

Client Name: Sample

Client Number:

Participant Name:

Job Target: **Graduate**

Target Number: 200485

Profile Number: 1070177WB

Report Date: November 23, 2015

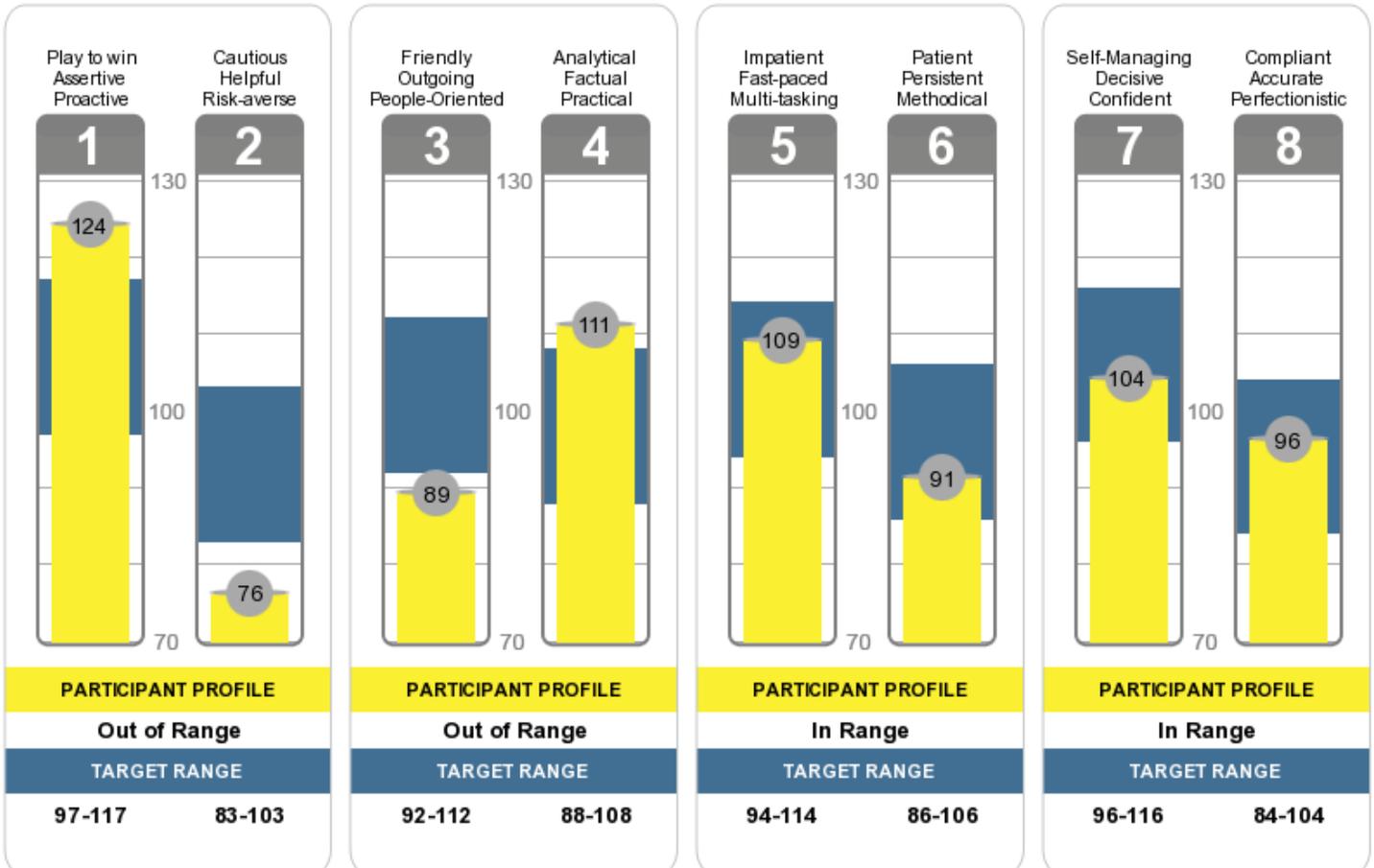
Dept./Div.:

Compatibility Rating: Good

Primary Behavioral Col. N/A

Rating Summary:

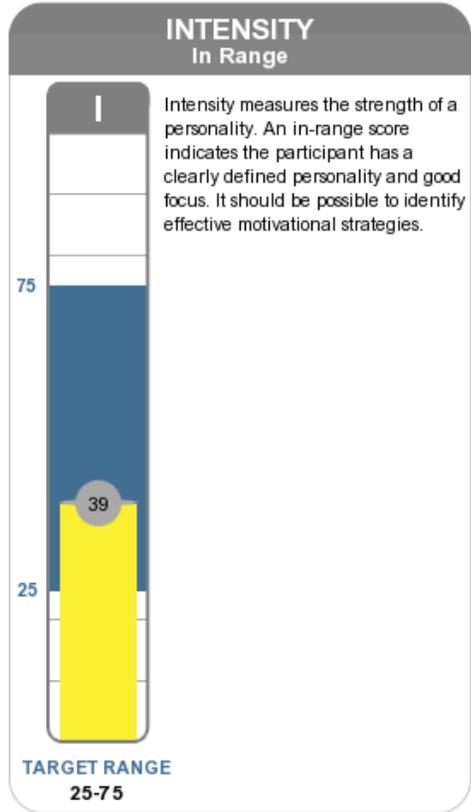
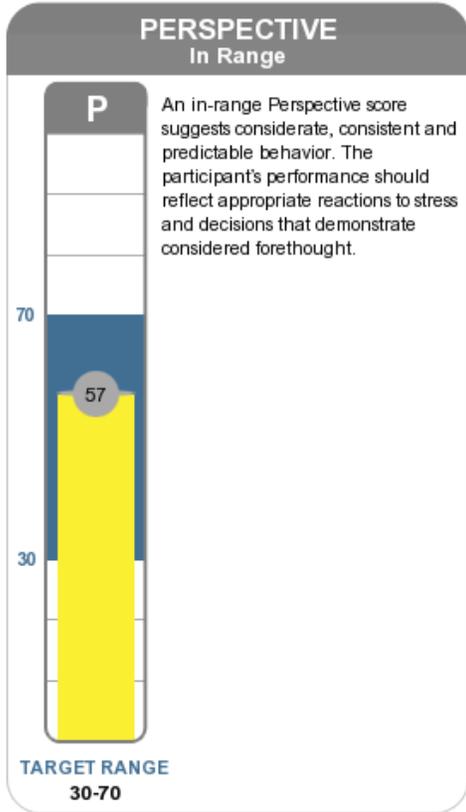
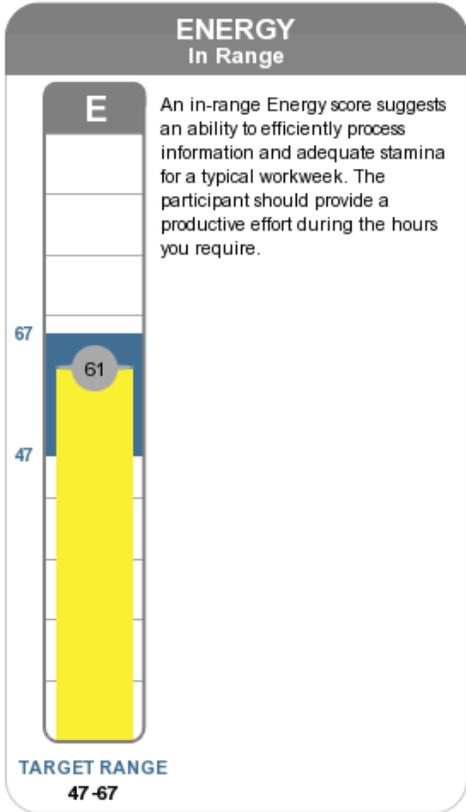
This participant scored Good against your target profile. A Good rating occurs when one or more of the nonessential behavioral and/or performance measurements do not fall within your target range. A Good indicates the participant's strengths closely align with your target group, but minor management concerns may exist. For more information, see the "Comparison to Target" and "Management Insight" sections.



