



PRE-HIRE PERSONALITY PROFILE

Candidate: John Doe
Position: Typical Employee
Date: November 23, 2005

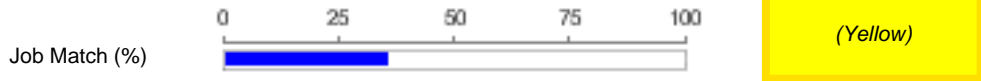


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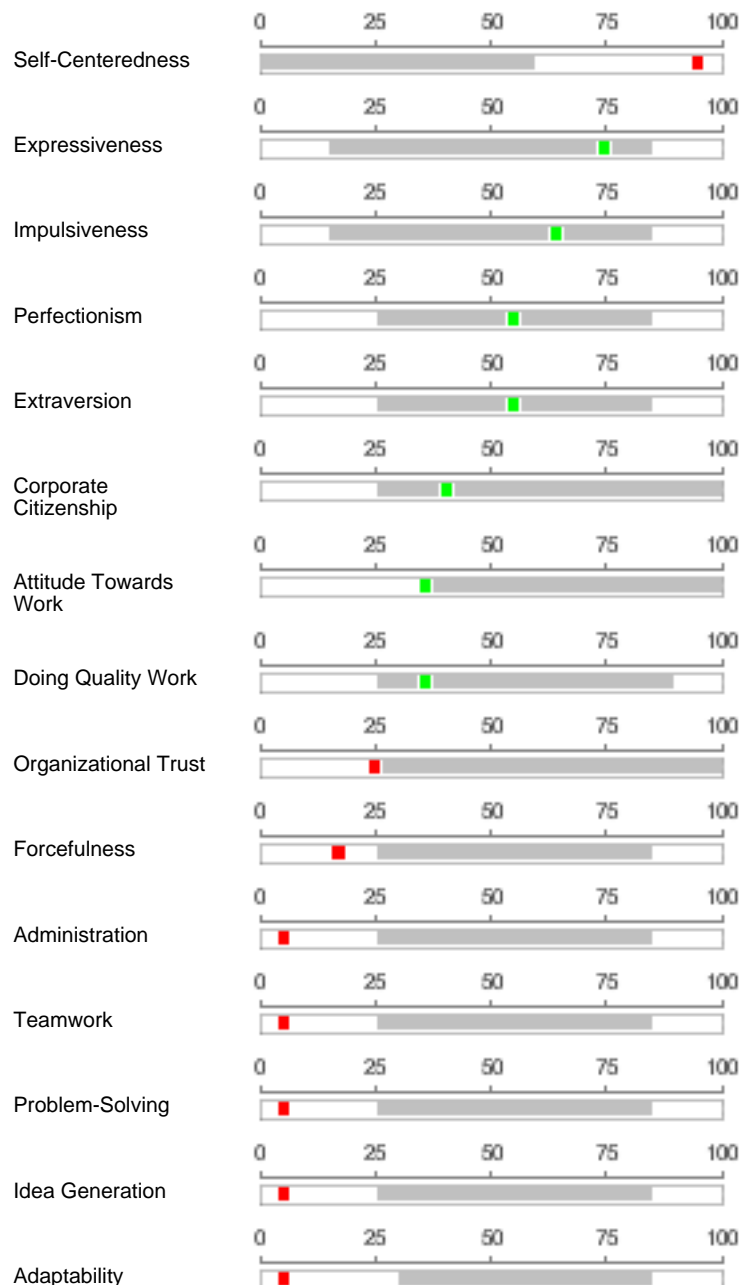
Overall Percent Match to Job: 36%

This section shows how well John Doe's responses match the expected ranges for the Typical Employee job profile. An overall conclusion is presented as either green, yellow, or a red. A green recommendation indicates a strong match, yellow a moderate match, and red a weak match. Interviewers should refer to the recommended interview questions section at the end of the report to investigate as appropriate.

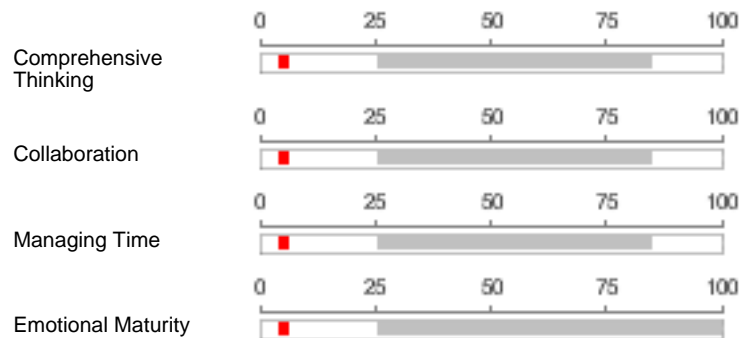


Result Summary Table - Sorted By Score

The following table shows the score on each the scales measured in the assessment, sorted from highest to lowest. All scales are measured on a relative scale of 1 - 100. The scores are computed against norms developed from a large sample of assessment administrations. Since a person's behavior is often characterized by their highest and lowest characteristics, it is helpful to look at both the top and bottom of this table.



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Key Observations About John Doe

A highly self-centered individual, John Doe will be motivated by things that affect him/her personally. In jobs that require high determination through personal incentives, such as sales, he or she may thrive. However, in other situations, John Doe may be seen as out to take care of himself or herself first and the company second.

With a tendency to avoid rules and to dislike having to follow policies and procedures, people like John Doe usually enjoy highly flexible jobs characterized by few rules and regulations. In extreme cases, he/she might make mistakes that could have been avoided by better planning.

With a preference for jobs characterized by working alone, John Doe prefers solitary tasks where he/she can focus and not be distracted by co-workers. In some cases, this is due to an intense personal drive to achieve success by applying his/her inner talents. In other cases, this is because he/she has trouble getting along with other people or doesn't understand the nuances of interpersonal behavior. In extreme cases, John Doe could be so committed to independence that he/she becomes perceived as self-absorbed and unsocial.

With a clear preference for jobs that do not require complex problem solving and error free decisions, John Doe may tend to avoid using math and digging deep into problem issues. John Doe may prefer jobs involving subjective decision making. In extreme cases, John Doe might avoid doing enough critical analysis to make good decisions.

With an aversion to generating highly creative ideas and innovating on the job, John Doe tends to wait-and-see before adopting new and different ideas. Although it can be beneficial to be cautious, in extreme cases, he/she may not feel motivated to make suggestions for improvement.

John Doe's combination of low Administration with low Idea Generation may indicate a disposition to accept the status quo and make few, if any, suggestions for improvement. His/Her combination of low administration and low Teamwork scores suggest a headstrong and uncooperative attitude, with disregard for the rules.

John Doe's alignment of low Problem Solving and low Idea Generation combination may indicate limited decision-making tendencies. His/Her alignment of low Problem solving and low Teamwork scores may indicate avoiding decisions that involve others.

Job Fit Dimensions

Job performance is often a function of 1) liking the work, and 2) having skills to perform the work. The following factors represent six major Job-Fit factors that apply to virtually all jobs. They include work preferences, likes and dislikes that are often associated with job satisfaction. Scores on this survey indicate preferences. Ability must be measured using other tools. Contact us for more information on ability tests.

