

The Achiever

**Assessment For: Phil Johnson
Phone: 555-555-5555**

Position: Senior Business Analyst

**Company: ABC Company
Report Type: Sr Business Analyst**

Assessment Date: 2/4/2010

**For More Information
Please Contact:**

**Milt Cotter
Candidate Resources, Inc
2100 N Hwy 360 Suite 400B
Grand Prairie, TX 75050
972.641.5494 ext 199
reports@criw.org**

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

Mental Acuity

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Johnson is average in Mental Acuity, indicating he has average thinking, problem-solving and reasoning ability. With average comprehension, he should be capable of solving less complex problems quickly, but will still require some time in order to make good decisions on more complex issues.

Business Terms

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Phil has a limited understanding of business terminology, perhaps due to a lack of exposure to business matters or a lack of interest. This dimension measures actual knowledge, however, not ability to learn.

Memory Recall

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Johnson 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. Johnson's language skills are good and should enable him to communicate effectively with others.

Numerical Perception

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Phil's average Numerical Perception score indicates that he can handle moderate amounts of detail work, but his work should be monitored for accuracy. A vision problem, tension, or carelessness may affect the Perception score. Generally, he will pay close attention to his work and follow directions carefully.

Mechanical Interest

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Phil has high mechanical interest and probably has the ability to understand information regarding mechanical equipment. This aptitude, however, measures only interest, not mechanical ability.

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

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Johnson is a very energized individual who takes an active approach to job assignments and other matters. Even though he has a high drive and energy level, he could become less productive and lose his ability to concentrate due to his high degree of tension. This, in turn, could cause errors.

Flexibility

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Phil has a good sense of integrity and is an ethical individual who is focused on what he wants to accomplish. He will also be flexible and adaptable to change, as well as able to handle multiple job demands and assignments. He is also interested in obtaining customer satisfaction by providing good service. He can be creative or stick with the "tried and true," depending on the circumstances. Even though he will try to generate new solutions to problems, and new ways to use existing applications of products or services, he will be concerned about quality prior to implementing a change. He can be inventive, but will test his new ideas and concepts to be certain any risks involved are minimal.

Organization

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Johnson is extremely organized and oriented to planning his time and activities. He generally plans everything in advance and makes the best use possible of the time and resources he has available to him to reach organizational goals and priorities. Mr. Johnson requires a good deal of structure, often assigns a specific time to each work assignment, and may spend so much time planning that he leaves too little time for implementation of plans.

Communication

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Phil has an interactive, sharing style of communicating and will be a good collaborator who will share his own thoughts and knowledge with others. Even though he is open and interactive and feels comfortable articulating his thoughts to people, he does not require constant contact with people to be content.

Emotional Dev

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Johnson has a good level of self-confidence and self-esteem, but not so much as to be unrealistic. He is willing to wait a reasonable time for results without becoming upset or frustrated.

Assertiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Phil 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. Johnson is a team player who does not have a strong sense of competitiveness. He believes that competition is good, but, when over-emphasized, can harm relationships and ruin harmony in the office or work environment. Job satisfaction is measured, in part, by the good relationships he has built.

Mental Toughness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Phil has the mental toughness to deal with a moderate amount of criticism or rejection, but retains the ability to relate to customers and others with an appropriate degree of empathy. Occasionally, he may take a negative response personally and need some encouragement and reinforcement to keep his spirits up.

Questioning / Probing

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Phil is trusting, but also cautious. He will ask reasonable, but direct, questions to determine the motives behind a decision or action, and will probe to better analyze a situation.

Motivation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Phil 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.

Name:Phil Johnson
Company: ABC Company

Date:2/4/2010
Page:4

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

Distortion

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Johnson is a secure person who is not afraid to admit his weaknesses. He is also good at assessing his strengths. He tends to be open and frank.

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

Sr Business Analyst

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 Phil'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.

Phil may or may not be one of the better people employed in a specific organization. If Phil 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.

Leadership Potential

Summary Report

for: Phil Johnson

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

- Planning
- Organizing
- Staffing
- Facilitating

Phil's Training & Development Needs are:

- **Coaching** - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.

Sales Traits Assessments

Introduction

This report section evaluates Phil'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.

Phil may or may not be one of the better people employed in a specific organization. If Phil 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.

Sales Potential

Summary Report

for: Phil Johnson

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

- Persistence and Consistency
- 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
- Ability to meet and communicate effectively with people
- Setting goals to win, excel and achieve

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 Energy

Energy - Measurement of the individual's energy and drive as it relates to handling assignments and projects.

