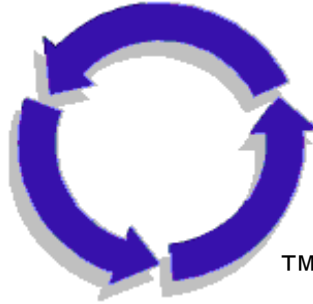


CONFIDENTIAL



Profile Evaluation System™

**Prepared for:
Sample Company**

**Profile Hiring Report
ON**

Sam Sample

**Regarding the position of:
Assistant Store Manager**

**Normative Pattern Used:
Entry Level Manager**

**Prepared by:
Leadership Management, Inc.**

4567 Lake Shore Drive
Waco, TX 76710

800/568-1241

March 1, 2001

Sample Company

Name: Sam Sample

Normative: Entry Level Manager

Position: Assistant Store Manager

Mental Aptitudes

DIMENSION	DESCRIPTION	Stanine									DESCRIPTION
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual							7			rapid
Business Terms	A2 low						6				high
Memory Recall	A3 low								8		high
Vocabulary	A4 low word knowledge			3							high vocabulary
Scanning Accuracy	A5 low perception							7			high perception
Mechanical Interest	A6 low				4						high

Personality Dimensions

DIMENSION	DESCRIPTION	Stanine									DESCRIPTION
		1	2	3	4	5	6	7	8	9	
Nervous Tension	D1 restless				4						calm
Character Strength	D2 flexible							7			traditional
Work Habits	D3 spontaneous			3							plans ahead
Sociability	D4 reserved							7			outgoing
Emotional Maturity	D5 impatient			3							tolerant
Dominance	D6 cooperative			3							assertive
Competitiveness	D7 team oriented								9		winning oriented
Stamina	D8 sensitive								9		tough minded
Naivete	D9 trusting			3							skeptical
Motivation	D10 security							7			recognition

Validity Scales

DIMENSION	DESCRIPTION	Stanine									DESCRIPTION
		1	2	3	4	5	6	7	8	9	
Distortion	V1 very frank					5					exaggerates
Equivocation	V2 low					5					high

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

Summary

Validity Scale Number 1 Frankness <div style="border: 2px solid black; padding: 5px; width: 60px; margin: 10px auto;">85%</div>	Validity Scale Number 2 Equivocation <div style="border: 2px solid black; padding: 5px; width: 60px; margin: 10px auto;">85%</div>	Recommendation Norm Suitability Score <div style="border: 2px solid black; padding: 5px; width: 60px; margin: 10px auto;">70%</div>	
Special Messages None computed.			
Hiring Combinations	Hiring Questions	Dimensions found outside Normative Patterns	
MID & HIGH A1 HIGH D2 HIGH A1 MID & HIGH D1 LOW D3 HIGH A1 (LOW A2 A3 or A4) HIGH A1 A5 HIGH A1 D2 LOW D9 HIGH A1 A5 LOW D9 HIGH A1 D4 D10 HIGH A1 LOW D5 LOW D3 HIGH A1 HIGH D4 D10 LOW D5 HIGH D7 HIGH D2 D8 HIGH D2 LOW D9 HIGH D4 LOW D6 HIGH D2 LOW D6 HIGH D4 D10 LOW D5 HIGH D4 LOW D9	High D2 Low D3 High D4 Low D5 Low D6 High D7 High D8 Low D9 High D10	A3 Memory Recall A4 Vocabulary A6 Mechanical Interest D3 Work Habits D4 Sociability D6 Dominance D7 Competiveness D8 Stamina D9 Naivete	
Compute Job History and Interview Results for the areas below. Sum the three scores to obtain the final results.			
Job History	Interview results	Norm Suitability	Final Results
<div style="border: 2px solid black; width: 60px; height: 20px; margin: 0 auto;"></div>	<div style="border: 2px solid black; width: 60px; height: 20px; margin: 0 auto;"></div>	<div style="border: 2px solid black; padding: 5px; width: 60px; margin: 0 auto;">70%</div>	<div style="border: 2px solid black; padding: 5px; width: 60px; margin: 0 auto;">/300</div>

