice this skill, then focusing on his motivational level may be appropriate.

## Energy Level

Tendency to display endurance and capacity for a fast pace.



### Behavioral Considerations

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

### Management Considerations

- Mr. Smith 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.
- John 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.
- 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.
- On occasion, Mr. Smith 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.

## Assertiveness

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



### Behavioral Considerations

- Mr. Smith 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.
- John can be a moderately assertive leader who gets results.
- Mr. Smith is motivated by situations in which he is held accountable for results.

### Management Considerations

- In most cases, he will contribute well in team discussions, but identify occasions in which he may dominate the group. Provide a model of appropriate group dynamics and guide him through effective interpersonal communications.
- When he feels strongly about an issue, Mr. Smith may attempt to persuade others in an authoritarian manner. When engaging in cooperative team efforts, lay out the appropriate ground rules and state clearly how each member may contribute to the team without undue challenge.
- If necessary, a training course that focuses on managing his assertiveness may provide John with the skills needed to negotiate more easily in high stress situations. Continuing feedback on his level of performance will guide him through the training process.
- Give Mr. Smith the opportunity to participate in open discussions with the team. Provide positive feedback concerning his ability to engage in active listening while providing direction that eliminates confrontational attitudes. Encourage language that focuses on the ideas of the discussion, not the people who provide those ideas.

## Sociability

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



### Behavioral Considerations

- His sociability is only moderately compatible with establishing a network of contacts.
- He may not always enjoy work that requires contact with the public.
- Mr. Smith is only moderately motivated by assignments that require interpersonal contact with people.
- Mr. Smith prefers direct and to the point communication and may avoid spending time on small talk and social amenities.

### Management Considerations

- If you need to develop his ability to interact with the group, engage John in casual conversation. Breaking down walls of interpersonal distance between him and others may encourage better participation.
- As a way to develop his interpersonal skills, invite John to as many group discussions as possible. Maintain a casual demeanor with him, as appropriate, to model the culture of your organization.
- On occasion, Mr. Smith may appear distant with the group. If necessary, support his efforts to interact with others and maintain consistency with your rewards.
- In his interactions with team members, John may be hesitant on occasion to communicate his perspective. If needed, encourage participation and make a point of initiating his involvement if necessary. As time passes, he should become more comfortable with the group and provide his fair share of input.

### **Additional Considerations**

Mr. Smith achieved a Sociability score that is outside the designated profile for this Performance Model. This suggests that his orientation for working within a team is different than the position typically requires but that he may be able to perform well with adequate training. Discussions with him should determine his potential for training and willingness to adapt to the work environment of this position.



## Manageability

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



### Behavioral Considerations

- John 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. Smith is typically willing to accept guidance and suggestions from others.
- Mr. Smith is friendly, cooperative and should be fairly easy to manage.

### 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.
- John 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. Smith 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. Smith 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.

### **Additional Considerations**

On the Manageability scale Mr. Smith scored outside the designated profile for this particular Performance Model. This suggests his willingness to work independently or in a group is different than the position typically requires but that he should have no problem achieving positive results. Discussions with him should determine the level of frustration he may experience working in this position.

## Attitude

Tendency to have a positive attitude regarding people and outcomes.



### Behavioral Considerations

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

### Management Considerations

- Mr. Smith 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.
- Mr. Smith 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.
- John 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.
- 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 John with the ability to use better judgment and forecast potential hazards more appropriately.

### **Additional Considerations**

On the Attitude scale Mr. Smith is above the designated Performance Model for this position. This suggests that his tendency will be to express an overly optimistic attitude compared to successful individuals in this position. Discussions with him should explore the possibility that he will encounter frustration by the nature of this work.

## Decisiveness

Uses available information to make decisions quickly.



### Behavioral Considerations

- Mr. Smith is typically decisive and inclined to act. He can be effective in positions which require timely results.
- He is not inclined to delay important decisions.
- John stands firm on most decisions and is not inclined to back down once a decision is made.
- Mr. Smith is capable of responding to critical situations and solving problems in a timely manner.

### Management Considerations

- If more timely decisions are required, build his willingness to take action by example of your own capacity to act with a sense of urgency, even when under stress.
- If John needs to make quicker decisions, remind him that we have to take risks when timely decisions are required. Build this risk acceptance by providing low risk situations, then building the potential for risk as he adapts.
- When under stress, Mr. Smith may tend to make decisions slowly. If this causes problems, emphasize the importance of deadlines and making decisions without extended analysis.
- Should his relatively low decisiveness level become an issue, provide training in risk management as well as how to handle stress. This should help Mr. Smith make more timely decisions under pressure.