-----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 most frustrating situation you've been involved with in a job. How did you handle the pressure of that situation?	Is the candidate aware of the problems which can be associated with stress? Does the candidate appear to thrive under pressure?
Tell me about coping skills you have developed to control stress in your life. How did you learn these skills and how have they been effective?	Does the candidate have good coping skills? Does the candidate practice specific methods of controlling stress, or are such coping skills used sporadically? Did the candidate fidget and move around a lot during the interview?
Describe for me what steps you take to meet a deadline which initially seems impossible to meet.	Are the steps the candidate takes to meet deadlines logical and consistent? Is the candidate able to handle the pressure of deadlines appropriately?
In your prior job, how much time did you spend behind a desk versus time you moved around? Do you prefer to work at a desk, or do you prefer a job where you can get up and move around frequently? Why?	Will the degree of mobility the candidate desires be available in this position? Does it appear the candidate can handle a mixture of both stationary tasks and action-oriented tasks? Will the candidate be allowed to move around in this job, even if the job is handled from behind a desk?

Interview Questions for Organization

Organization - Measurement of the individual's desire to organize assignments and projects to better utilize time and resources.

-----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

How did you keep yourself organized in your previous job? Did you plan on a daily, weekly or monthly basis? What planning tools, if any, did you utilize?

What percentage of your previous job was detail-oriented versus the percentage which required you deal with other people? Which did you prefer and why?

Tell me about a time when you planned a project or task in advance and then were forced to change your plans at the last minute. How did that make you feel?

Tell me about a time when you would have done better by "winging" it, rather than sticking with your planned course of action.

Interpretive Guides

Does the candidate tend to plan daily, leaving little room for changes, interruptions or other situations which might alter his or her plans? Does the candidate utilize a variety of planning tools which might result in his or her being inflexible towards changing plans?

Is the percentage of detail-oriented versus people-oriented tasks approximately the same in this position as the candidate's last position? Will the position involve a higher degree of the type of work the candidate prefers?

Do changes to his or her schedule frustrate the candidate? Is the candidate able to adapt his or her schedule to meet changing needs?

Did the experience teach the candidate the necessity of being flexible? Was the candidate able to resolve the problem in an appropriate manner?

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

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?

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?

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?

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

Interpretive Guides

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?

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?

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?

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?

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

Energy - Measures drive, energy, stress level and tension, and how an individual copes with stress or pressure.

You are an energetic individual who approaches tasks in a vigorous manner. Due to your high drive level, you will tackle projects energetically, but could lose your ability to concentrate if tension mounts to an extreme level. Because of your tension level, you need opportunities during the day to move around and expend excess energy.

Your self-affirmation sentence:

"I am relaxed so I achieve more."

Steps to Effect Change

1. Consider a medical examination to learn whether your tension level needs medical attention. If physically able, beginning a daily exercise program involving the following or similar activities would be wise, if you are not already involved in any of these activities on a regularly scheduled basis:
 - A. Running or jogging, aerobic dance, exercise or walking.
 - B. Tennis, badminton, volleyball, racquetball
 - C. Swimming, golf, bicycling.
2. If your physical activity is severely limited, schedule breaks for yourself, exercise or use other tension-reducing relaxation techniques. In addition, refraining from stimulants such as tobacco, refined sugar, caffeine, etc., will be helpful.
3. Other approaches you might consider to deal with tension are biofeedback and/or hypnosis relaxation or meditation therapies of all types, under the guidance of a professional.

Personal Development Suggestions

Organization - Measures a person's attitude about organization, planning, how tasks are performed and how one's life is lived.

You are extremely organized and oriented to planning your time and activities. You generally plan everything in advance and make the best use possible of the time and resources you have available to you to reach goals. When scheduling your activities, you often assign a specific time to each assignment and work best within this frame of time.

Your self-affirmation sentence:

"I am flexible."

Steps to Effect Change

1. Keep a mental plan of daily activities and the time allotted for them. When allotting specific times to activities, build in enough leeway to handle interruptions, unforeseen contingencies which might arise, etc.
2. Role playing exercises which teach and encourage extemporaneous thought and action should be entered into as frequently as feasible.
3. A weekly or monthly schedule of your objectives should be created, reviewed, and items crossed off when accomplished. Learn to accept schedule interruptions.

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.

Name:Phil Johnson
Company: ABC Company

Date:2/4/2010
Page:18

Online Courseware

Organization

When working with others, your organizational preferences level may be affecting how effectively you work them. You may benefit from the following development suggestions.

Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 1: The Nature of Productivity.
- [Effective Personal Productivity](#) - Lesson 2: Goals Achievement Through Time Management

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

Name:Phil Johnson
Company: ABC Company

Date:2/4/2010
Page:19

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

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