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

Validity and Recommendation

The validity scores of Sam Sample's Profile Evaluation reflect his attitude toward test taking. The first score is distortion, which was designed to measure Sam's frankness in reporting information about himself. The second score is equivocation, which measures the extent of his acceptance of the test taking task of choosing extremes, which are in most instances polar opposites. Too many "in between" or "neutral" responses would impair the statistical accuracy of Sam's test. If either validity scale falls below 80% the accuracy of the results would be reduced and this report would be considered invalid.

Validity Scale Number 1
Frankness **85%**

Validity Scale Number 2
Equivocation **85%**

The objective of this profile evaluation is to measure Sam Sample's job suitability as a Entry Level Manager. Mr. Sample's recommendation score has been measured against your Entry Level Manager job normative pattern, then displayed as a percentage of job suitability. If you have several candidates for this position, you may wish to use the recommendation as a guide for comparison.

Recommendation
Norm Suitability Score **70%**

Any score falling under 70% could suggest that other factors of Mr. Sample's candidacy as Entry Level Manager should be considered as well. The other two-thirds of the selection process, 1) the confirmed Known Factors and 2) your determination of Team Compatibility during a series of interviews, should carry an equal value to this profile. Any decision should be based equally on all three areas.

NOTE:

When properly implemented and utilized in conjunction with other hiring and interviewing tools, this profile will strengthen the employer's position to ensure that applicants and employees are treated fairly without regard to race, color, religion, sex, or national origin. Achievement Tec., Inc. will defend the validation of the profile evaluation Program system™ booklet's contents.

This report is confidential. It is an opinion based on test results and other available data. The accuracy of the scoring input for these test results are the responsibility of the client. Leadership Management®, Inc. accepts no responsibility when given incorrect information.

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

Hiring Combinations

In most profile evaluation results there exists a series of combinations derived from the relationship between seemingly unrelated traits of our personality and mental attitudes. Often these combinations provide a more accurate indication of the individual than just the scores by themselves. In fact, strengths in some dimensions may compensate for weaknesses in others. Of course the opposite may also be true, which means that a negative combination may offset a positive trait to some degree.

Hiring Combination for: **MID & HIGH A1 HIGH D2**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual							7			rapid
Character Strength	D2 flexible							7			traditional

Even with this higher score in Mental Alertness, you may have found Sam Sample to be set in his ways and slow to respond to change. He usually will hate to make mistakes and will stick to the tried and true. As a result, Sam may be difficult to communicate with at times.

Hiring Combination for: **HIGH A1 MID & HIGH D1 LOW D3**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual							7			rapid
Nervous Tension	D1 restless				4						calm
Work Habits	D3 spontaneous			3							plans ahead

With this combination you may have found Sam Sample becomes bored very easily. It may be best that Sam has several things on the go to keep his job interesting. You may also increase the workload in his position.

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

Hiring Combination for: **HIGH A1 (LOW A2 A3 or A4)**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual							7			rapid
Business Terms	A2 low						6				high
Memory Recall	A3 low								8		high
Vocabulary	A4 w word knowledge			3							high vocabulary

These aptitudes usually have a very high degree of interrelationship. This implies that for the most part, with this score in Mental Alertness, Sam Sample should have similar scores on the other aptitudes. With this particular combination Sam Sample may not be striving to perform to his maximum potential in all of these areas.

Hiring Combination for: **HIGH A1 A5**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual							7			rapid
Scanning Accuracy	A5 low perception							7			high perception

Sam Sample has the excellent ability to unify sensations and perceptions into meaningful composites - a process called closure. As a result, he will input and process data more expediently as well as put concepts and situations into perspective quickly. This combination indicates a probability that Sam handles mathematical calculations very well.

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

Hiring Combination for: **HIGH A1 D2 LOW D9**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual							7			rapid
Character Strength	D2 flexible							7			traditional
Naivete	D9 trusting			3							skeptical

This combination may indicate a person of strong moral convictions who likes to lead others by setting a good example.

