



## **Executive Achiever® Assessment Report**

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Report prepared on: **Joe Applicant**

ABC Company  
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Report Type: Chief Financial Officer

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## Executive Achiever

Name: Joe Applicant  
Company: ABC Company

Date: 10/1/2014  
Page: 1

This report is confidential and is an opinion based on assessment results only. Its contents should contribute approximately 1/3 to developmental discussions since it is only one of several evaluatory and feedback resources.

<b>Section</b>	Aptitudes and Personality Assessment
<b>Section II</b>	Management competencies associated with leadership, planning and implementation
<b>Section III</b>	Personal knowledge of leadership techniques
<b>Section IV</b>	Suggested behavioral interview questions
<b>Section V</b>	Personal Development Plan



## Executive Achiever

Name: Joe Applicant  
Company: ABC Company

Date: 10/1/2014  
Page: 2

### Mental Aptitudes

#### Mental Acuity



Mr. Applicant is high in Mental Acuity, indicating he is a fast thinker with an above-average critical thinking ability. Reasoning skills are good and he should have a good ability to make responsible decisions and solve challenging problems within a short period of time.

#### Business Terms



Joe has an above-average understanding of business terminology, indicating he has had some exposure to business matters either on the job or in a business class.

#### Memory Recall



Mr. Applicant is very interested in events happening in the world around him and should have a strong knowledge of competitive information and techniques, as well as economic trends which relate to his job.

#### Vocabulary



Mr. Applicant's language skills are above average, enabling him to communicate effectively. He is capable of highly complex interchanges and will exhibit confidence in his ability to interact with others.



## Executive Achiever

Name: Joe Applicant  
Company: ABC Company

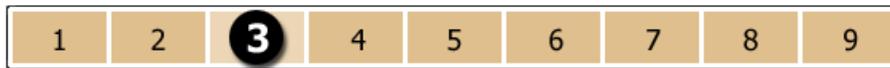
Date: 10/1/2014  
Page: 3

### Numerical Perception



Joe's average Numerical Perception score means that he can handle some detail work, but the work should be checked for errors. Poor vision, tension, or carelessness may affect the Perception score.

### Mechanical Interest



Joe shows little interest in machines and may prefer not to work with mechanical equipment. Please note that this mental aptitude measures interest, not mechanical ability.

## Personality Dimensions

### Energy



Mr. Applicant has a good level of energy and takes an energetic approach to work and other matters. He has a high drive level, but is generally able to control energy sufficiently to concentrate and accomplish assignments in a timely, yet effective manner.

### Flexibility



Joe has a good sense of integrity and is an ethical individual who is focused on what he wants to accomplish. He will also be flexible and adaptable to change, as well as able to handle multiple job demands and assignments. He is also interested in obtaining customer satisfaction by providing good service. He can be creative or stick with the "tried and true," depending on the circumstances. Even though he will try to generate new solutions to problems, and new ways to use existing applications of products or services, he will be concerned about quality prior to implementing a change. He can be inventive, but will test his new ideas and concepts to be certain any risks involved are minimal.



## Executive Achiever

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Company: ABC Company

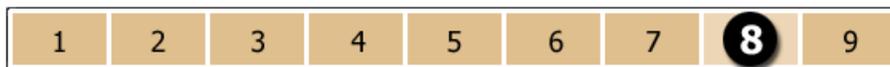
Date: 10/1/2014  
Page: 4

### Organization



Mr. Applicant does not exhibit a great deal of interest in planning his time and activities. Although he does have good intentions, his plans are not always thorough and he may not take full advantage of the time and resources he has available to him to reach organizational goals and priorities. A high score in Mental Acuity may compensate for a low score in this dimension.

### Communication



Joe is a very interactive collaborator. He seldom tires of interacting with others, and can openly articulate feelings, ideas, concerns and information to others. He may not always be good at listening and taking seriously what other people are saying.

### Emotional Development



Mr. Applicant has a good level of self-confidence and self-esteem, but not so much as to be unrealistic. He is willing to wait a reasonable time for results without becoming upset or frustrated.