Client Name:
Participant Name:
Profile Number: 1070177WB

Client Number 13-587
Job Target: Graduate
Target Number: 200485

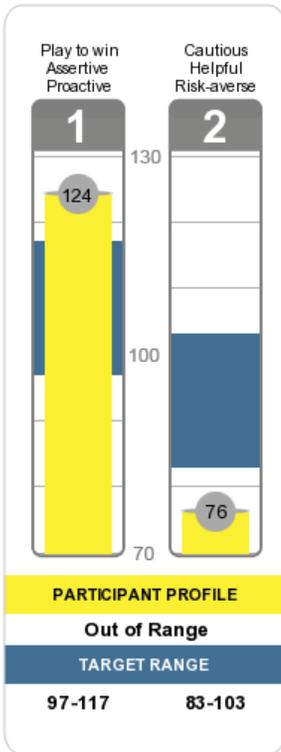
COMPARISON TO TARGET



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Client Number 13-587
 Job Target: Graduate
 Target Number: 200485

COMPARISON TO TARGET

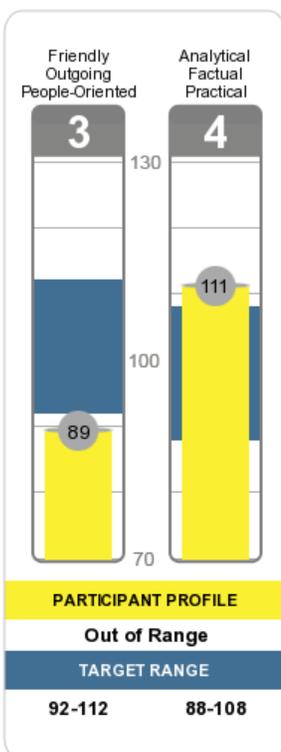


Participant is even more assertive, competitive and comfortable with confrontation than your target graduate.

Strengths: Proactively implementing new ideas, sniffing out opportunities, taking charge of people and situations, taking initiative to resolve conflicts and overcome obstacles. Willing to be assertive, assume command and take some risks. Sales and management roles are typically strong matches.

Potential Challenges: May set initiatives that are extremely ambitious. Could be overly demanding and aggressive. Might push other people and focus more on individual success than on collaboration.

How to Manage: Go over this person's objectives to ensure they are attainable and realistic, and provide coaching on how to compromise with others. Remind these candidates that not everyone shares their ambitious goals. Tie performance reviews and any pay increases or bonuses to teamwork as well as individual performance.



Participant is less verbally expressive and less social, but more analytical than your target graduate.

Strengths: Collecting and researching data, strategic thinking, focusing on tasks requiring solitary concentration, solving problems logically; translating business needs concisely to achieve organisational goals. Fits might include finance, IT, operations, consultative sales and operational management.

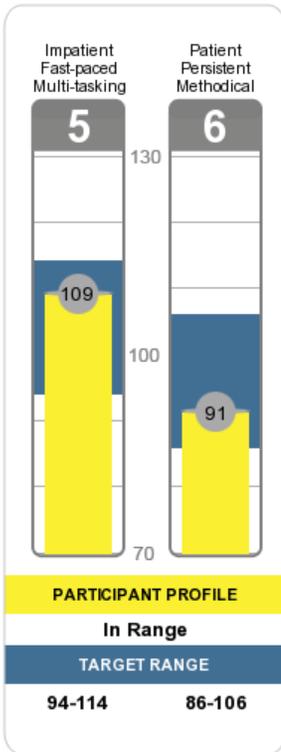
Potential Challenges: Communicating with enthusiasm, establishing relationships on all levels. Could come across as rather distant or blunt. Could find it challenging to speak in front of a group or address teams; could be uncomfortable in social or business situations where networking skills are required.

How to Manage: Coach on effectively interacting with different personality types. Offer discreet, factual feedback using proof and specifics. Educational opportunities and mentally challenging assignments are potential motivators.

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COMPARISON TO TARGET

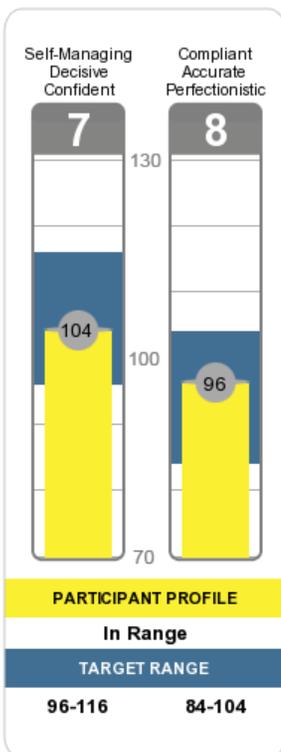


This graduate candidate falls within your target range for pace. Range: Column 5 is taller than, equal to, or somewhat shorter than, column 6.