Hiring Combination for: **HIGH A1 A5 LOW D9**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual							7			rapid
Scanning Accuracy	A5 low perception							7			high perception
Naivete	D9 trusting			3							skeptical

Sam Sample requires this combination of Mental Alertness and Perception to offset his Naivete.

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

Hiring Combination for: **HIGH A1 D4 D10**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual							7			rapid
Sociability	D4 reserved							7			outgoing
Motivation	D10 security							7			recognition

This combination of scores indicates Sam would make a good trainer or speaker. He is sociable, bright and enjoys recognition.

Hiring Combination for: **HIGH A1 LOW D5**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual							7			rapid
Emotional Maturity	D5 impatient			3							tolerant

Rapid learning, coupled with impatience, could mean that Sam Sample expects everyone to be as sharp as he is. While talking we could expect him to be several sentences ahead and jiggling a foot impatiently waiting for others to catch up. Obviously it would make Sam's life easier if he was reminded of this strong personality trait. Not everyone is as smart as he is, and some consideration on his part is very necessary.

Hiring Combination for: **LOW D3 HIGH A1**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Work Habits	D3 spontaneous			3							plans ahead
Mental Alertness	A1 gradual							7			rapid

This combination of scores indicates Sam Sample is a quick thinker and is able to think "on his feet."

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

Hiring Combination for: **HIGH D4 D10**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Sociability	D4 reserved							7			outgoing
Motivation	D10 security							7			recognition

This combination indicates Entry Level Manager who is a forceful, optimistic, effervescent, and enthusiastic communicator. As a result, Sam Sample is probably a "people" person. You may caution Sam that although he enjoys the lime-light, he must also be receptive to the opinions of others.

Hiring Combination for: **LOW D5 HIGH D7**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Emotional Maturity	D5 impatient			3							tolerant
Competitiveness	D7 team oriented									9	winning oriented

Sam Sample has a burning desire to win. He will try to excel whenever possible. Many times circumstances beyond personal control lead to periodic failure. Therefore, Sam's competitive spirit may need to be tempered at times. Most importantly, properly motivated and directed Sam will accomplish most aspects of the Entry Level Manager position.

Hiring Combination for: **HIGH D2 D8**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Character Strength	D2 flexible							7			traditional
Stamina	D8 sensitive									9	tough minded

Sam Sample is a very rigid and tough-minded Entry Level Manager and therefore may lack the orientation to see and recognize color, art, and conceptual form. As a result he would not be expected to be aesthetically creative. Assistance in the preparation of documents and correspondence would be beneficial. Sam is probably not creative and may require help in the presentation and packaging aspects of his position.

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

Hiring Combination for: **HIGH D2 LOW D9**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Character Strength	D2 flexible							7			traditional
Naivete	D9 trusting			3							skeptical

Entry Level Managers with this pattern believe in established institutions and values. You will find that Sam Sample will tend to practice what he preaches by being loyal, conscientious, and persevering. Conscientious Entry Level Managers follow rules, policies and procedures and expect others to do the same. You should advise Sam that he should not always take things at face value, but that he should investigate all the parameters.

Hiring Combination for: **HIGH D4 LOW D6**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Sociability	D4 reserved							7			outgoing
Dominance	D6 cooperative			3							assertive

With his gregarious and easygoing nature, Sam Sample will probably not manage people well. Sam prefers a harmonious business atmosphere and as such may appreciate some assistance in managing his cooperative style.

Hiring Combination for: **HIGH D2 LOW D6**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Character Strength	D2 flexible							7			traditional
Dominance	D6 cooperative			3							assertive

Although Sam Sample is not assertive by nature, this combination of scores indicates he will stand up for things he believes are important.

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

Hiring Combination for: **HIGH D4 D10 LOW D5**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Sociability	D4 reserved							7			outgoing
Motivation	D10 security							7			recognition
Emotional Maturity	D5 impatient			3							tolerant

As an outgoing and recognition-oriented person Sam enjoys attention and will actively seek it out. He enjoys being the "life of the party."