Administration Score: 5, Below Range

The Administration scale measures the degree to which a person is motivated to handle job related activities in a careful, methodical, and conservative manner. It gauges the level of interest a person says they have in particular types of work behaviors. The factors include such behaviors as, being systematic, observing rules and procedures, planning, and weighing alternatives prior to making decisions.

This scale compares the self-reported preference of the candidate to other people who have taken the test. The scale provides a range of preference levels for behaviors such as risk taking, working independently, and willingness to work in a structured environment. It also touches on how practical a person describes them self and how conscientious they are motivated to be. Are they interested in dealing within an established framework as opposed to constantly breaking new ground?

Two positions that illustrate the relationship of Administration to type of work are middle management, and sales. Middle managers perform tasks including the careful processing of information, planning, maintenance, and oversight of systems. These tasks require attention to detail and strict interpretation of rules and procedures. On the other hand, many sales positions call for a more freewheeling style and may entail making up rules as one goes, taking risks, existing more on the "edge" of boundaries versus well within them. If a candidate scores in the high range of administration, he/she would probably prefer managing; conversely, if the score were in the low range, then sales would probably be more of a preference. A sample question on this scale is, "I like to play it safe and go by the book."

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John Doe is comfortable working without structure or guidelines, is willing to take risks, and tends to be highly independent. John Doe probably is less concerned about following rules than others. He/she tends to handle work situations unconventionally. In extreme situations, John Doe may display some level of rebellion or challenge to authority. In extreme cases, John Doe may also have a blatant disregard for rules, fail to think through problems before making decisions, and be generally careless. Reports may be late or inaccurate; organizational guidelines and procedures may be regularly broken; and decisions may be hasty.

John Doe prefers to work in an environment where there is more flexibility than the Typical Employee position may offer. He/she does not like to do the same thing every day and is comfortable in a work situation where it is up to him or her to make the decisions as to what to do on a particular day as long as goals are accomplished. Abiding by rules is a less preferred side issue not a focus.

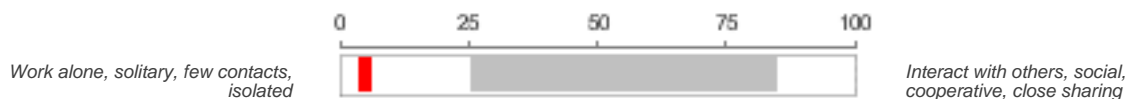
John Doe prefers to create the day. Not to work in an environment that is replete with set standards and methods. John Doe likes to set the tone and make decisions. It is important to remember that John Doe is capable of observing rules. However, he/she prefers to be able to move around them, not be subject to or hindered by them.

John Doe does not want to work for an organization that binds its employees with rules. However, John Doe can and will work in this type of environment, and successfully, if he/she is able to accomplish a highly desired goal.

Teamwork Score: 5, Below Range

The Teamwork scale measures the level of preference for working alone or with others. It calculates the level of self-expressed willingness to be fair, honest, sensitive to others, and flexible. The Teamwork scale helps to answer questions like the following. Does the candidate place a priority on how he or she treats other people, or are interpersonal issues a low priority? Does the individual like to think aloud and get other people's opinions or is working with other people more of an irritant?

People who enjoy working in teams are naturally more productive and satisfied when working closely with other people. They tend to get energy from the combined efforts and closeness of others. Although many organizations link success to teamwork, managers are often surprised to find that some people prefer to work by themselves. People who like working alone are more productive working by themselves. They prefer to focus on the task rather than the social interaction. They prefer to stand alone when making decisions. A sample question might be, "I prefer jobs with close teamwork and cooperation."



John Doe prefers to work in solitary jobs. John Doe may be insensitive toward others, become easily irritated, and occasionally become short of abrasive. He or she tends not to want to deal with typical social niceties, finding them not essential. He or she may in fact have social problems or difficulty in getting along with others, because of an inability or unwillingness to understand other people's needs and feelings.

John Doe may sometimes appear to be unfriendly, although when given the chance actually may be nicer than originally considered. John Doe views necessary opinion exchanges and/or approvals as a hindrance. In some cases, John Doe could show a lack of enthusiasm for group activities and be resistant to organizational change.

John Doe appears to prefer more of a solitary type of work situation than the Typical Employee position provides. John Doe is happy to isolate him or herself and concentrate on work. John Doe prefers not to wait for or depend on other people's opinions.

John Doe does not have the patience to deal with other people's eccentricities. In extreme cases, John Doe can make other people wary because of his or her tendency to be short. John Doe wants to deal with "what is" and cut out the "soft skills." He or she would rather stand alone when making a decision, not gather other's advice or comments. He or she may be unwilling to go along with the group.

Problem-Solving Score: 5, Below Range

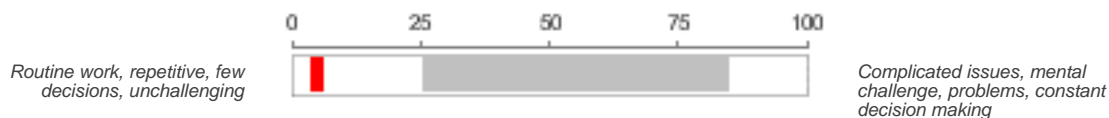
The Problem Solving scale indicates the self-reported preference level a person has for intellectual challenges. It measures the individual's attitude toward solving complicated problems using analytical techniques. Does the individual enjoy using logic to solve problems, or, do decisions tend to reflect whatever emotion, or whims the individual is experiencing at the time?

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Some people thrive when faced with the prospect of solving new and different problems, sometimes they are even unaware that time is passing. Others are uncomfortable with the change and challenge of being right or wrong. Some people prefer jobs that require constant mental activity. They feel energized when they process complex problems. They feel confident in their ability to analyze problems effectively.

Alternatively, mentally challenging positions may intimidate other people. They may enjoy solving problems some of the time but do not want to feel forced into having to logically think through and solve problems all of the time. Some people may just about always prefer to defer or delegate the process to someone that they believe is more competent. A sample question might be, "I enjoy the challenge of solving a logical problem."

Breakdown of Problem-Solving Scores Compared to the Norm Continuum



John Doe prefers to avoid mentally challenging positions. He or she prefers routine and stable jobs that seldom change. John Doe tends to be more comfortable and successful in a position that is repetitive in nature. John Doe prefers to keep decision making to a minimum, possibly becoming overwhelmed with complex issues and prone to errors or procrastination. In extreme cases, this could either represent a lack of ability, laziness, an unwillingness to learn new information, or a tendency to feel emotionally threatened.

Sometimes John Doe may not challenge decisions that he or she knows are poor, or may not have the confidence to stand-up for strong beliefs, especially when someone around them comports them self as an expert. John Doe may borrow trusted people's philosophies rather than develop his or her own.

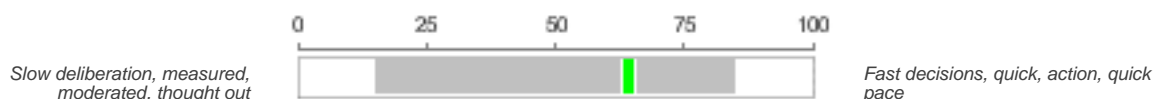
John Doe appears to prefer more of a scheduled, unchanging work environment than the Typical Employee position allows. He or she desires a clear-cut work situation without complexities. John Doe is comfortable with repetitive work. John Doe may feel stressed and overwhelmed in an environment that is uncertain or changing.