### Assertiveness



Joe can take control, maintain order, and express his opinions, but is open to the ideas of others and will not actively seek out conflict. He will attempt to influence and direct others, but not to the point of appearing unnecessarily demanding.



## Executive Achiever

Name: Joe Applicant  
Company: ABC Company

Date: 10/1/2014  
Page: 5

### Competitiveness

1	2	3	4	5	6	7	8	9
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Mr. Applicant is a team player with a sense of competitiveness, but he encourages synergism. He is able to envision the whole project when working, not just the part he is playing. He has a competitive spirit, but will encourage and work towards goals which are team-oriented. Although he wants to excel, he may be reluctant to compete just to achieve his own goals and desires.

### Mental Toughness

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe is a very sensitive person who is concerned about the needs of others. He prefers working in a comfortable environment free from criticism, rejection, etc. Criticism can hurt his feelings and he may allow emotions to take over when making good business decisions.

### Question/Probing

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe has a very trusting nature and tends to accept most instructions, directives and information at face value. Even though he has a positive, enthusiastic attitude, he may be so trusting that he allows others to take advantage. When problem-solving or troubleshooting complex issues, his effectiveness could be reduced by his not probing far enough into the situation to see the whole picture.

### Motivation

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe is easily motivated when the right rewards are offered. He has good initiative and will take risks when the potential for profit and recognition exists. He is always looking for a chance to obtain recognition for his efforts. He will be willing to put in extra hours and exert greater effort to complete a project successfully, provided he feels he will be rewarded for his efforts. Status and recognition are more important than a steady job or a stable paycheck, even if it means long hours or frequent travel.



## Executive Achiever

Name: Joe Applicant  
Company: ABC Company

Date: 10/1/2014  
Page: 6

### Validity Scales

#### Distortion



Mr. Applicant is a secure person who is not afraid to admit his weaknesses. He is also good at assessing his strengths. He tends to be open and frank.

#### Equivocation



He has scored within our acceptable equivocation range.



**Executive Achiever**  
ScoreSheet  
Chief Financial Officer

Name: Joe Applicant  
Company: ABC Company

Date: 10/1/2014  
Page: 7

Mental Aptitudes											
		1	2	3	4	5	6	7	8	9	
<b>Mental Acuity</b>	Slow to Learn							7			Fast to Learn
<b>Business Terms</b>	Uninformed							7			Knowledgeable
<b>Memory Recall</b>	Unaware							7			Aware
<b>Vocabulary</b>	Limited							7			Strong
<b>Numerical Perception</b>	Imprecise				4						Accurate
<b>Mechanical Interest</b>	Indifferent			3							Interested

Personality Dimensions											
		1	2	3	4	5	6	7	8	9	
<b>Energy</b>	Restless				4						Calm
<b>Flexibility</b>	Flexible						6				Rigid
<b>Organization</b>	Disorganized			3							Planful
<b>Communication</b>	Reserved									8	Interactive
<b>Emotional Develop.</b>	Impatient					5					Tolerant
<b>Assertiveness</b>	Cooperative					5					Authoritative
<b>Competitiveness</b>	Team Player					5					Individualist
<b>Mental Toughness</b>	Sensitive		2								Tough
<b>Questioning/Probing</b>	Trusting		2								Skeptical
<b>Motivation</b>	Security									8	Recognition

Validity Scales											
		1	2	3	4	5	6	7	8	9	
<b>Distortion</b>	Frank Answer			3							Exaggerates
<b>Equivocation</b>	Chose Alternate					5					Chose Middle

**STANINE:** The STANINE is a system of measurements which divides the population into nine parts.

**AREAS OF CONCERN** - Scores of 1 OR 2 in any of the following dimensions:  
*Energy, Flexibility, Emotional Development OR Mental Toughness* are areas of concern.

**NOTE:** Areas with dots and brackets [ ● — ● — ● ] are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual. Scores within this range are shown with a number inside a blue circle. Those outside the desired range, or with no range identified, will have a number inside a black circle.