Hiring Combination for: **HIGH D4 LOW D9**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Sociability	D4 reserved							7			outgoing
Naivete	D9 trusting			3							skeptical

These scores in Sociability and Naivete indicate Sam is both gregarious and trusting of others. Because of his confidence in others he may find it difficult to keep secrets.

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

Hiring Questions

The following are sample interview questions that can be used as a guide in your preparation for Sam Sample's final interview.

The profile Evaluation has identified those personality dimensions scores which fall both outside the normative pattern or in the extreme ranges (1,2,3 or 7,8,9).

These areas need further investigation or clarification to help determine Sam's suitability as Entry Level Manager.

High D2

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Character Strength	D2 flexible							7			traditional

How do you feel when someone breaks a promise to you?
 How does it affect you when others see things differently?
 What do you think about changes to the work place?

Low D3

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Work Habits	D3 spontaneous			3							plans ahead

What value do you put on job descriptions or standard practice documents?

Why do people miss appointments? What do you think about missed deadlines?

Would you prefer to work in a very structured job? Why?

High D4

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Sociability	D4 reserved							7			outgoing

How much confidence do you have when meeting new people?

Why do you feel it is necessary to lead the conversation?

Do you feel you are skilled in convincing others of your viewpoint?

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

Low D5

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Emotional Maturity	D5 impatient			3								tolerant

Do you grow impatient easily?

Do you have some difficulty expressing feelings and affection for friends and loved ones?

Do noise and stress in the work place bother you?

Do you feel frustration when working on a difficult task?

Low D6

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Dominance	D6 cooperative			3								assertive

Who was your best Manager? For what reasons?

How do you back out of an argument?

Why is avoiding a quarrel important to you?

When you feel strongly about something, how do you press for acceptance of your idea?

High D7

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Competitiveness	D7 team oriented									9	winning oriented

If at work you found yourself with spare time, what typically would you do?

How do you feel about your accomplishments at work? In your leisure time?

What is your definition of winning?

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

High D8

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Stamina	D8 sensitive									9	tough minded

How do you handle a major set-back? How does it affect you?

If you have a preference, what type of vacations would you enjoy? Camping? Back-packing? Luxurious accommodations? Motels?

What is your personal philosophy when you have to make a difficult decision, particularly one dealing with other people?

Low D9

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Naivete	D9 trusting			3							skeptical

Do you generally accept information at face value? Why?

In your work, would you rather not experience surprises? Explain.

Why do you think people enter politics?

High D10

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Motivation	D10 security							7			recognition

Tell me about the opportunities you have had to speak in public.

How would you cope with frequent changes on the job?

Have you ever been in a position where your income was not guaranteed, such as commissioned sales or your own business? How did that affect you?

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

Dimension Descriptions

A1: Mental Alertness

Areas tested in this category include reading and practical, deductive and logical reasoning. A low score in this area does not necessarily indicate an inability to learn, but the respondent may have to concentrate harder on some details.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual						7				rapid

Sam's Mental Alertness score indicates an astute Entry Level Manager who assimilates new information well on first exposure. Sam enjoys a mental challenge.

A2: Business Terms

Business Terminology measures knowledge and use of terms normally utilized in a business environment. A person's interest in business matters is normally reflected by this measurement.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Business Terms	A2 low					6					high

Entry Level Manager with a SIX in Business Terminology has a high-average grasp of business and financially-related terminology. Sam Sample has the skills to understand and discuss material presented in business terms.

A3: Memory Recall

Memory Recall is designed to determine the extent to which the applicant knows and retains information on what is going on in the world around them. This measurement is not only indicative of a person's range of interests, but is also closely related to the applicant's observational skills, attention span, ability to concentrate, and desire to practice.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Memory Recall	A3 low								8		high

Possessing astuteness, diligence and alertness in keeping up with most current events means Sam Sample will communicate well as Entry Level Manager. Sam is not only aware of competitive and market trends which affect industry, he is also quite adept at conversing on a wide range of topics.