A tall column 5 indicates a timely, adaptable approach to work, flexibility and spontaneity. This candidate sets a brisk pace and demands efficiency. There is strong flexibility for handling a variety of projects at once, adapting to change, meeting demanding deadlines and responding to the needs of the moment. Demonstrates the pace most often needed in sales and management.

A measure of column 6 suggests some tolerance for routine and patience for handling more time-consuming projects. This individual works at a systematic pace and prefers the stability of a fixed routine. Demonstrates the pace most often needed in finance and IT.

A candidate with equal columns 5 and 6 functions with a moderate, adaptable pace, capable of speeding up to work on time-sensitive duties or slowing down to persist with lengthy assignments.



This participant falls within your target range for level of structure and attention to detail. Range: Column 7 is taller than, equal to, or somewhat shorter than, column 8.

A tall column 7 indicates an ability to make independent decisions and a tendency to focus on the big picture rather than on the details. This graduate is results oriented, comfortable innovating versus following rules and making decisions when no formal guidelines are available. This graduate can effectively delegate responsibility and handle unfamiliar situations/problems autonomously, using innovative approaches for reaching goals. Best fits might be sales, management and training and development.

The more column 8, the more attentive to details, quality and procedural compliance the individual tends to be. These individuals are specific, conscientious and appreciate clear cut guidelines to follow. Best fits might be finance, IT and operations.

Equal columns 7 and 8 indicate a candidate who is equally autonomous and compliant with rules and procedures, and comfortable making independent decisions when there are general guidelines to follow.

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PARTICIPANT'S KEY TRAITS

This summary is based on the highest of the 8 columns. This page is **ideal for use with employee coaching**.

Goal-driven, aggressive competitor who plays only to be first or best. Very comfortable with confrontation and risk; at times could have significant difficulty backing down or assuming non-leadership roles. Strives to create or discover new opportunities and make things happen. Generally will be very driven by individual performance-based pay such as commission. Highly ambitious; may have to make an extra effort to ensure that business goals are realistic and attainable. More authoritative and demanding than supportive.

More reserved than outgoing, this person relates well to facts, figures, equipment, or tools. Focuses well on solitary-type tasks. When interacting with unfamiliar people, he/she feels most comfortable providing or receiving information, rather than mainly networking. Communicates in a straightforward, practical manner. Objective and analytical; may be skeptical about taking things at face value. Tends to exhibit a logical, pragmatic approach to problem-solving. Prefers fact-based feedback rather than generalized public praise.

A relatively fast-paced individual who prefers variety and change to routine and repetition. Can handle some time-consuming tasks, but may need to break each down into a series of short-term goals in order to gain a sense of accomplishment. Strives to get things done quickly; should be comfortable with pressing deadlines, new priorities, and change. More likely to stay motivated when handling multiple responsibilities than when having to focus on and finish one thing at a time. Routine and repetition will eventually frustrate this person.

Independent decision-maker who should be willing to abide by important rules; prefers general guidelines to formal, explicit procedures. A self-manager without an unreasonable need for autonomy. Likes being told what needs to be done rather than being told exactly how things need to get done. Should be comfortable making decisions without instructions as long as he/she has a basic understanding of the employer's needs. Deals relatively well with criticism. Not naturally attentive to details; may have to make an extra effort to maintain high accuracy/quality levels in tasks such as paper/processing work. Could have difficulty staying organized and motivated in positions where attention to details and strict compliance are mandatory.

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DEVELOPMENT INSIGHT

The following sections provide an overview of the behavioral characteristics and preferences when a participant falls within the Target Ranges.

COMMUNICATION STYLE

Assertive, self-confident, influential. Tall column 3 graduates should be upbeat and gregarious when communicating with others. They are verbally engaging and articulate. They can be persuasive when presenting new ideas. Tall column 4 graduates are practical and factually oriented. They communicate in a specific manner and back up ideas with data. When columns 3 and 4 are equal or nearly equal, the individual is both persuasive and pragmatic and should relate well to various personality types.

STRENGTHS

Tall column 1: Taking initiative, directing people, taking tough measures when necessary.

Balanced 1 and 2: Taking initiative in safe, predictable situations, embracing teamwork.

