



Report designed for

Paul Prospect

ProfileXT[®]

Performance Model Comparison

Performance Model: Producer

Performance Model Date: 2/23/11

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Introduction

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

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

If Paul is being considered for this position and his results fall outside the Performance Model, you should print the companion Interview Guide for Paul. This Guide provides appropriate interview questions for each instance where Paul is outside the model. These interview questions will guide the interviewer in exploring important areas where information from the interview will effectively assist the interviewer in making an informed decision about his placement.

Please consult the User's Guide for additional information on using these results when working with Paul. As discussed in the User's Guide for this product, 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 Producer. 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 clearly 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 Producer, the top three interests, presented in order, are Enterprising, People Service, and Financial/Administrative. The top three interests for Paul are Enterprising, People Service, and Creative. Mr. Prospect shares two of these interest areas: Enterprising and People Service.

Top Interests for Paul Prospect



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.



Creative

Indicates interest in activities using imagination, creativity, and original sales ideas.

Top Interests for this Performance Model



Enterprising



People Service



Financial/Administrative

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

 = Match

The Total Person

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

Learning Index

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



Behavioral Considerations

- His overall learning index is average and suggests a good potential for quickly learning new information.
- He is generally adaptive in a variety of training situations.
- Upon completing a training program, Mr. Prospect should pick up new concepts easily when appropriately presented.
- Overall, Mr. Prospect may be expected to complete a typical training program with success.

Management Considerations

- Encourage Mr. Prospect to apply great effort during the more challenging phases of a training program and recognize him for his diligence.
- In complex training experiences, observe his performance and intervene when necessary to review weak areas. Time lost in review can be recovered by utilizing shorter periods on more familiar information.
- In areas of particular challenge, Paul may benefit by a practice makes perfect ideology. Focus on challenging areas and reinforce his positive development.
- Most training will pose no problems for him, but be observant of the more challenging areas and adapt your training pace to accommodate any special needs.

Additional Considerations

Mr. Prospect achieved a Learning Index score outside the designated profile for this Performance Model. This suggests his approach to learning new information is different than the position typically requires. Discussions with him should determine his motivation for participating in training and what forms of training are most effective for him.

Verbal Skill

A measure of verbal skill through vocabulary.



Behavioral Considerations

- Mr. Prospect shows strong potential for developing his existing verbal skills more fully.
- He has a sound understanding of basic communication processes.
- Paul can build on his basic foundation as the particular communication skills required in performing the job become familiar.
- Mr. Prospect should be competent in understanding written and verbal data.

Management Considerations

- If he appears frustrated with the level of verbal ability of the majority of his peers, encourage a more facilitative attitude that adapts to the needs of others.
- Mr. Prospect has a high level of verbal skills. Monitor his performance in this area, giving feedback and examples of adaptive communication styles that speak to the level of others.
- Although capable of expressing himself with an advanced vocabulary, suggest actively listening to others so that he may communicate at the appropriate level.
- While capable of assimilating most verbal information well, provide Paul with feedback concerning his ability to make that information understandable to workers of all verbal skill levels.

Verbal Reasoning

Using words as a basis in reasoning and problem solving.



Behavioral Considerations

- He demonstrates adequate and, in some areas, good verbal reasoning ability; certain areas and complexities will need training.
- Mr. Prospect is proficient in the use of words and language.
- Paul would not be expected to have any difficulty in effectively communicating thoughts and ideas to others.
- Mr. Prospect will typically assimilate information as well as most people in the general population.

Management Considerations

- Mr. Prospect requires additional time to process verbal information. You should communicate with him in a direct and structured manner. Review information and ask for clarity in his communications.
- To help overcome any difficulties in verbal problem solving, maintain close observation to be certain that verbal information is clearly understood by Mr. Prospect.
- In some situations, especially with complex verbal information, Mr. Prospect may require additional time to make decisions. Offer supervision and provide explanations of the information as needed.
- Using complex words and verbal information may require deliberation and consideration on his part. Observe his effectiveness in solving problems and offer assistance when necessary.

Additional Considerations

Mr. Prospect achieved a Verbal Reasoning score outside the designated profile for this Performance Model. This suggests his ability to use words as a basis in reasoning is different than the position typically requires but he may have no problem with the ability to perform in this area. Discussions with him should explore whether the requirements of the position may be at an inappropriate level for Mr. Prospect.