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

A4: Vocabulary

This measurement tests the person's knowledge and use of vocabulary. With good vocabulary skills it is easier to understand, communicate, find solutions, command respect and motivate others. Additionally, a strong vocabulary promotes confidence in oral and written form when dealing with others.

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Vocabulary	A4 low			3								high

Sam Sample's score in Vocabulary indicates he may occasionally be at a loss for words when communicating. Working with a 30-day word guide, the dictionary, and enrolling in a reading course will certainly improve his word knowledge.

A5: Scanning Accuracy

This measures the person's ability to handle matching numbers, symbols and signs. This aptitude further measures ability to identify critical features, and focus attention.

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Scanning Accuracy	A5 low						7					high

Sam Sample has the ability to scan quickly and accurately. This ability may transcend to other areas, enabling Sam to speed-read and process data rapidly. Entry Level Managers scoring in this range are most often characterized by their ability to concentrate as well as quickly sort and code data.

A6: Mechanical Interest

The Mechanical Interest measurement is designed to quickly identify whether the person being evaluated is interested in mechanical devices. This is not a measure of aptitude but instead reflects the respondent's interest level. It measures whether a respondent will spend the time and put forth the effort to understand mechanical devices. For most positions, however, this dimension is not a critical one.

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Mechanical Interest	A6 low				4							high

Here Sam Sample is indicating a moderate level of mechanical interest. Sam will put forth the amount of effort necessary to understand equipment which is used on the job, even to the point of making minor repairs.

Sample Company

Name: Sam Sample

Normative: Entry Level Manager

Position: Assistant Store Manager

D1: Nervous Tension

Nervous Tension stems from the combination of the person's genetic background, environment, and biochemistry. It is the innate energy level that the person exhibits, such as nervous tension, drive and energy.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Nervous Tension	D1 restless				4						calm

Sam has scored a FOUR in the Nervous Tension segment of the evaluation. Sam is able to work in a stationary position when needed, but he also needs some mobility during the day. At times, Sam's high drive level could hamper his attention span, but with occasional breaks, his concentration should be adequate.

D2: Character Strength

Character Strength measures the strength of conscience in an individual. This is a subconscious dimension which governs behavior.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Character Strength	D2 flexible					7					traditional

Entry Level Managers scoring in this range are quite fixed in the way they feel and see situations and may be rule-oriented in their outlook and actions. Sam Sample prefers to have solid guidelines under which to operate. This rigid outlook can sometimes lead to inflexibility and the inability to adapt to changing situations.

D3: Work Habits

This segment measures the person's attitudes about organization and how one's work is best performed. It is also indicative of the general outlook a person has concerning the necessity of planning one's work.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Work Habits	D3 spontaneous			3							plans ahead

Sam Sample may feel that planning is a waste of time and will not as a rule bother with it. Entry Level Managers who are spontaneous do not usually plan their time and activities; they prefer to flow with the tide in lifestyle and job performance, but are good improvisers who conform to circumstances as they arise. Sam will prefer to work on an erratic schedule and will require great latitude in his activities.

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

D4: Sociability

Sociability measures the degree to which an individual has the desire and motivation to interact with others. Some people enjoy interaction with others, while other people would prefer very little interaction.

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Sociability	D4 reserved									7		outgoing

Sam is probably considered an extrovert. As a highly gregarious and outgoing Entry Level Manager he will sincerely like people and rarely tire of talking and interacting with others. Sam will probably be friendly and skilled in interpersonal relationships. Extroverts are unhappy unless they have a good deal of interaction with others in both their business and personal lives. A potential shortcoming here is that Sam may gain too much emotional satisfaction from talking with others, which may be detrimental and lead to consistent interruption in the office.

D5: Emotional Maturity

The Emotional Maturity dimension measures ego strength and as such is the key not only to emotional adjustment, but also to how well an individual deals with environmental and situational stress.

