



Report designed for

Gavin Sample

ProfileXT[®]

Performance Model Comparison

Performance Model: Sample Client Services Manager

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Introduction

Every employable person will match some positions better than other positions. This report provides information about Gavin Sample presented in a manner to help you understand how he matches with this selected position within your organisation.

This report reflects the responses provided by Gavin Sample 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 Gavin scored. If the enlarged segment is dark, Gavin is in the Performance model. If it is lighter, he is not. Information about Gavin is reported in these four categories:

- **Profile for Thinking Style** - Learning Index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioural Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgement.
- **Profile for Interests** - Enterprising, Financial/Administrative, People Service, Technical, Mechanical, and Creative.
- **The Total Person & Management Considerations** - Description of Gavin as a person and how to most effectively maximise his potential.

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

If Gavin is being considered for this position and his results fall outside the Performance Model, you should print the companion Interview Guide for Gavin. This Guide provides appropriate interview questions for each instance where Gavin 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 Gavin. 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

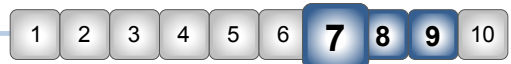
When viewing the scales on this page and the next, the darker shading represents the Job Performance Model for the role of Sample Client Services Manager. The larger box indicates the individual's score.

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 Behavioural 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, co-operative, agreeable. To be a team person.

Independence



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

Objective Judgement



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 Sample Client Services Manager, the top three interests, presented in order, are Financial/Administrative, Enterprising, and People Service. The top three interests for Gavin are Enterprising, People Service, and Financial/Administrative. Mr. Sample shares all of these interest areas..

Top Interests for Gavin Sample



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.



Financial/Administrative

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

 = Match

Top Interests for this Performance Model



Financial/Administrative



Enterprising



People Service

The Total Person

This part of the report discusses the results for Gavin Sample on each of the scales in all three sections. The Behavioural and Management Considerations for each scale relate to his scores without reference to the Sample Client Services Manager model. If his score falls outside the model for a particular scale, Additional Considerations will be listed as suggestions to help Gavin Sample adapt his behaviour to better fit the job.

Learning Index

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



Behavioural 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. Sample should pick up new concepts easily when appropriately presented.
- Overall, Mr. Sample may be expected to complete a typical training program with success.

Management Considerations

- In complex training experiences, observe his performance and intervene when necessary to review weak areas. Time lost in review can be recovered by utilising shorter periods on more familiar information.
- Encourage Mr. Sample to apply great effort during the more challenging phases of a training program and recognise him for his diligence.
- 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.
- In areas of particular challenge, Gavin may benefit by a "practice makes perfect" ideology. Focus on challenging areas and reinforce his positive development.

Additional Considerations

Mr. Sample 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.



Behavioural Considerations

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

Management Considerations

- Under situations of stress, he may lose patience with others when involved in communication. Counsel him on the frustration and provide alternatives to his typical means of communication.
- Because Gavin demonstrates a high average vocabulary, monitor his communications with coworkers, observing the potential for miscommunication.
- Mr. Sample may occasionally experience frustration communicating with others, due to a moderately high vocabulary level. Model appropriate styles of communication and recognise his efforts to moderate his own speech.
- Gavin demonstrates a high average vocabulary when compared to the general working population. On occasion his communications may appear too complex to others. If this occurs, redirect him privately on appropriate methods that are more pragmatic.

Verbal Reasoning

Using words as a basis in reasoning and problem solving.



Behavioural Considerations

- He probably takes more time and strives for exactness when it comes to verbal information.
- Mr. Sample may need more time than many to assimilate new information of a verbal nature.
- Gavin may not process thoughts and ideas as effectively as others with stronger verbal learning capabilities.
- Mr. Sample may experience some difficulty grasping complex oral or written directions.

Management Considerations

- Mr. Sample requires additional time to process verbal information. He should limit verbal communications to highly structured and direct content. 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. Sample.
- 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.
- In some situations, especially with complex verbal information, Mr. Sample may require additional time to make decisions. Offer supervision and provide explanations of the information as needed.

Additional Considerations

Mr. Sample 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. Sample.

Numerical Ability

A measure of numeric calculation ability.



Behavioural Considerations

- He may require a calculator or computer to handle some numerical problems.
- Gavin may not have had much recent opportunity to use numbers in work.
- With training and experience Mr. Sample should be able to more quickly and accurately carry out mathematical functions as they apply to the job.
- Mr. Sample may initially need extra time in mentally computing numerical information.