Numerical Ability

A measure of numeric calculation ability.



Behavioral Considerations

- Mr. Prospect needs instruction and extensive practice with numbers before taking on job responsibilities that include the quick computation of basic numerical problems.
- He requires computational aids, such as calculators to solve many numerical problems.
- Mr. Prospect demonstrates a lack of fundamental mathematical skills.
- At this time, it is difficult for Paul to calculate numerical data.

Management Considerations

- Observe his performance in calculating numerical data. Aid Paul as needed with a mentor or formalized training.
- To facilitate his development, you will need to have Paul trained in fundamental mathematics relevant to his work.
- He may become frustrated by tasks involving the calculation of data. Provide training in appropriate mathematical areas and give consistent feedback.
- Mr. Prospect requires additional time to process numerical information. Provide assistance in the form of available tools to aid in calculations.

Additional Considerations

On the Numerical Ability scale Mr. Prospect is below the designated Performance Model for this position. This suggests that his numeric calculation ability is less than the position typically requires and that he could have a problem with figuring data and computing formulas.

Discussions with him should determine Paul's potential for training, otherwise the position may be overly challenging and could lead to frustration.

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



Behavioral Considerations

- Mr. Prospect works well with numbers and numerical concepts.
- He completes numerical problems with greater success than the general population.
- Mr. Prospect demonstrates a relatively strong ability to solve problems of a numerical nature.
- Paul grasps numerical concepts readily.

Management Considerations

- Mr. Prospect is more proficient in processing numerical information than most people. He may experience frustration if not sufficiently challenged, and may be willing to take on extra duties that allow him to practice this skill.
- Mr. Prospect is capable of assimilating data to make decisions, but may occasionally be frustrated by a lack of challenge in this area. Address frustrations and provide ways to challenge his abilities.
- To avoid miscommunications when Paul is expressing numerical information, coach him on proper communication techniques that emphasize a common level of expression as needed.
- Paul is adept at seeing the relationship between numerical data and decision making. He may however, require extra challenges if not provided by the job to avoid a loss of motivation.

Energy Level

Tendency to display endurance and capacity for a fast pace.



Behavioral Considerations

- Mr. Prospect is a self-starter and an energetic producer with a high sense of urgency.
- Mr. Prospect has a very high energy level and probably would not enjoy sedentary work.
- He would likely enjoy positions which call for a high energy level, fast work pace and critical deadlines.
- Mr. Prospect enjoys a quick pace and a fast track. He has a strong focus on critical deadlines and timely results.

Management Considerations

- Mr. Prospect will show a high level of energy in this position. Provide a workload that fulfills his need for activity and provide an opportunity for him to create new and productive projects that benefit both him and the goals of his department.
- Mr. Prospect may become less productive if he does not feel the job is challenging his high energy level. Create additional assignments that will enhance the productivity of his department and counsel him often to keep aware of his present motivational level.
- Expect him to complete assignments quickly, but be aware of his motivational level. Communicate with him about ways to make use of his high energy level as this will help him avoid the boredom which can lead to a decrease in productivity.
- Paul will possibly appear bored at times if activity lags. Provide structure to his daily program and reward his efficient efforts with time to let off a little steam. This kind of person is motivated to be very productive; make use of this energy in any creative and productive way.

Additional Considerations

On the Energy Level scale Mr. Prospect is above the designated Performance Model for this position. This suggests that his drive and enthusiasm is greater than the position typically requires. Discussions with him should explore the possibility the position may not be sufficiently challenging to maintain his interest and/or level of performance.

Assertiveness

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



Behavioral Considerations

- He has a strong need to make decisions and determine outcomes.
- Mr. Prospect has a strong need to be in charge, to be the leader.
- Paul is highly motivated by situations in which he is held accountable for results. He is motivated by power and authority.
- Mr. Prospect can make decisions, enforce company policies and act with authority. He should be capable of making unpopular decisions when necessary.

Management Considerations

- He expresses a preference for influencing the decisions of others. Act as a role model in your capacity as a group leader, demonstrating an authoritative yet democratic leadership style. Provide feedback concerning the effectiveness of your style and why it works in certain situations.
- Mr. Prospect tends to take charge in a group. Encourage his participation as a peer within the group and foster his ability to be patient with the opinions of others. Training in active listening may enhance his ability to cooperate with his team.
- If necessary, give Mr. Prospect the opportunity to act as a follower from time to time. Provide constant feedback in private and mentor his ability to sometimes let go of his control and responsibility for the actions and decisions of others.
- Paul may have a tendency to insist on leading others. This may need to be tempered with a willingness to allow others a certain amount of control. Training that focuses on control issues may reveal a way to do this. Offer him the opportunity to lead the group as a reward for successful participation in such training.

