

CONFIDENTIAL



Profile Evaluation System™

Prepared for:

Sample Company

Profile Personality Only Coaching Report

ON

Sam Sample

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

**Normative pattern Used:
Entry Level Manager**

Prepared By:
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Sample Company

Name: Sam Sample
Position: Assistant Store Manager

Normative: Entry Level Manager

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

<p>Validity Scale Number 1</p> <p style="text-align: center;">Frankness</p> <div style="text-align: center; border: 2px solid black; padding: 5px; width: 50px; margin: 0 auto;">85%</div>	<p>Validity Scale Number 2</p> <p style="text-align: center;">Equivocation</p> <div style="text-align: center; border: 2px solid black; padding: 5px; width: 50px; margin: 0 auto;">85%</div>	
<p>Special Messages</p> <p>None computed.</p>		
Coaching Combinations	Training Analysis	Dimensions Found Outside Normative Patterns
<p>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</p>	<p>Organizational Skills Motivational Skills Assertiveness Training Probing/Questioning</p>	<p>D3 Work Habits D4 Sociability D6 Dominance D7 Competiveness D8 Stamina D9 Naivete</p>


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 

Validity Scale Number 2
Equivocation 

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

Coaching Combinations

In most profile evaluation results there exists a series of combinations derived from the relationship between seemingly unrelated traits of our personality. 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.

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.

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.

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

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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.

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.

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

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."

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

Training Analysis

The following Training Analysis is based on combinations in Sam Sample's Profile Report. Prior to beginning any training it may be advisable to review this quick reference for use in analyzing performance problems.

1. If Sam has a performance problem, could it be improved through training?
 - a. What is the performance discrepancy?
 - b. Is this discrepancy an important part of Sam's job?
 - c. Is this problem a skill deficiency?

2. If it is a skill deficiency:
 - a. Could Sam do it in the past?
 - b. Is the skill used often?
 - c. What are your alternatives - is there a simple solution?
 - d. Does Sam have the ability to improve?

3. If it is not a skill deficiency but an attitude problem:
 - a. Are there obstacles prohibiting performance?
 - b. Is Sam's attitude affecting the job?
 - c. Is the desired attitude difficult to change?
 - d. Is non-performance rewarding?

4. What should be done now?
 - a. Which solution has the best value?
 - b. Which result will have the most impact on performance?

Organizational Skills

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

By nature, Sam Sample has some weak organizational habits. With this score it would be advisable to enroll Sam in a program to enhance his planning skills. Time management programs are available through a variety of professional training firms.

Motivational Skills

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

Sam Sample is very talkative and recognition-motivated. As a result, Sam would benefit from a course in listening skills.

Sample Company

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Assertiveness Training

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

With this score, Sam Sample will benefit from a program to assist him in raising his general awareness levels of confidence and assertiveness. Often, an extra-curricular program in the evening is available through a local college or university. This will assist Entry Level Managers who have a low level of Dominance.

Probing/Questioning

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

Lower scores in naivete simply mean that as Entry Level Manager, Sam Sample would benefit from a course in questioning and probing skills. He tends to take things for granted and may not have the natural desire to question facts presented. Any program developing questioning techniques would be helpful. For example, a probing module from many Sales Training programs could be adapted for this Entry Level Manager position.

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Dimension Descriptions

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

The optimum level of Nervous Tension lies in the average stanines. Your score indicates that you enjoy being out and on the go, making things happen and getting things done, yet you retain the ability to concentrate and follow through.

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

You have scored in the higher range of the Character Strength dimension which could indicate that you may often be fixed in the way you feel and see situations. You may also be rule-oriented in your outlook and actions. You probably like to have solid guidelines under which to operate and change may not come easily for you.

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

Your score indicates that you are a fairly spontaneous individual and tend to feel that planning takes too much time. You prefer to flow with the tide and are a good improviser, able to conform to circumstances as they arise. You prefer to think "on your feet" and enjoy a flexible schedule.

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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

Your high score in Sociability indicates that you are highly gregarious and outgoing. You sincerely like people and rarely tire of talking and interacting with others. You are probably highly skilled in interpersonal relationships. Without a good deal of interaction with others in both your business and personal lives you would probably be unhappy.

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

With a THREE score in Emotional Maturity you probably feel a strong sense of urgency involving tasks. You may have some difficulty expressing feelings and affection for others. Noise or stress bother you and sometimes you feel frustration when working on a difficult task. If you are prone to stress, you should release it through an exercise program, for example.

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

You work to maintain a cooperative working environment and avoid confrontations. You respect authority, but may have difficulty voicing an opinion to the person in authority, or in taking control. You will generally compromise, rather than start a controversy.

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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

You have a burning desire to win and to meet and beat any challenge whenever possible. You are generally high in self discipline and competitive desire. You take a great deal of pride in accomplishments and have a driving need to be doing something that will be productive and result in success and achievement.

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

You are a resilient person who is oblivious to physical discomforts. You are a self-reliant individual who bounces back quickly from any misfortune or setback. You expect others to be as resilient as you are.

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

You are an optimistic person who looks for the good in all situations. You will not always probe into unclear situations and can remain unaware of hidden motives.

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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

You will take risks to make faster progress or greater gains. You work well on a commission or bonus basis where quick gains reward personal effort. Anything new, interesting, challenging, or exciting is right down your alley. Others enjoy your enthusiasm.

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

Your FIVE score indicates that you have an understanding of your own strengths and weaknesses, yet sometimes you feel a need to maintain a somewhat protective exterior.

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

Your score is in the average range of the Equivocation dimension. You chose an acceptable number of B responses which indicate your ability to select between polar opposites.