Management Considerations

- He may become frustrated by tasks involving the calculation of complex data. If needed, provide training in appropriate mathematical areas and give consistent feedback.
- Observe Gavin's performance in calculating complex data that convey multivariate information. Aid him as needed with a mentor or formalised training as needed.
- Mr. Sample may occasionally require additional time to process complex numerical information. Provide assistance in the form of available tools to aid in calculations.
- To facilitate his development, you will need to have Gavin trained in advanced mathematics relevant to his work.

Additional Considerations

Mr. Sample achieved a Numerical Ability score outside the job profile for this position. This suggests he is at a different level in calculating numerical data than the position typically requires. Discussions with him should determine his potential to perform at an appropriate level on the job.

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



Behavioural Considerations

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

Management Considerations

- Mr. Sample 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 Gavin is expressing numerical information, coach him on proper communication techniques that emphasise a common level of expression as needed.
- Gavin 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.
- Mr. Sample 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.

Energy Level

Tendency to display endurance and capacity for a fast pace.



Behavioural Considerations

- Mr. Sample can be relied upon to complete assignments in a timely manner.
- He can act with a sense of urgency, even under pressure.
- Gavin typically works at a pace that is consistent.
- Mr. Sample is able to consistently maintain a quick work pace.

Management Considerations

- Gavin is a focused individual who prefers a busy work environment in most cases. This is productive but can lead to a drop in productivity if he becomes bored. When extra work becomes available, delegate him for the job. This will maintain his motivation, as long as he is not the sole target of delegation.
- On occasion, Mr. Sample may demonstrate frustration with his energy level if the workload slows. Listen to his complaints or feelings about this and provide structure to maintain motivation.
- Mr. Sample may appear less motivated if the duties of this position do not keep him busy. Coach him on how to pace himself and how to make use of any occasional lag time with spontaneous projects that help him work with others.
- He typically demonstrates a somewhat high level of energy. Give him the opportunity to take on additional projects on occasion and involve him in group projects that require timely resolution.

Assertiveness

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



Behavioural Considerations

- Mr. Sample is slow to be assertive and tends to be more of a follower than a leader.
- Gavin tends to prefer solutions that are low risk and that have proven effective in the past.
- He tends to be a good listener, to be more comfortable as a participant in a group rather than as the leader.
- Mr. Sample has a limited need to be in charge or be in control of people and situations.

Management Considerations

- On occasion, Mr. Sample may not provide input to the team. Confront this hesitance by encouraging participation and spend time discussing his input. Reward him for these discussions.
- When locked in a conflict with a team member, he may need feedback concerning his tendency to submit in a high stress situation. Assertiveness training may instruct him on how conflict need not be stressful.
- Mr. Sample will occasionally follow the group consensus, despite personal disagreements. Be perceptive of this and encourage debate and expression of alternate viewpoints when possible. Reward team members who adequately express themselves and he may respond appropriately in time.
- Gavin may occasionally back down from his position if confronted by others on his team. Take an active role as mediator, fostering his ability to express himself in conflicts.

Additional Considerations

Mr. Sample achieved an Assertiveness score that is outside the designated Performance Model for this position. This suggests that his willingness to take charge may not be what the position typically requires. Discussions with him should explore his potential for Assertiveness training.

Sociability

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



Behavioural Considerations

- Mr. Sample is moderately sociable. He tends to be aware of the necessity for keeping lines of communication open.
- He works to foster good relations across departments, maintains friendly contact and keeps up with the issues of common concern.
- Gavin prefers democratic supervision in which two-way dialogue is encouraged.
- Mr. Sample is generally inclined to promote the benefits of teamwork and to involve the team in the discussion of how things will be done.

Management Considerations

- In situations of high stress, he may become frustrated by the impersonal nature of some of the interactions involved in his dealings with others. Provide instruction in developing a "thicker skin." Learning how to depersonalise interactions under stress is acquired through personal coaching and access to stress management training.
- Build upon Mr. Sample's present skills in stress management to enhance his ability to avoid interpersonal misunderstandings provoked by his tendency to interact too casually with others.
- To facilitate Gavin's adaptation to the cultural climate of your group, provide structured tasks that require the appropriate level of businesslike behaviour. As he achieves success in this area, provide positive feedback and congratulate his efforts.
- Mr. Sample may occasionally demonstrate a more casual demeanour than is expected. Guide him, as appropriate, by modelling the best manner for interacting with others in your organisation.