Additional Considerations

Mr. Prospect scored above the Performance Model for this position in the Assertiveness scale. He may find the environment of this position challenging in the area of how much control is appropriately exerted over others. While talking with him, determine his ability to practice greater diplomacy in his interpersonal relations.

Sociability

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



Behavioral Considerations

- Mr. Prospect is quick to initiate relationships and fits in with all types of people.
- Paul is highly inclined to promote the benefits of teamwork. He likes to confer with others and to involve the team in the discussion of how things will be done.
- His sociability is highly compatible with establishing a network of contacts. Paul is open to others, approachable and quick to share feelings and ideas.
- Mr. Prospect spends a great amount of time interacting with people, engaging them in conversation and being concerned with interpersonal relationships. He would find it extremely difficult to work in isolation from other people.

Management Considerations

- If it is necessary to help Paul develop a more business-like manner, provide training in the corporate culture of your organization. Stress the importance of this tradition and how it enhances his position in the company.
- His easygoing nature may not fit with all people in this organization. Should Paul need to develop a more business-like attitude, he may require training in distancing himself from the secondary, casual interactions associated with his work environment.
- Should it become necessary to influence Paul in appropriate appearance or demeanor in this organization, identify the most influential co-worker among his peers. A friend may be more capable of influencing a change in Paul and the change may be more lasting.
- The casual demeanor Paul displays may frustrate his co-workers. Serve as a model for appropriate office behavior and give feedback for his performance.

Manageability

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



Behavioral Considerations

- He is generally comfortable regarding authority and rules, exhibiting a cooperative interpersonal style.
- Paul demonstrates a generally cooperative interpersonal style. He can usually work well with others.
- Mr. Prospect relates to most directives in a generally cooperative manner. He may resent high-pressure leadership.
- Mr. Prospect relates to authority in a respectful and cooperative manner in most routine situations. He may occasionally express a need for more personal freedom.

Management Considerations

- On occasion, Mr. Prospect may be more willing than others to voice dissatisfaction with procedures. Encourage him to speak to you, but guide him to be selective about his complaints. Focus on his intentions to bring problems to you, facilitating productive communication.
- You may observe that Paul sometimes engages in mild complaining about procedure. If this occurs, it is often best to ignore these comments, redirecting him to focus on the task at hand.
- Redirecting Mr. Prospect when he occasionally appears frustrated with the procedures of the workplace may help him to focus and avoid the distraction of complaining.
- If the monotony of everyday tasks appears mildly frustrating to Paul, encourage him to take a break, but do not overuse this method; do not consistently reinforce complaints with break-time.

Attitude

Tendency to have a positive attitude regarding people and outcomes.



Behavioral Considerations

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

Management Considerations

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

Decisiveness

Uses available information to make decisions quickly.



Behavioral Considerations

- Mr. Prospect is readily decisive, quick to act and prefers positions that require immediate action.
- Paul responds quickly to critical situations, displaying a sense of urgency.
- He is typically confident of his decisions; Paul does not spend too much time analyzing a problem.
- Mr. Prospect stands firm on decisions and is not inclined to back down once a decision is made.

Management Considerations

- If unnecessary risk is to be avoided, stress that sometimes the importance of deadlines is outweighed by the level of consequence inherent with making uninformed decisions.
- Mr. Prospect may require training in how to be more deliberate if his quick decision-making becomes a problem. Emphasize the importance of analyzing information more thoroughly.
- It is important that the concept of patience in decision-making be stressed to Mr. Prospect. If this is necessary, ask for deliberate and analytical processes in his decisions.
- Paul may appear too spontaneous in his decision-making. If this is the case, counsel him on the need to avoid unnecessary risk with cautious and deliberate decisions.

Additional Considerations

On the Decisiveness scale, Mr. Prospect is above the designated Performance Model for this position. This suggests that he may act without a thorough understanding of the related details. Discussions with him should determine the extent of his spontaneity in decision-making, and consider if his effectiveness could be enhanced by more deliberation.