### **Additional Considerations**

Mr. Smith achieved a Decisiveness score outside the Performance Model for this particular position. This suggests his ability to make quick decisions confidently is different than the position typically requires and he may encounter some frustration under high stress situations. Discussions with him should explore his potential for making decisions in a more appropriate manner after adequate training is applied.

## Accommodating

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



### Behavioral Considerations

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

### Management Considerations

- Conflict may play a role in his performance when John is feeling the stress of deadlines. Redirect his frustration, providing feedback that helps him to realize the effect of his attitude on others.
- 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.
- Under the stress of meeting goals in a timely manner, Mr. Smith 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.
- On occasion, Mr. Smith 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.

## Independence

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



### Behavioral Considerations

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

### Management Considerations

- If it becomes necessary to counter his tendency to follow predictable patterns, provide a less structured work environment followed with support and feedback so as to foster greater independence.
- There may be a tendency for John to hesitate when more resourceful action is required. Training in creative problem solving will allow him to perform in a more productive manner.
- John appreciates the structure of regular procedures and close supervision. To improve self-reliance, if desired, encourage him to create his own procedures for getting the job done.
- Under the pressure of deadlines or other stresses, Mr. Smith may seek out your guidance. Provide moderate supervision, but encourage self-reliance when appropriate. Possible responses may include offering your attention only after some effort is made by him to make his own decisions.



## Objective Judgment

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



### Behavioral Considerations

- Mr. Smith usually emphasizes logical deduction more than intuition in his thinking.
- John generally makes sensible, timely judgments.
- Mr. Smith typically uses judgment that reflects a balance of common sense and practical experience.
- His judgment and decisions usually indicate generally consistent objective thinking capabilities.

### Management Considerations

- When decisions need to be made quickly, Mr. Smith may spend too much time assessing all the facts. Provide instruction that allows him to make a generalized assessment of the information in a timely manner.
- When under pressure to make decisions, Mr. Smith may become frustrated by a possible lack of information available. Coach him on relying on intuition and experience when making decisions. Provide the opportunity to enhance his skills in subjective judgment.
- He requires feedback on his ability to gather information and make decisions based on a generalized impression of the data. If intuitive action is required, reward his efforts in being more subjective and following his "hunches."
- On occasion, John may be unwilling to risk a snap decision. Use motivation and encouragement to develop his confidence in taking risks and using his experience to arrive at a timely decision when necessary. Allow time for this confidence to grow.

## Interests

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

### John



#### Enterprising

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



#### People Service

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



#### Financial/Administrative

Indicates interest in activities such as organizing information or business procedures.

### Performance Model



#### Enterprising



#### Financial/Administrative

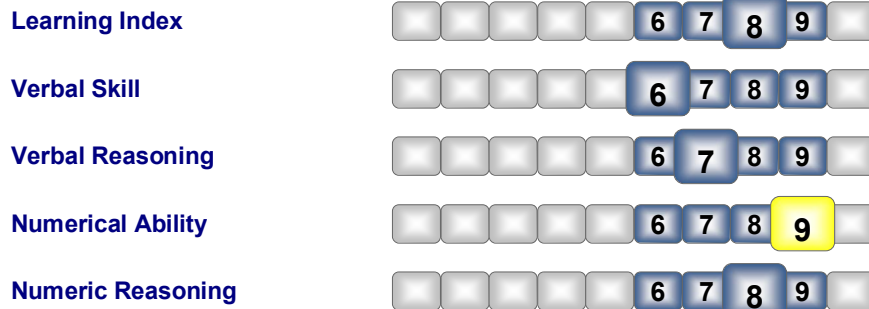


#### People Service

His interest results are focused in the Financial, People Service and Enterprising themes. This indicates that he should be motivated to attend to the detailed aspects of a position while focusing on profit issues. His interests help to balance the administrative side of work with the competitive. His motivation for working with others complements leading or facilitating teams as well as encouraging them.

With Enterprising as his primary area of interest, Mr. Smith is likely to seek out activities that involve entrepreneurial pursuits and leadership. His focus, above all other areas of interest, lies in pursuing objectives in the lively world of business. These kinds of activities motivate him most effectively. Secondly, he is motivated by the interaction with others that comes with service to an interpersonal cause as demonstrated by his interest in People Service activities. Helping others or providing them with services may help to energize him in what he does at work. Finally, his interest in Financial/Administrative activities rounds out his profile. While organizing information or keeping records and balancing budgets may not be the central focus of his motivation, these activities play a part in his interest profile.

### Overall Job Match - 91%



Thinking Style  
94% Match



Behavioral Traits  
86% Match

Distortion for this assessment is within the acceptable range.

#### Top Interests for John Smith

- Enterprising
- People Service
- Financial/Administrative

#### Top Interests for this Performance Model

- Enterprising
- Financial/Administrative
- People Service

Interests 94% Match

= Match