Manageability

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



Behavioural Considerations

- Gavin demonstrates a moderately positive attitude concerning organisational constraints and restrictions.
- He should be willing to conform to company policies without feeling any loss of personal freedom.
- Mr. Sample is friendly, accommodating and should be fairly easy to manage.
- Mr. Sample is typically willing to accept guidance and suggestions from others.

Management Considerations

- To decrease his reliance on procedural norms, demonstrate in your daily work how it is acceptable to bend the rules within the limits of your organisational culture. Provide assistance initially, until he gains the confidence to make independent choices.
- Gavin may fall back on concrete procedure when the task at hand becomes complex or stressful. Redirect this tendency by involving him in group discussions that require creative brainstorming and coming up with unique options.
- In a situation that appears frustrating, Mr. Sample may try to seek out supervision too quickly. If necessary, encourage independence by providing leading questions that challenge him to create his own solutions.
- Mr. Sample appears to prefer a strict procedural structure to help guide his daily work pattern. If it becomes necessary, help him break out of this mold by encouraging independence. Reward efforts to develop creative solutions to accomplishing tasks.

Attitude

Tendency to have a positive attitude regarding people and outcomes.



Behavioural Considerations

- Mr. Sample demonstrates a positive attitude regarding changes in policies and guidelines.
- He is usually enthusiastic about risk, change and unexpected challenges.
- Gavin has positive expectations for the outcome of problems and difficult situations.
- Mr. Sample has a tendency to trust most people.

Management Considerations

- Mr. Sample may appear overly optimistic or naïve about the motivations of others which may be a liability in some situations. If it becomes necessary to develop a more realistic attitude, encourage him to observe his more successful co-workers and offer an opportunity to discuss the differences with you.
- Gavin may exhibit an overly optimistic expectation about the results of some projects. This can allow unforeseen mistakes to occur. Training in evaluative reasoning may provide him with the ability to use judgement to forecast potential hazards appropriately.
- Having a generally optimistic regard for the motivations of others, Mr. Sample may not accurately appraise people's motives, especially if he is actively negotiating with someone. If this becomes an issue, encourage discerning evaluative skills so that he may approach dealings with others with more prudence and confidence.
- Gavin appears to have a higher than average optimism concerning the motivations of others. Training in more prudent estimations of the motivations of others may enhance his quality of work if he becomes too trusting.

Decisiveness

Uses available information to make decisions quickly.



Behavioural Considerations

- Mr. Sample may be inclined to delay important decisions if he feels ill-prepared or disorganised.
- Mr. Sample is capable of making timely decisions, but may hesitate when under stress.
- He can be a competent decision-maker when given enough time, but has difficulty taking decisive action under pressure.
- Gavin tends to be cautious, preferring to wait for more information and advice before taking action.

Management Considerations

- If Gavin needs to make quicker decisions, remind him that we have to take risks when timely decisions are required. Build this risk acceptance by providing low risk situations, then building the potential for risk as he adapts.
- When under stress, Mr. Sample may tend to make decisions slowly. If this causes problems, emphasise the importance of deadlines and making decisions without extended analysis.
- Should his relatively low decisiveness level become an issue, provide training in risk management as well as how to handle stress. This should help Mr. Sample make more timely decisions under pressure.
- If more timely decisions are required, build his willingness to take action by example of your own capacity to act with a sense of urgency, even when under stress.

Additional Considerations

Mr. Sample achieved a Decisiveness score outside the Performance Model for this particular position. This suggests his ability to make quick decisions confidently is different than the position typically requires and he may encounter some frustration under high stress situations. Discussions with him should explore his potential for making decisions in a more appropriate manner after adequate training is applied.

Accommodating

Tendency to be friendly, co-operative, agreeable. To be a team person.



Behavioural Considerations

- Mr. Sample typically recognises the need to work with others and he is usually willing to share resources and information.
- Mr. Sample tends to have a co-operative outlook, generally prepared to help others.
- He is generally pleasant, friendly and patient, not inclined to show temper or frustration.
- Gavin is modest, not inclined to take or to maintain an extreme opinion or position.