Accommodating

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



Behavioral Considerations

- He will not typically follow the group just to get along with others.
- Paul is more likely to deal directly with unpleasantness rather than attempt to deflect it.
- Mr. Prospect may be more concerned with pursuing his own agenda rather than assisting others in meeting theirs.
- Mr. Prospect is inclined to tell others what he thinks of them.

Management Considerations

- Paul may become frustrated with the differing perspectives of others when working in a team. Training in stress management and tolerance may provide him with the skills necessary to overcome this issue.
- He is inclined to resist going along just to follow the group, preferring a more individualistic or competitive approach. Set goals for him that reward cooperative work.
- Paul tends to focus on his own individual accomplishment and is not inclined to act with a team orientation. If teamwork is required, redirect this thinking by creating a competitive spirit within the team, encouraging Paul to meet individual goals that meet the needs of the group.
- Mr. Prospect is likely to defend his personal perspective when accomplishing his work which may conflict with others in the workplace. Counter this trend if necessary with team assimilation training to improve his ability to more often accept the consensus of the group.

Additional Considerations

On the Accommodating scale Mr. Prospect is below the designated Performance Model for this position. This suggests that his patience with the opinions of others in the group is less than the position typically requires and that he could have a problem with the capability to resolve differences of opinion in an accommodating way. Discussions with him should explore the possibility that for Mr. Prospect, the position may be overly challenging and could lead to frustration and a reduction in his level of performance.

Independence

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



Behavioral Considerations

- Mr. Prospect prefers to run his own show and will quietly fight being restricted.
- Mr. Prospect takes on new developments independently, bringing in co-workers only when absolutely necessary.
- Paul is an independent worker who prefers minimal guidance and coaching.
- He is highly independent, possibly requiring firm supervision and clearly defined guidelines.

Management Considerations

- Due to his self-reliance, you may rarely hear feedback from Paul. Maintain open communication with him to foster an appropriate supervisory relationship. Listen to him when he appears frustrated and recognize his positive performance.
- Mr. Prospect prefers to act independently and may become frustrated with excessive supervisory attention. Handle with care but remain authoritative. Encourage a consultative relationship.
- If he becomes frustrated, allow Mr. Prospect some breathing room to let off the pressure he may experience from supervisory attention. Remain authoritative without becoming authoritarian and rigid.
- His independence may create problems in the following of procedure. If this becomes an issue, reinforce compliance and regular, accurate performance. Reward his efforts to cooperate by allowing some independence in areas of lesser concern.

Objective Judgment

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



Behavioral Considerations

- His judgment and decisions usually indicate consistent and thoughtful consideration of the information available.
- Paul has a tendency to take an objective view and to adjust judgment as needed to reach accurate conclusions.
- He is highly inclined to make considered judgments, applying experience to current problems and situations.
- Mr. Prospect typically shows sound judgment under pressure.

Management Considerations

- Mr. Prospect has a tendency to rely heavily on objective data when making decisions. He needs practice and guidance in using a more intuitive approach. If needed, focus training on looking at information in a holistic and general way, emphasizing a more personal approach to decision making.
- Coach Mr. Prospect on techniques of gathering useful information from others, assimilating this information holistically and making a decision based on his overall impressions.
- Coach him on how to gather information of a subjective nature, like the opinions of team members and subordinates, in order to make decisions that require more intuition on his part.
- Paul may benefit from opportunities to make decisions based more on intuition. Begin with low risk decisions and allow time for him to gain more confidence in a holistic approach to decision making.

Interests

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

Paul



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.



Creative

Indicates interest in activities using imagination, creativity, and original sales ideas.

Performance Model



Enterprising



People Service



Financial/Administrative

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

Mr. Prospect scored highest in the Creative, Enterprising and People Service themes on the inventory. He is attracted to positions in which he can use his creative side in a business environment that allows for a high degree of contact with people. He appears to be drawn toward opportunities to solve problems in an innovative way. The chance to serve the needs of customers and the public in general also relates to this interest pattern.

With Enterprising as his primary area of interest, Mr. Prospect 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 Creative activities

rounds out his profile of interests. It promotes a concentration in creative expression, trying novel approaches and appreciating the process of innovation. Although this interest area is not as crucial to overall job satisfaction as his stronger interests, it does play a role.

Additional Considerations

Mr. Prospect does not show Financial/Administrative activities as one of his top three interest areas. He may not find activities associated with this theme as motivating as those individuals who have been successful in this position.