John Doe wants to come in, do the work expected, and leave. John Doe prefers not to have to express opinions openly or to persuade. In severe cases, John Doe would rather not have to learn something new either due to laziness or lack of self-confidence. John Doe more than other candidates may allow emotion to have a stronger impact on the problem solving process.

Impulsiveness Score: 64, In Range

The Impulsiveness scale indicates the self-reported preference for the speed with which a person likes to make decisions. Jobs that require fast decisions and quick actions require people who enjoy that type of environment. Too much impulsiveness, however, can lead to the "ready, fire, aim" syndrome. This unproductive syndrome can get people in to trouble because they neglect to consider the consequences of their decisions prior to taking action. Excessive impulsiveness can also cause people to appear brusque and overly forceful because they do not slow down to consider other people's feelings.

On the other end of the continuum, some people are more comfortable with a deliberate pace. They tend to measure their actions and words. They prefer to take the time to weigh possibilities before acting. They may be modest and shy and prefer to be unobtrusive. A sample question for this scale might be, "Getting a job done is more important than how it is done."



John Doe's response indicates an interest in making fast decisions and quick responses. John Doe enjoys the challenge of nimble reactions. He or she may desire testing response time pushing it to the limit. John Doe prefers to concentrate on whatever is of interest at the time. In doing so however, others may consider John Doe to be curt although he or she may be a kind person. This abruptness may occur because John Doe is focusing only on a particular goal to the exclusion of all else.

John Doe appears to enjoy thinking and making decisions quickly when necessary, but prefers not to have to do it all of the time. John Doe understands the need to keep work moving and although he or she takes the time to consider consequences, it is not an exorbitant amount of time. John Doe appears to be able to function well, balancing time with accurate work. This amount of flexibility appears to be appropriately matched to the needs of the Typical Employee position.

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John Doe aptly considers others feelings and usually does not act gruffly toward others in an effort to achieve whatever he or she is focusing on at the time. John Doe understands how to work through situations with people, looking for a common ground rather than being forceful and rude. John Doe prefers not to break rules, but understands sometimes extenuating circumstances arise that call for a little bending.

Idea Generation Score: 5, Below Range

The Idea Generation scale represents the individual's expressed attitude toward thinking in a creative and unconventional style. The scale illustrates on a continuum the extent to which an individual prefers to "think outside of the box" versus follow a straightforward, no-nonsense approach to work. Not everyone likes jobs that require freethinking and innovation. Some people just want to produce a steady stream of traditional work. They are more comfortable using a systematic approach to work and prefer a predictable environment. It would be impractical and frustrating for them to work in an atmosphere where unconventional thinking was the expectation and the norm.

Likewise, it would be de-motivating to put a person with high creativity interests in a position requiring repetitive, unchanging work. A more effective match would be for that person to work for an organization where the expectation is to generate new and better ways of producing work on a consistent basis. A person who prefers to work creatively is more successful working in an environment that welcomes unique and unconventional ideas. A sample question might be, "I am known for my unconventional solutions to problems."



John Doe's scores indicate a preference for highly ordered and traditional work. John Doe tends to prefer working in an atmosphere that is stable and predictable. A work setting that is well established has a clear-cut routine and low potential for change is the most satisfying. Some may describe this kind of environment as staid and stable. If something were to come up in the course of the day that forced John Doe to have to come up with another way of handling a task he or she may feel uncomfortable.

John Doe's conventional style tends to rarely generate creative ideas. John Doe is often less communicative and more focused on an individual task than others are. As a result, he or she may perceive the more highly creative and expressive coworkers as being flighty and unfocused. John Doe is more at ease with straightforward individuals. John Doe's frank style may seem abrupt to others.

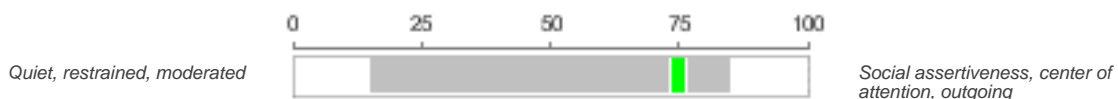
John Doe appears to prefer a more conventional and structured type of work environment than the Typical Employee position provides. John Doe works in an ordered, habitual manner. He or she is content to come to work generate the anticipated product and leave. John Doe respects straightforward communication. He or she appreciates stability, and is more uneasy and less enthusiastic than others are about impending changes in work situations.

John Doe is most comfortable seeing the typical type of job assignment through to completion rather than jumping back and forth between newly generated ideas and tasks. John Doe tends to feel frustrated by others who enjoy making changes. In extreme cases, John Doe may hinder the progress of an assignment insisting that it be done the same old way.

Expressiveness Score: 74, In Range

The Expressiveness scale indicates the level of self-reported interest in public contact and active socializing. The scale measures a person's level of desire related to social interaction, visibility, maneuvering, and public communication. Expressive personalities are a necessary component of jobs including sales, management, public relations, and others that require positive public contact. People who label themselves as highly expressive tend to be outgoing and have many social contacts.

Conversely, people who consider themselves not particularly expressive may not have the interest or willingness to stand out in a social setting. Typically being quiet and unassuming, they tend to be uncomfortable as the center of attention. A sample question might be, "It is easy for me to start a conversation with a stranger."



John Doe is gregarious and can address most social settings. John Doe feels that others can easily express themselves to him or her. John Doe loves others to ask for his or her advice and is ready to convey opinions. John Doe tends to articulate well and if speaking to another expressive type of individual tends to experience conversations that flow.

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Being socially confident, John Doe enjoys various types of public interface, to include persuasion and public speaking. John Doe typically will not hold back a dissenting opinion. He or she would rather throw it on the table for discussion. John Doe typically finds participating in debates entertaining and is usually comfortable arguing a point. John Doe is comfortable with public speaking.

John Doe's comfort level in a wide variety of social settings lends itself well to the Typical Employee position. John Doe enjoys social interaction but does not feel the constant need to get involved in a conversation or seek attention. However, John Doe does not shy away from public speaking or limelight if it is a necessary part of the job. He or she is comfortable in balancing the various types of interpersonal interactions with the other necessary responsibilities of a position including tasks such as, preparation, paperwork and other more solitary activities.

John Doe appreciates the energy derived from interacting with others, but typically does not get distracted by it and lose sight of accomplishing the intended goal. In other words, although John Doe enjoys socializing, he, or she also knows when it is time to work.

Attitude Dimensions

The following factors represent the applicant's overall attitude towards work regardless of how it is structured. They do not represent job "likes and dislikes" as much as they represent motivation to produce good work as well as to get along with co-workers.

Attitude Towards Work Score: 35, In Range

A score on the Attitude Toward Work scale represents how a person feels about working for an organization. This factor, sometimes called "primacy of work" indicates the priority a person gives his or her job in life. In other words, how much emphasis does a person put on work, is it above all else? Some people prefer to spend as much time working as they are able, not only producing the expected output, but also striving to achieve the best results possible. Other people prefer to spend a modest amount of time working, or less, sometimes having little interest in their output, and others want to strike a balance between work and other aspects of their lives.

The scale strongly relates to the degree of trust people feel toward their employer. Some people believe that by working hard and giving their all to an organization, it will in turn take care of them. Other people are less apt to feel this way for a variety of reasons. Some may be entirely justified through experience, others may have a general distrust of any organization, others may feel that the current organizational climate is poor, and others may have unsupported opinions all together.