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Emotional Maturity	D5 impatient			3								tolerant

Scoring a THREE is in the typical range for someone under 20. If Sam Sample falls beyond this range it could indicate a somewhat insecure individual who feels a strong sense of urgency concerning tasks and, when frustrated by a difficult situation, can give up easily. This lack of self-confidence can also exhibit itself in impatience with others.

D6: Dominance

Dominance carries the heaviest hereditary rating in the personality dimensions. It is the power dimension of personality and is primarily a measurement of self-assertiveness. This dimension can be augmented or modified through proper training and personal effort.

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Dominance	D6 cooperative			3								assertive

From a Dominance standpoint, Sam Sample works to maintain a cooperative working environment and avoids confrontations. Sam will take direction well and respects authority, but may have difficulty voicing an opinion to the person in authority or in taking control. You may find he will compromise, rather than start a controversy. Sam may need assertiveness training, especially if his Entry Level Manager position needs a more assertive approach.

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

D7: Competitiveness

This dimension measures the competitive nature of an individual. This competitive nature is environmentally produced. This measurement evaluates the person as an individual competitor, rather than as part of a team.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Competitiveness	D7 team oriented									9	Winning oriented

Sam has a burning desire to win, to meet and beat any challenge excelling whenever possible. You will find Sam is generally high in self-discipline and competitive desire. He will take a great deal of pride in accomplishments and has a driving need to be doing something that will be productive and will result in success and achievement. As Entry Level Manager Sam will enjoy solitary pursuits more than a team effort.

D8: Stamina

Stamina refers to both physical and mental attributes and is a measurement of an individual's vigor or capacity for endurance. "Tender-minded" or "tough-minded" individuals result from their environmental influences.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Stamina	D8 sensitive									9	tough minded

Sam Sample is a tough-minded Entry Level Manager who is oblivious to physical discomforts. Sam is a self-reliant individual who has a good deal of resilience, bouncing back quickly from any misfortune or setback. You may find he is insensitive or hard-nosed to the needs of others.

D9: Naivete

This dimension measures the worldliness of an individual. Extreme scores in this dimension may hamper job effectiveness.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Naivete	D9 trusting			3							skeptical

Sam Sample is an optimistic person who looks for the good in all situations, as indicated by the Naivete score. Sam will not always probe into unclear situations and can remain unaware of hidden, less-than-honorable motives. Sam should train himself to be sure that instructions he may give are clear to everyone involved.

Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

D10: Motivation

Work Motivation is one of the most critical dimensions in the profile evaluation. It describes how a person can best be motivated, which is of primary concern to employers. This dimension outlines the rewards that the business establishment can most appropriately confer. These rewards should be, when possible, what particular individuals consider key to their lifestyles.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Motivation	D10 security							7			recognition

Being recognition-motivated, Sam Sample will take risks to make faster progress or greater gains. Sam works well on a commission or bonus basis where quick gains reward personal effort. However, Sam will not stay with a Entry Level Manager job which does not offer desired recognition, control or incentive and thus could be a possible turnover risk.

V1: Distortion

This dimension measures the frankness of the respondent in reporting about himself. Certain questions interspersed through the Profile Evaluation System™ Booklet's Personality Section require the candidate to acknowledge his or her own weaknesses. It is assumed that if the individual answers these questions frankly, they will respond correspondingly to the other questions.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Distortion	V1 very frank					5					exaggerates

This average score means Sam has achieved an acceptable level for this dimension. Sam has a good understanding of his strengths and weaknesses, yet at the same time, he has a need to establish and maintain a somewhat protective exterior. This Evaluation is considered valid.

V2: Equivocation

This dimension measures the number of times an individual chooses the middle-of-the-road response (b), rather than either of the two extremes (a or c). It is assumed that the fewer middle-of-the-road responses given, the more accurate the Profile of the individual will be.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Equivocation	V2 low					5					high

Sam Sample has achieved an acceptable level of Equivocation meaning he chose a number of middle-of-the-road answers without invalidating this Profile. This score is indicative of Entry Level Manager who is more secure and confident in himself.