## Executive Achiever

Name: Joe Applicant  
Company: ABC Company

Date: 10/1/2014  
Page: 8

### Management Competencies

#### Accountability/Ownership

1	2	3	4	5	<b>6</b>	7	8	9
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Mr. Applicant has some desire to be accountable for his own actions. He probably takes the initiative and assumes personal accountability for goals, outcomes and deadlines, but it may be helpful if he develops the ability to plan farther in advance as he strives to reach goals and meet deadlines. He probably enters into self-appraisal, and unless he is highly competitive and wants to do everything himself, he is probably willing to share information and responsibility with others.

#### Challenge the Status Quo

1	2	3	4	5	<b>6</b>	7	8	9
---	---	---	---	---	----------	---	---	---

Joe is willing to challenge the status quo if, after careful thought, he is convinced that a new way of doing things is necessary. Once he is absolutely convinced that traditional ways of thinking and working need to change, he is generally willing to make a change.

#### Collaboration/Integration

1	2	3	4	<b>5</b>	6	7	8	9
---	---	---	---	----------	---	---	---	---

Joe is probably motivated to succeed, but also willing to celebrate the success of others when that success occurs independent of his own work. He may need to remember to share the glory for accomplishments he had a part in achieving, but becoming even more willing to think collaboratively and striving to integrate his own work with that of others in the organization will further enhance his performance in this competency.

#### Creativity/Innovation

1	2	3	4	5	6	<b>7</b>	8	9
---	---	---	---	---	---	----------	---	---

Mr. Applicant has the ability to "think outside the box" and is willing to experiment with new ideas and approaches. He will want to keep the company leading-edge and will translate new ideas into business opportunities whenever he sees the chance to do so. In his desire to see the organization advance in the marketplace, he will also be willing to share ideas with others when it will benefit the organization, and will offer honest feedback and ways to build on others' ideas.



## Executive Achiever

Name: Joe Applicant  
Company: ABC Company

Date: 10/1/2014  
Page: 9

### Customer/Market Oriented

1	2	3	4	5	<b>6</b>	7	8	9
---	---	---	---	---	----------	---	---	---

He has some understanding of the business climate, customers, competitors and factors that drive the company forward, but may benefit from developing an even greater strategic understanding of the customer/market. He probably understands the importance of providing courteous and attentive service to customers or clients, but may not always utilize his resources well. Enhancement in this competency can be realized by developing good planning skills and better understanding the more complex needs of his customers.

### Energy/Enthusiasm

1	2	3	4	<b>5</b>	6	7	8	9
---	---	---	---	----------	---	---	---	---

Joe will exhibit some enthusiasm toward his job, but would benefit from becoming even more positive and enthusiastic. Developing a positive attitude will strengthen his ability to become an inspiration to others through his own diligence and hard work, and will increase his desire to help others through difficult times.

### Strategic Thinking

1	2	3	4	5	<b>6</b>	7	8	9
---	---	---	---	---	----------	---	---	---

Mr. Applicant is able to analyze the organization's strengths, weaknesses and competitive position in the marketplace to some degree, but could benefit from becoming even more aware of changes in the marketplace. This will enable him to develop objectives and strategies based on long-term perspectives and help him visualize future opportunities and threats the organization is likely to face. While he is able to identify some companies which could benefit from the organization's products and services, becoming more aware of competitive and market trends will enhance his ability in this competency area.



## Executive Achiever

Name: Joe Applicant  
Company: ABC Company

Date: 10/1/2014  
Page: 10

### Leadership Knowledge

#### Attitude/ Leadership Personality

1	2	3	4	5	<b>6</b>	7	8	9
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Mr. Applicant has some understanding of the attitude a leader must display in order to be successful, but would benefit from developing an even stronger understanding. He realizes that a positive outlook and a healthy level of self-confidence are positive traits for a leader to possess. When faced with obstacles or other problems in business, he has some understanding of the need to get past them and move on. Defining for himself what the word "leadership" means, and increasing his understanding of his own strengths and weaknesses will further benefit him.