John Doe's score indicates that work is important, but not the most important activity in life. John Doe places an average priority level on the work he or she does. John Doe may be somewhat committed to the organization or the job, but there will probably be times when other activities have a higher priority. John Doe enjoys finding ways to improve output to or relations with the customer. However, if the customer demand is too great or for an overly extended period, John Doe will grow tired and want a break.

John Doe is most comfortable trying to balance work with other matters of life. He or she has an average amount of trust for organizations. John Doe wants to do a good job, improve the position, and strive for success. Yet, John Doe does not want to spend all of his or her time doing it. John Doe has interests in life to which he or she also wants to attend. John Doe does not want to sacrifice those interests for work, at least not all or most of the time. John Doe tends to feel that there is a time and place for things and doing too much of anything takes away from the rest of life.

John Doe appears mostly to enjoy work and feels that there is some intrinsic value to it. John Doe will endeavor to do his or her best at work, but will not continually sacrifice other parts of his or her life for it. John Doe does prefer to balance work with other facets of life. John Doe tends to be the contented type of employee. Working hard and doing what it takes to accomplish the mission successfully, but also taking the time to rest and replenish him or herself.

John Doe has an average amount of trust for organizations, their management, and other employees. It is a sufficient amount for the candidate to feel loyal enough to respect the mission and successfully achieve the set goals. These levels of the two components, emphasis on work and trust, suit the amount required for the Typical Employee position.

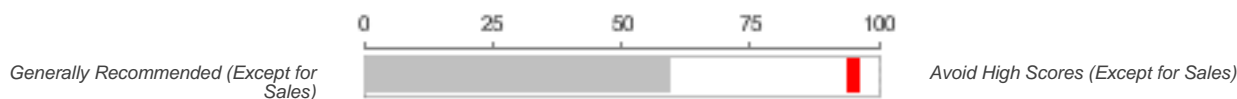
Self-Centeredness Score: 95, Above Range

The Self-Centeredness scale represents the extent to which a person looks out for him or her self. Those that score at the high end of this scale tend to focus more on themselves than others. They have an inclination to be highly competitive, leaning toward Type A behavior. Self-centered people spend much of their time thinking about the personal impact that decisions can have on them and acting accordingly. Typically, they are not

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particularly trusting of others. On the positive side, people who are more self-centered may fuel themselves to initiate a business, sell in a tough market place, or succeed in a competitive career.

Conversely, people on the other end of the continuum tend to put the concerns of other people and their organization before their own. They are inclined to be less competitive. They have more of a Type B personality, more relaxed and accepting of others. They tend to be the good team players, caring about how to work together to achieve the organizational mission. When considering extremes scores on either end of the continuum, job success is highly dependent on the particular position. A sample question might be, "I'm not above using people to get my way if I feel I am right."



John Doe prefers to put self before others. John Doe typically also possesses the Type A behaviors of having a strong drive and exhibiting a sense of time-urgency. John Doe has a robust desire to achieve, compete, and seize every opportunity, sometimes at others expense. Occasionally, this may cause trouble with coworkers because they find John Doe abrupt. He or she is self-protective and goes to great lengths to ensure that end. John Doe has a tendency to distrust others and prefers to manage situations that can have a personal affect.

John Doe is not the team player type, preferring to study and make decisions without assistance. Depending on the position, John Doe's attitude can be damaging for both the organization and co-worker relationships. On the other hand, contingent upon how the position is organized, as long as there is not a conflict between John Doe and the organization and the compensation is good, John Doe's attitude may well serve an organization that requires highly driven and competitive people.

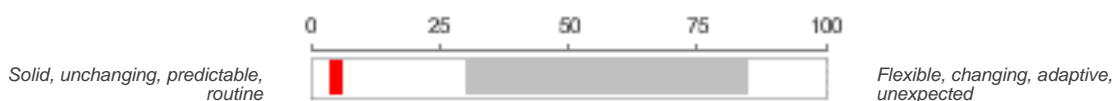
John Doe appears to be most comfortable considering him or herself before others. John Doe typically has goals and keeps them in sight. He or she feels competitively driven to achieve these goals. In an effort to maintain focus on the steps, leading to the objective John Doe is sometimes abrasive toward others. John Doe characteristically does not want anything or body to hinder the process. In addition, John Doe feels a sense of time-urgency that can be frustrating.

John Doe appears not to be particularly trusting. Since it is one of John Doe's concerns, he or she is comfortable making decisions that will accordingly ensure his or her well-being. Typically, John Doe feels independently compelled to be the one to watch out for John Doe. Besides jeopardizing the potential for effective team building, in extreme cases, this trait or preference may cause individuals to be less effective because they are not focusing purely on the job. Although John Doe's traits can make him or her considerably successful in positions requiring drive, initiative and self-centeredness, they will not help John Doe to realize the goals of the Typical Employee position.

Adaptability Score: 5, Below Range

The Adaptability Scale represents the level of a person's willingness to modify their behavior according to a particular person or situation. Using adaptive behavior with people requires first, a willingness to consider other peoples' desires and opinions, second, to place as a priority a mutually agreeable objective, and third to make the necessary behavioral adjustments to achieve that end. Adaptability allows a person to interact positively with others. Considering someone's style first, and then adopting the style that works with, rather than against, typically results in a positive outcome.

Adaptability also touches on an individual's willingness or resistance to accept change on the job. Some jobs are steady while others change from day to day. Accepting and handling change allows people to undertake a wide variety of situations in a productive manner. People who thrive in a fast paced and changing environment tend to enjoy jobs that challenge them to keep pace. They are willing to adjust their behavior to negotiate the requirements of a situation. Other people are less inclined to do so. They prefer stability and tend to consider change and fast pace stress that they do not enjoy. A sample question might be, "I don't like jobs where there is a lot of pressure."



John Doe has a strong resistance to change. He or she probably does not believe that things change for the best. John Doe wants situations and people to remain the same. John Doe tends to be most comfortable viewing things one way. He or she usually sincerely believes that there is a best way to handle things and tends to try to keep things as they "should" be. John Doe has a tendency to feel uncomfortable with vagueness and prefers things and people to be straightforward.

John Doe may be reserved with people, especially if they are different from themselves. John Doe likely does not appreciate a wide variety of

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people's choices or ideas. He or she probably would grow tired in a position that requires changing his or her behavioral styles to meet the needs of others. John Doe is typically uncomfortable receiving comments regarding his or her work.

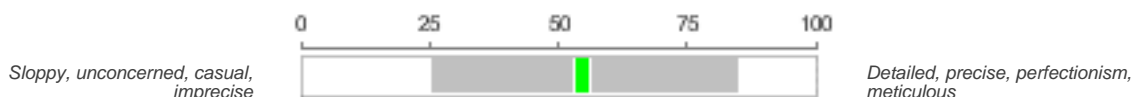
John Doe will often take pride in being highly predictable; and, become very uncomfortable when working conditions are uncertain or unpredictable. He or she is content to work in jobs characterized by low pressure and steady, unchanging conditions, more so than the Typical Employee position permits. John Doe is happy to be the solid, reliable worker on which everyone can depend.