Management Considerations

- In the pursuit of individual goals, he may lack a sense of urgency. Provide feedback that directs specific actions, creating an enthusiasm for immediate results and prompt individual accomplishment.
- Mr. Sample tends to accommodate others when conflict seems inevitable. If this is undesirable, encourage him to practice assertiveness with a team member, reinforcing the confidence necessary to confront others.
- If feeling frustrated and stressed, Mr. Sample may express a desire to communicate more with his coworkers, taking a more facilitative or cooperative approach. Recognize and affirm his feelings, but provide a model of enthusiasm that will help maintain a competitive spirit.
- When involved in discussion, Gavin may back down too easily, when a self-supportive approach would be more influential. Training in group dynamics and productive argumentation may develop a greater sense of confidence that allows him to stand up more easily for his ideas.

Additional Considerations

On the Accommodating scale Mr. Sample scored outside the designated Performance Model for this position. This suggests that his willingness to challenge conventional or group thinking is different than the position typically requires. Discussions with him should explore his potential to support his own ideas for the good of overall team success.

Independence

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



Behavioural Considerations

- He appreciates the need for regular supervisory feedback.
- Mr. Sample prefers to be provided with a methodical and planned approach to performing the job, with a specific plan for how things are going to be done, including a "to do" list.
- He may seek approval and feedback from his supervisor more often than others.
- Gavin thinks that job responsibilities should be defined so that everybody knows just what is expected. He prefers carefully defined job descriptions, guidelines and policies.

Management Considerations

- Gavin may appear overly reliant on your supervision. If necessary, encourage independence by providing small doses of supervision, being observant of his limits. Gradually, allow him to make mistakes and provide immediate constructive feedback.
- His reliance on a structured work environment may cause Gavin frustration. Discuss his concerns when he appears frustrated and provide moderate supervision. Encourage a self-reliant approach and the flexibility of self paced work.
- If you want to develop more self-reliance in Mr. Sample, you will need to provide opportunities for independent decision making. Reward independent thinking and allow him room to grow more self-confident. Be patient.
- Mr. Sample prefers supervisors to create structure in his duties. Respond to his dependence, but if more independence is desirable, gradually let go, allowing him to become accustomed to independent work. Always maintain your availability, but encourage personal decision making.

Additional Considerations

On the Independence scale Mr. Sample is below the designated Performance Model for this position. This suggests that his tendency to seek guidance from supervisors is greater than that of successful individuals in this position. He could have a problem with the capability to work independently and resourcefully. Discussions with him should explore the possibility that for Mr. Sample, the position may be overly challenging and could lead to frustration and a reduction in his level of performance.

Objective Judgement

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



Behavioural Considerations

- Gavin uses judgement that is compatible with concrete situations and tangible data.
- Mr. Sample has a judgement style that works well with routine problems and decisions.
- Mr. Sample's decisions might not consistently indicate sound judgement and common sense.
- Mr. Sample's conclusions have a tendency to be inconsistent when pressured.

Management Considerations

- Provide training that allows Mr. Sample to identify the potential sources of bias that occur in day to day decision-making. Give feedback when needed so that he can track his progress and adjust his techniques.
- Coach him on how to discern useful information from a mass of input so that fast decisions can be made while emphasising the facts and not assumptions.
- On occasion, Mr. Sample may become frustrated with the necessity to apply hard facts to his decision making process. Encourage him to take the time to review all the information before coming to a decision. In time, this practice will become easier and more efficient.
- When fast decisions must be made, Gavin is able to rely on intuition. Training should focus on assimilating a thorough collection of the necessary information, even if on a deadline, so that he can make timely and objective decisions.

Additional Considerations

Mr. Sample achieved a Judgement score that is outside the designated profile for this Performance Model. This suggests that his objectivity in making decisions is different than the position typically requires. Discussions with him should explore the possibility that for Mr. Sample, the position may require greater practicality and could lead to a reduction in his level of performance.

Interests

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

Top Interests for Gavin Sample



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.



Financial/Administrative

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

Top Interests for this Performance Model




Financial/Administrative



Enterprising



People Service

 = Match

His interest results are focused in the Financial, People Service and Enterprising themes. This indicates that he should be motivated to attend to the detailed aspects of a position while focusing on profit issues. His interests help to balance the administrative side of work with the competitive. His motivation for working with others complements leading or facilitating teams as well as encouraging them.

With Enterprising as his primary area of interest, Mr. Sample 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 energise him in what he does at work.

Finally, his interest in Financial/Administrative activities rounds out his profile. While organising information or keeping records and balancing budgets may not be the central focus of his motivation, these activities play a part in his interest profile.