Tall column 3: Building rapport, establishing relationships, motivating people. Tall column 4: Objectivity, factual analysis, date-focused problem solving.

Tall column 5: Flexible and capable of dealing with pressure, deadlines and confrontation. Not afraid to institute changes or look for new, more efficient work processes. Taller column 6 than 5: Patience, methodical work habits, task concentration for activities requiring a systematic approach

Tall column 7: Delegating, thinking outside the box, mobilising people and resources. Taller column 8 than 7: Attention to detail, following guidelines, organisation.

CHALLENGES

Tall column 1: May be overly demanding and could compete versus collaborate. Balanced columns 1 and 2: Taking initiative, especially in unclear situations.

Tall column 3: Might be subjective in decision making or struggle to focus on solitary work. Tall column 4: Could be reserved or direct.

Tall column 5: Might take on too many projects at once resulting in overextension, might set unrealistic timetables. Taller column 6 than 5: Could find it challenging to deal with the unexpected or meet tight deadlines.

Tall column 7: Attention to detail could be a challenge. Taller column 8 than 7: Confidently making decision in ambiguous situations.

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DEVELOPMENT INSIGHT

PACE

Ranges from moderate to rapid. A tall column 5 candidate works at a fast tempo, seeks to accomplish goals quickly and is aware of deadlines. There is a strong willingness to tackle multiple challenges at once and work at an efficient pace. If columns 5 and 6 are equal, this person will act with a steady pace that can be increased or decreased as needed. Taller column 6 than 5, the individual is systematic and tolerant of repetitive tasks or those requiring methodical processes to complete.

ATTENTION TO DETAIL

Attention to detail is moderate to limited. The greater the presence of column 8, the more attentive to specifics this individual will be; ideal for finance, IT and other roles requiring strong accuracy and organisation. If columns 7 and 8 are equal, the candidate should be reasonably thorough but not unproductively perfectionistic, and still willing to delegate. A tall column 7 graduate is big picture-oriented instead of detail-attentive, but is comfortable delegating detail work and focusing instead on visualising goals and making decisions; ideal for sales, management and roles requiring a focus on overall strategic direction versus specifics.

MOTIVATIONAL STRATEGIES

Column 1: Taking risks, aggressively pursuing individual objectives/rewards, a sense of challenge, and individual authority. Column 2: Job security, teamwork.

Column 3: Public recognition, people interaction and outward signs of success. Column 4: Learning opportunities, intellectually challenging assignments, and job specific feedback.

Column 5: Versatility, flexibility, task variety. Column 6: Routine, time to adapt to changes.

Column 7: Autonomy and decision-making freedom. Column 8: Specific, clearly defined job expectations.

DEMOTIVATORS

Column 1: No challenges or opportunities to take charge. Column 2: Confrontational situations.

Column 3: Feeling individual accomplishments are not recognised, being isolated from other people.

Column 4: No longer feeling challenged mentally at work, feeling employees are subjectively evaluated.

Column 5: Routine, repetitive or mundane assignments. Column 6: Being rushed or pushed to meet demanding timetables.

Column 7: Feeling closely supervised, limited latitude to make independent decisions. Column 8: Ambiguity, unclear expectations, nonspecific feedback and direction.



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DEVELOPMENT INSIGHT

ACTION PLAN

Column 1: Provide new challenges once core responsibilities are mastered. Column 2: Offer support for resolving conflict.

Column 3: Provide recognition and social outlets, such as participating in interactive group activities. Column 4: Be discreet, direct and specific with feedback; focus on concrete goals.

Column 5: Coach on managing time to avoid overextension. Column 6: Give advance notice of change and deadlines.

Column 7: Give this individual a voice in shaping goals and autonomy to self-direct. Column 8: Make expectations clear and specific; keep lines of communication open.



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SUPPLEMENTAL QUESTIONS

The following behaviorally-based questions are a supplemental tool we provide to help you better evaluate the participant. They are not a substitute for your standard set of interview or professional development questions, but can provide additional, helpful information or prompt conversation.

1. Describe an important change you implemented to improve the efficiency of your team or department.

2. Describe occasions when you used diplomacy to get results out of your team.

3. Give examples of times you have implemented suggestions from your subordinates.

4. Tell me about a time you felt unappreciated by your employer?

5. What are some of the most significant ways in which you have helped subordinates grow or succeed?

6. What is your level of interest in this job?