Once John Doe has acclimated to the position, it is his or her preference that others do not advise or comment on the process or the product. John Doe must own it, definitively. John Doe is most at ease when he or she can come to work everyday, do the job, and leave on time. John Doe may tend to experience stress when having to defend or discuss ideas. John Doe sees things in an unambiguous way and does not enjoy entertaining varying thoughts or ideas.

Perfectionism Score: 54, In Range

Perfectionism related to a person's work attitude involves multiple aspects of behavior. It involves a person's tendencies toward work standards, order, and concern for personal effectiveness. Each of these dimensions of perfectionism is on a continuum. Depending on the relative levels of each, a person can be productive, somewhat productive, or not productive.

Some people consider perfectionism to be a positive feature of an individual; others consider it negative. For the employer it tends to depend on how the employee balances the internal aspects of perfectionism. It is advantageous for an employee to care not only about the quality of work, but also to produce it in a timely, effectively seamless manner, not allowing self-analysis or insecurity to get in the way. The purpose of this scale is to identify a person's self-reported level of perfectionism related to work. A sample question may be, "I insist on taking time to perfect a project."



John Doe indicates a preference for working in jobs requiring an average amount of accuracy and detail. That is, jobs where the expectation is for the employee to be neither, cavalier and sloppy, nor unfailingly perfect. Instead, John Doe's preference is to comfortably achieve a balance between quality, accuracy and timeliness. John Doe is apt to examine his or her own effectiveness and be thorough enough to care about the quality of the product without becoming so critical and anxious that he or she procrastinates or does not complete the project.

John Doe recognizes that an average amount of precedents and guidelines can be helpful not hindering. John Doe tends to use organization as a tool to achieve an objective effectively. He or she in most cases is at ease making go/no-go decisions, knowing when to consider a project complete or when to pursue more accuracy.

John Doe appears to be most comfortable balancing quality with productivity. He or she does not mind utilizing precedents and guidelines in the process of achieving or meeting goals. John Doe typically respects them and has a general understanding of why they are in place. It would be unusual for the candidate to write them off. Organization is an effective aid rather than a nuisance or an abstract construct.

Although John Doe cares about personal effectiveness, he or she does not allow it to become so painful that it is paralyzing. The candidate's desire to succeed will initiate a certain level of self-examination, but it is at an effective and manageable level. John Doe's inclination to maintain a balance with all of these components suits the Typical Employee position.

Productivity Dimensions

The following factors represent the subject's general attitude toward job productivity and workplace. It measures his or her problem-solving approach, attitude towards producing a perfect product, willingness to work with other departments and employees, preferred method for managing work, and sociability. It is important to realize that "more is not better". For example, if a person scores high in Comprehensive Thinking, and the job offers little or no opportunity for this kind of activity, then the employee may become bored and disinterested. The best scores are ones that fit the job.

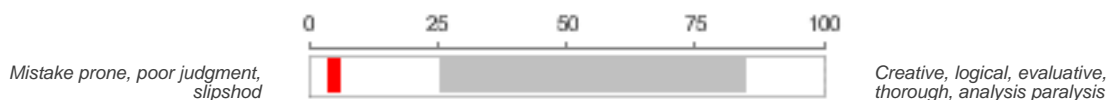
Comprehensive Thinking Score: 5, Below Range

The Comprehensive Thinking scale represents an individual's self-reported approach to solving problems. It is an "out of the box" style of thinking. It comprises a mix of the following factors: creativity, problem solving, and administration. Comprehensive thinking includes both traditional analysis and creativity in combination with the motivation to pursue a project through its completion.

The scale provides a range of potential preferences for behaviors. On one end of the continuum, an individual prefers to solve complicated,

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analytical problems using innovative techniques and ideas, on the other, a person prefers to leave the decision-making to others or if necessary solves the problem slowly and methodically. A sample question may be, "I am good at separating the root cause of problems from symptoms."



John Doe prefers to work in traditional settings with stability, structure, and guidelines. He or she is most comfortable using prepared responses and performing routine work. John Doe would rather defer tasks that are out of the "ordinary" or that require problem solving to others. John Doe tends to enjoy clear-cut tasks. He or she usually prefers repetitive work, or work that is predictable and has order. John Doe is typically a straightforward type of individual and enjoys working around like-minded individuals.

John Doe may seldom help others to solve problems perhaps feeling intimidated by the task. He or she has a conventional style and typically does not have a knack for recognizing the relationships between seemingly unrelated events. John Doe is not self-assured when it comes to separating the root-causes from the symptoms, tending to find them indistinguishable. John Doe may be among the last to try new ideas, finding them unnerving and sometimes overwhelmingly detailed.

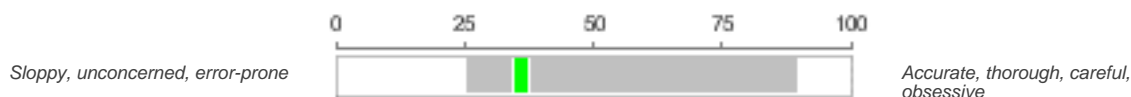
John Doe appears to require more of an organized, clear-cut, predictable type of environment than the position Typical Employee position allows. Positions that are repetitive and uncomplicated work best for John Doe. He or she is not enthusiastic about impending changes, stability is important. John Doe wants to work in an ordered and habitual manner. John Doe wants to carry out the same or similar types of tasks every day, finding them comforting. John Doe prefers tasks that do not require learning new things, due to a lack of self-confidence or in extreme cases, laziness.

Clear expectations are important to John Doe. He or she also respects straightforward communication. John Doe does not want room to create, or to make mistakes. Making decisions or solving problems is not John Doe's strong point. He or she prefers that others perform those tasks. John Doe appears uncomfortable expressing opinions and sharing how he or she has arrived at them.

Doing Quality Work Score: 35, In Range

The Doing Quality Work factor represents an individual's self-reported attitude toward producing quality work. Quality of work as it pertains to this scale, involves a person's approach toward attention to detail, being precise, evaluating, and, analyzing. In other words, the Doing Quality Work scale indicates a person's stated level of interest in the comprehensive pursuit toward achieving quality. The scale answers the question, is quality a work priority?

At one end of the scale, people tend to take their time to ensure a high standard of work output. They methodically examine their work and consider every alternative. They will not shy from working through complex problems in order to reach their desired level of accomplishment. People at the other end of the scale tend to be less concerned with their work quality. They are less motivated to work toward producing a flawless product. A sample question might be, "Regardless of the times it takes, I like to get every detail right."



John Doe tends to have a typical amount of concern for quality, being able to balance effort with result. Steadily producing work that is mostly accurate with only an occasional error is the aim. John Doe understands that depending on the type of work, timeliness is important and that causing delays by obsessing over small details can be just as problematic as sloppiness. However, John Doe will "sweat the small stuff" when the "small stuff" is extremely important.

John Doe likely enjoys periodic numerical and statistical data analysis, but prefers not to make it the focal point of the job. John Doe is typically conscientious and prefers to work in an organization with an average amount of rules, as opposed to one that expects rigid adherence, or conversely, lacks structure. John Doe is apt to spend a little time performing personal checks to insure quality work on a personal level.

John Doe seems comfortable balancing productivity with quality. He or she appears able to make a decision in a reasonable amount of time, weighing the alternatives, attending to details, and interpreting nuances. John Doe appears to understand the relative importance of the various parts of the work process and keeps them in balance in order to achieve an objective with accuracy and timeliness. This breadth of emphasis appears to appropriately match the requirements of the Typical Employee position.

John Doe does care about whether he or she is producing a quality product but keeps the personal analysis in check to not delay or paralyze the

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process. Being flexible, John Doe will work within an established system, but also enjoys studying a process in an effort to improve procedures. Rules are helpful and usually not hindering. They provide structure and consistency, however, John Doe is able to accommodate a unique situation and slightly adjust something if necessary.

Collaboration Score: 5, Below Range

The Collaboration scale indicates the self-reported attitude of an individual toward working with other people, including participation in organized team efforts and other collaborative activities. Collaborative people tend to be thoughtful, adaptable, and have a general enthusiasm for being around others. Although collaboration and teamwork share a strong connection, they differ in that collaboration also includes creativity and volunteerism.

To be effective collaborators individuals need to make a conscious effort to do the following: work toward a common purpose, forego individual egos, work interdependently, and share accountability. People who are on the high end of the scale are eager to engage in these types of behaviors. People at the other end of the scale are not as likely to do so. They prefer to work alone, appear to be less sensitive toward others, and are less willing to surrender sole ownership of a project. A sample question might be, "I enjoy jobs with close teamwork and cooperation."



John Doe typically does not enjoy the company of his or her coworkers and is not enthusiastic about working with them. John Doe may have difficulty seeing someone else's point of view, tending to be detached and out of practice in relating to others. He or she would rather work alone and not share a common project, possessing an ambition to achieve independently of others. John Doe prefers to be as self-contained as possible, typically not wanting to share opinions, exchange ideas, or seek approval. John Doe also does not have a desire to rely on or be accountable to other people, preferring they act likewise.

Although John Doe may care about people, coworkers may consider him or her to be insensitive and abrasive. John Doe tends to act quickly and may react toward others without first stopping to consider their feelings. Sometimes the consequences are negative even though he or she did not set out to hurt someone intentionally. John Doe does not enjoy organizational change, preferring people and work to remain the same. John Doe is not likely to volunteer even if asked.

It appears that John Doe finds working separately from others enjoyable. He or she does not want to have to listen to, rely on others, or participate in unnecessary social niceties. John Doe wants to focus on work and get the job done with as few social "hassles" as possible. He or she considers work to be work, and play to be play. Sometimes John Doe will express him or her self before thinking through the outcome. In extreme cases, coworkers may find John Doe to be abrupt and become wary. Do not look to John Doe to volunteer very often.

John Doe prefers to avoid group exchanges or attaining the group agreements often necessary when working on a team. He or she typically finds it gets in the way of personal productivity. Sometimes when more than one person is involved in the same assignment unforeseen changes occur. John Doe prefers to work methodically and anticipate each step in the process. He or she typically does not enjoy unexpected changes taking place, another reason to work alone. John Doe prefers to make decisions without advice or comments. John Doe's desire for an isolated work situation is more than the Typical Employee position permits.

Managing Time Score: 5, Below Range

The Managing Time scale measures an individual's self-reported desire to be in control, work by the book, and follow highly structured work activities. The scale indicates the extent to which a person is motivated to observe rules, be punctual, flexible, plan, and analyze. It points to the level of interest a person has in the following activities: studying all aspects of a project, methodically planning a project's evolution, ensuring strict conformity to specified procedures, and striving for perfection.

Some people take a relaxed approach to their work, tending not to worry about things such as accuracy, timeliness, or organization. They typically move in a calm flow, completing a project on their own terms, not feeling subject to external controls, precedents, or expectations. On the opposite end of the spectrum, other people will do everything they can to ensure the completion of a project that is on time and without defect. A sample question might be, "I am very strict about following company policies."



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John Doe typically is not interested in agendas. Keeping to a schedule is not a priority; neither is planning for a project or maintaining control of it. He or she has a relaxed interest or sometimes disinterest in time management. John Doe being a laid-back type of individual, is comfortable taking a backseat when it comes to controlling a process. He or she is content to let other people manage an effort, preferring to receive an assignment and complete it.

John Doe does not expect to complete projects perfectly and usually will not examine them for accuracy. Finishing a task typically takes precedence over ensuring its quality. Additionally, John Doe tends not to follow-through to confirm that a project is evolving on track, content to let it take its own course regardless of time constraints. If unexpected obstacles should arise, John Doe typically does not have a contingency plan as planning is not a priority. Being easygoing and having a tendency to "march to his or her own drum" John Doe tends not to worry a good deal about rules.

The candidate appears comfortable allowing a project to follow its own course. He or she prefers not to spend time analyzing a subject, creating plans for implementation, or tracking a process. John Doe is more freewheeling and prefers that others handle those issues. His or her preference is to perform an assignment without being subject to agendas, rules, or guidelines. Not wanting to conform to a schedule or worry about rules, John Doe is most comfortable completing work on his or her terms.

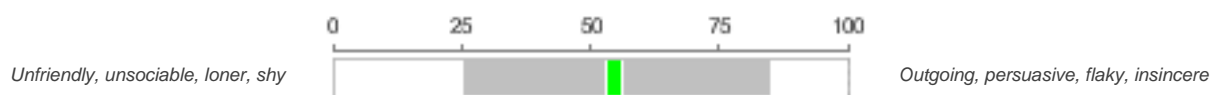
John Doe's apparent lack of interest in planning, organizing, preparing, setting acceptable work standards, and meeting goals probably frustrates coworkers because they feel they have to make up for his or her discrepancies. This friction could eventually lead to a host of problems. The easygoing approach to time management that John Doe prefers to take is more than the Typical Employee position allows for.

Extraversion Score: 54, In Range

The Extraversion scale indicates an individual's level of assertiveness as it relates to collaboration. In other words, extraversion as it pertains to this scale measures a person's drive to interact with others, influence others, and participate in group efforts. Extraverted people enjoy social interaction and are typically charming, outgoing, and persuasive. They understand the intricacies of behavioral cues and conversation, although depending on what they are focusing on at the time, they may not always respond to them. They are adaptable, enthusiastic, and articulate. Extraverted people feel energized by the process of engaging in group efforts.

On the other hand, people who are not extraverted prefer to do things on their own. They do not feel the need to be around others and are content to work alone. They are less likely to notice cues from people, spoken or unspoken. Additionally, less extraverted people are typically not as interested as others may be in accommodating people in order to work with them. They do not want to be flexible with their plans, share ownership of a project, or put effort into communication. A sample question is, "I try hard to be popular and entertaining at work."

Breakdown of Extraversion Scores Compared to the Norm Continuum



John Doe prefers to spend an average amount of time interacting and working with other people. Although, John Doe typically appreciates the energy derived from working closely with others, he or she also desires time to reflect on one day and prepare for the next. John Doe does not mind an occasional intense period of collaboration, however, continuous interactions are draining and aggravating. On the other hand, constant solitude is lonely and undesirable. John Doe prefers a balance of both collaboration and independent work.

John Doe does not mind periodically using social nuances to sway or influence people but does not care to do so routinely. John Doe is typically at ease when expressing, and sharing opinions, but prefers not to take the dominate role continually in discussions. John Doe is flexible, willing to be assertive, lead the group on some occasions, and accept a less prominent position on others. John Doe is comfortable entertaining other people's points of view and finds them a valuable learning experience, even if he or she disagrees with them.

John Doe's apparent flexibility and social acuity would serve the Typical Employee position well. John Doe not only appreciates the effectiveness of collaboration but also enjoys the process, finding it energizing. On the other hand, John Doe is also self-reliant and enjoys working independently. He or she does not need other people in order to make decisions, but understands the value of collecting varying opinions and ideas in the decision making process.

John Doe is comfortable in a variety of situations, willing to take the lead in discussions or the backseat. Exchanging opinions with others is typically not a stressor it is invigorating. Although John Doe is often expressive and enjoys social interactions at work, he or she manages the relationships in a professional manner without allowing them to become the focus. John Doe accommodates organizational changes, finding creative ways to integrate them into the current work process.

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Reliability Dimensions

The following factors evaluate the subject's expressed interest in acting in a mature and socially responsible fashion. Emotional Maturity, Corporate Citizenship and Organizational Trust scores evaluate his or her overall feelings toward the organization and co-workers. One should not assume that scores always have a linear relationship with job performance. Like the productivity factors, the best scores are ones that fit the job.

Emotional Maturity Score: 5, Below Range

Emotional maturity at its most basic level represents a person's willingness to act responsibly, managing emotional impulses, and actions. The scale measures a person's preference to accept ownership of his or her emotions, assessing them honestly and handling them appropriately. It indicates the willingness of a person to accept responsibility for the way they feel as well as the situations they are in and not blame others for either.

Emotionally mature people are sensitive to others feelings and are willing to postpone their personal desires for the benefit of others. They tend to find more satisfaction in giving than receiving, are helpful, and typically act in a consistent manner. They usually do not feel compelled to rebel against authority, gossip or break rules. They are apt to find constructive and/or creative approaches to redirect any negative energy that they may feel at a particular time.

Emotionally mature people are also inclined to be adaptable. They accept reality, try to alter what they can and let the rest go without consistently complaining about how something "should" be. A sample question might be, "I don't like it when people tell me how to do a job."



John Doe may suffer from stress stemming from repeatedly experiencing frustration over discrepancies between actual outcomes versus anticipated outcomes. In other words, John Doe may find the reality of circumstances difficult to accept and adapt to when it is different from what he or she expected. The sense of lack of control and helplessness that sometimes follows this type of experience may interfere with productivity because allowing overwhelming feelings to take hold may tend to stall motivation and overpower the ability to be objective.

John Doe's frustration may lead to patterns of disruptive behavior that include rebelliousness, a tendency to challenge authority, rule breaking, showing-off and selfish acts. John Doe may find people irritating, more often than not. In extreme cases, John Doe can be vindictive, self-centered, take advantage of other people, and act abrasively. It is important to stress that this scale measures preferences. A person may guard internal tendencies and use more self-control than is preferred.

John Doe appears to be inclined to act swiftly, at times perhaps inattentively. He or she is more apt than most to take risks, including those that are uncalculated risks. Speaking one's mind without mitigation is not a concern; at times, John Doe may appear heedless, defensive, or ill tempered, depending on mood. Because John Doe has a strong focus on whatever effort is of concern, he, or she may react impatiently, when others are not behaving in as fluid a manner. In extreme cases, John Doe may become angry, vindictive, or manipulative. John Doe may believe that circumstances and situations are beyond his or her control.

John Doe's tendency not to manage emotional impulses or actions may be counter productive to an organization because someone may have to respond with corrective measures to the consequences. At times, John Doe may desire taking center stage even when it is not appropriate. John Doe appears to be less sensitive than others are to rules, authority, and protocol. In extreme cases, these tendencies may manifest themselves in chronic rule-breaking and generally disrespectful behavior. John Doe may feel hampered in the Typical Employee position because his or her desire for spontaneous actions and speech is more than the position allows.

Organizational Trust Score: 24, Below Range

The Organizational Trust scale measures an individual's feelings toward both the organization and management. The factor represents the level of commitment a person is willing to provide to the organization. That is, does the person feel obligated to put forth as much effort as possible, or just enough to get by? The Organizational Trust factor also involves the individual's perception of management's honesty with them, and in turn, their willingness to be a reliable employee and coworker.

Depending on whether a person feels that management recognizes them and/or treats them justly directly influences their level of trust for the organization. Distrust can have both positive and negative effects on productivity and integrity. A sample question is, "I would take long lunches and breaks if I thought I was underpaid."

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John Doe likely feels little trust for the organization or management, but may proceed through the workday perhaps somewhat tentatively, putting in time, not totally engaged in the process. John Doe may feel isolated and find work a grind if he or she does not share common ground with coworkers or management. John Doe probably does not feel optimistic or in tune with the direction of the organization, thus feeling distracted, maybe even thinking about where to go next.

John Doe may lack sincerity or act dismissively toward coworkers out of unhappiness. On the other hand, John Doe may thoroughly enjoy coworkers, concentrating on the social aspects of the work environment rather than actual work. In extreme cases, this behavior hinders productivity although it may boost immediate morale.

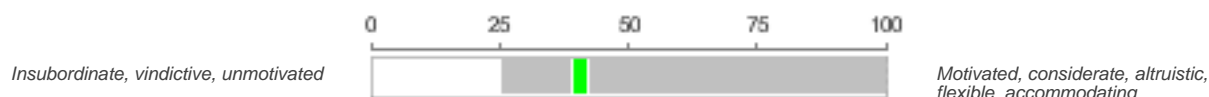
John Doe appears to lack trust in the organization and its management for whatever reason. He or she appears not to be motivated to dedicate efforts toward achieving organizational objectives. John Doe wants to do what is required and leave. John Doe may be justified, or not, but at any rate the distrust is real. John Doe may feel that management is not supportive and the organization is not dependable and therefore will not commit to it.

John Doe may be a capable and hardworking employee in another organization. However without understanding the conditions surrounding John Doe's employment it is difficult to ascertain as to why the present feeling of distrust exists. John Doe's general level of trust for management and the organization may be a hindrance to productivity in the Typical Employee position.

Corporate Citizenship Score: 40, In Range

The Corporate Citizenship factor measures a person's overall attitude toward working in an organizational setting. This compound factor includes the following types of behaviors: trusting the organization, being reasonably assertive, making positive contributions, and being responsible for ones' own activities. It touches on the level of an individual's tendency toward impulsiveness, maturity, and adaptability.

The factor not only measures the degree to which an individual is willing to be supportive to an organization, but to coworkers, as well. On one end of the continuum, an individual may have a trust for coworkers in general and have a strong desire to be helpful, considerate, and thoughtful. On the other extreme, a person may lack trust in coworkers as well as the organization and tend to be rude, vengeful, and inconsiderate to fellow workers. A sample question is, "If someone wrongs me, I'll wait for the right time to get even."



John Doe has a "middle of the road" attitude toward work, coworkers, personal contributions, and participation in normal organizational change. John Doe prefers stability, but accepts changes and tries to be accommodating, tending to flow with the environment most of the time. Though John Doe does not desire a fast pace all of the time, periodic increases in office pace can be stimulating. John Doe typically meets deadlines, balancing time requirements with productive decision-making.

John Doe spends an average amount of time considering words prior to speaking and consequences prior to actions. John Doe usually gets along well with coworkers and enjoys the interaction, only occasionally preferring to work alone. John Doe can be a productive team player and feels energized when working closely with others. He or she participates in extra duties as requirements evolve. John Doe typically is cooperative and agreeably accepts directions and comments on work. He or she will bend rules only occasionally, preferring to observe them.

John Doe appears to be comfortable balancing steadiness and change. John Doe is accommodating and quick to undertake whatever comes along in an effort to achieve work objectives and support the organizational mission. John Doe has a general trust for the organization and its employees. John Doe prefers to follow rules understanding that they support the organizational foundation and if properly applied complement its initiatives. Although John Doe enjoys the social aspects of working for an organization, staying on track and meeting deadlines is not a problem.

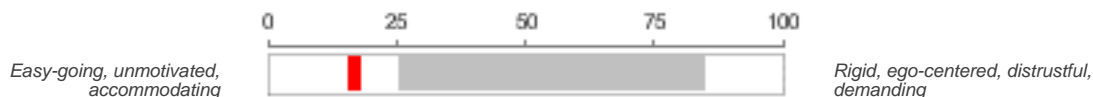
John Doe is comfortable in a wide range of social settings adding to a positive office atmosphere. He or she is considerate of other's feelings and attempts to help people when possible. John Doe works to find the common ground with coworkers, preferring harmony. It is important to note that although John Doe's level of citizenship is "average," supervisors should not discount it as it is quite normal and effective. He or she probably responds well to rewards and recognition. John Doe's interest in positively supporting coworkers and contributing to mission goals is an appropriate match for the Typical Employee position.

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Forcefulness Score: 17, Below Range

Forcefulness scores represent the subjects "raw" drive to achieve goals and accomplish tasks that are personally important. It includes the candidate's social assertiveness, drive for personal achievement, and reactionism. Reactionism is the individual's vigorous response to the environment, stemming from personal momentum and attitude. A sample question is, "I tend to "tell" more than "ask."

Individuals on one end of the spectrum are relaxed, neither competitive nor dominating. They tend to work at a slower pace, preferring not to rush or drive forward to accomplish objectives and reach deadlines. On the other end of the extreme, individuals act and speak with enthusiasm and speed, as if driven by a strong internal energy. They easily express their opinions and tend to be dominating, demanding, and self-serving.



John Doe usually prefers to respond and act at a slower pace. There is no need to press to reach every goal. John Doe takes time to get going at work wanting to "appreciate the moment." Few things are worth acting quickly for. Objectives are potential action items not absolute action items. A list of objectives is a guideline, or a wish list, not a must do list. Stability is nice, but not necessary; John Doe can accommodate a changing environment. However, John Doe would rather not use the energy to adjust to quick or unannounced changes.

John Doe prefers not to be the person responsible for altering a plan, making a decision, or being accountable for mistakes. Team membership is not comfortable if individual contributions are required and noted. John Doe's preference is to work quietly behind the scenes, being unnoticed. Although John Doe generally trusts the organization and coworkers, he or she is unlikely to express feelings or opinions openly to others. John Doe typically listens to others and has an interest in their situations, sometimes even sacrificing work or a deadline to listen to and/or help a coworker. Work is most likely a place to go and a means to make money.

John Doe trusts the organization and its employees and is interested in the welfare of fellow coworkers, placing relations with them above the need to achieve. John Doe's tendency toward discomfort in expressing opinions and reluctance to support beliefs openly would hinder productive teamwork. John Doe is less assertive than are other candidates and prefers not to take risks. Working slowly in the background is more desirable.

John Doe appears to be most comfortable thinking and moving deliberately, not feeling the sense of urgency that other candidates may to drive toward accomplishing a goal in a timely manner. Deadlines and objectives do not hold the same importance as getting along with others. John Doe is content to work in a relaxed environment where it is not necessary to make decisions frequently or quickly. John Doe's level of motivation to accomplish objectives as well as preference to move at a slower pace does not meet the requirements of the Typical Employee position.

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Suggested Interview Questions

Factor	Questions
Administration (Low)	<i>How do you keep track of projects and job details? Tell me about some times when these details slipped through the cracks (evaluate whether the candidate has blatant disregard for details)</i> <i>Tell me about the kind of guidelines you have to deal with in your job. What happens when they get in the way of doing your job? (evaluate whether the candidate is rule-bound)</i>
Teamwork (Low)	<i>Some jobs require you to work very closely with team members, even doing each others' work; while others require working alone with minimal interaction with co-workers. What have your past jobs been like? Which did you like best? Why? (evaluate whether the candidate is too dependent on team members and not enough on productivity)</i> <i>How do you know when to balance internal and external requests with business necessity? Give me an example. (evaluate whether the candidate is customer-focused at the expense of good business practices).</i>
Problem-Solving (Low)	<i>Tell me about doing a project from start to finish (evaluate whether the candidate does sufficient analysis before starting a project).</i> <i>Tell me about a time when you had to solve a difficult problem? What was it? What did you do? What was the result? (evaluate whether the candidate knows how to work through problem for himself or herself)</i>
Idea Generation (Low)	<i>Give me some examples of out-of-the-box ideas that worked for you (evaluate whether the candidate uses creative approaches that work)</i> <i>What kinds of things have you done when someone won't respond to your suggestions? (evaluate whether the candidate uses innovative work-arounds)</i>
Self-Centeredness (High)	<i>There are no specific questions for self-centeredness. In its most basic form, higher scores represent a desire to put ones' own welfare ahead of others and may represent potential conflicts of interest.</i>
Adaptability (Low)	<i>Tell me about a time when your job kept changing. How did you react? (evaluate whether the candidate is inflexible and rigid)</i> <i>Some jobs have constant change while others remain constant. How would you classify the jobs you have held in the past? Which did you like best and why? (evaluate whether the candidate is uncomfortable with changes)</i>
Comprehensive Thinking (Low)	<i>Problems can be solved in a variety of ways. Some require pure analysis and others out-of-the-box thinking. Tell me about some difficult problems you have solved in past jobs. How do you prefer to approach solutions? What kind of results do you get?</i>
Collaboration (Low)	<i>Some jobs require you to work very closely with team members, even doing each others' work; while others require working alone with minimal interaction with co-workers. What have your past jobs been like? Which did you like best? Why?</i>
Managing Time (Low)	<i>Some jobs require a great deal on hands-on management, while others do not. What have your past jobs been like? Which did you like best? Why?</i>
Emotional Maturity (Low)	<i>Suppose you want something that you feel you absolutely must have, but the opportunity or money never seems available. What do you usually do?</i>
Organizational Trust (Low)	<i>Some organizations have great relationships with their employees and others do not. What experiences do you have with managers and organizations you have worked for? Did you trust them? Why? Why not?</i>
Forcefulness (Low)	<i>Some jobs require you move quickly and make decisions without much thought or preparation. Other jobs expect you to think through your actions carefully before taking action. What have your past jobs been like? What do you do when other people get in your way?</i>

Notes

This report references event 3102 [1132769121932].

For additional information, please contact your Brainbench Account Representative, or email us at support@brainbench.com

This report uses a standard job profile based on analysis of similar jobs in many different companies. For better performance, a custom job profile can be produced. Corporations have seen as much as 50% improvement in the quality of hire by using custom job profiles. If you are interested in customizing a profile to a specific job within your company, please contact Brainbench at sale@brainbench.com or call us at (703) 437-4800.