#### Time Management

1	2	3	4	5	6	<b>7</b>	8	9
---	---	---	---	---	---	----------	---	---

Joe has a healthy understanding of the importance of planning. He utilizes planning tools to keep himself organized, and generally has his priorities in line. Good time management is important to him, but he leaves enough leeway to deal with interruptions or changes, when necessary. He spends a good amount of time planning, but not to the extreme.

#### Planning

1	2	3	4	5	<b>6</b>	7	8	9
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He has some understanding of the planning process and the purpose and meaning of planning, as well as where goals, standards or objectives come into play in the planning process. It would be beneficial to him, however, if he developed an even stronger understanding of the responsibility planning bears with it, as well as its significance in the overall success of the organization.

#### Organizing

1	2	3	4	5	6	7	<b>8</b>	9
---	---	---	---	---	---	---	----------	---

Mr. Applicant has a strong understanding of organization as it relates to leadership. He understands that organizing involves people, processes and tools, and perceives the difference between organizing and planning. Since he understands what encompasses organizing, he is capable of organizing projects and activities in an effective manner.



## Executive Achiever

Name: Joe Applicant  
Company: ABC Company

Date: 10/1/2014  
Page: 11

### Staffing



Joe has a strong understanding of the staffing process in leadership, as well as the principal focus of staffing. He knows the difference between aptitudes and behaviors, as well as the difference between skills and competencies. This knowledge and understanding of the staffing process will enable him to better understand the problems involved in employee selection, as well as the role training and development of employees plays in this leadership process.

### Leading



Mr. Applicant has a strong understanding of what comprises good leadership. He understands the importance of a leader empowering his workforce and acting as a coach and mentor of others. He realizes how important motivation is in the leadership process and understands the various steps involved in managing a diverse workforce.

### Facilitating



He has a very strong understanding of facilitation and control in the leadership process. He is able to define what problems are and have devised some methods of effective problem-solving. He understands the purpose of policies, rules and regulations in providing a nourishing environment for growth for team members, and can balance the need to impose discipline, guidelines and procedures in the workplace with the need to value employees and encourage creativity.



## Executive Achiever

Name: Joe Applicant  
Company: ABC Company

Date: 10/1/2014  
Page: 12

### Management Competencies & Leadership Knowledge

#### Management Competencies Scoresheet

Management Competencies									
	1	2	3	4	5	6	7	8	9
Accountability / Ownership						6			
Challenge the Status Quo						6			
Collaboration / Integration					5				
Creativity / Innovation							7		
Customer / Market Oriented						6			
Energy / Enthusiasm					5				
Strategic Thinking						6			

#### Leadership Knowledge Scoresheet

Leadership Knowledge									
	1	2	3	4	5	6	7	8	9
Attitude / Leadership Pers.						6			
Time Management							7		
Planning						6			
Organizing								8	
Staffing							7		
Leading							7		
Facilitating									9



## Executive Achiever

Name: Joe Applicant  
Company: ABC Company

Date: 10/1/2014  
Page: 13

# Development Suggestions

## Introduction

The following Personal Development Suggestions may assist in prioritizing, enhancing, OR changing developmental actions. They are directed specifically to the individual. Management should review these suggestions, and together with the participant, consider requirements of current and potential future job opportunities.

These suggestions recommend actions that an individual can take on a daily OR weekly basis to become more productive.



## Executive Achiever

Name: Joe Applicant  
Company: ABC Company

Date: 10/1/2014  
Page: 14

**Organization** - Measures a person's attitude about organization, planning, how tasks are performed and how one's life is lived.

Planning your time and activities in advance does not come naturally to you. Since your plans are not always thorough, you may not take full advantage of the time and resources you have available to you to reach goals and objectives. A high score in Mental Acuity may help you compensate for a low score in this dimension.

Your self-affirmation sentence:

***"I am organized in my life so I achieve more."***

### Steps to Effect Change

1. Good time and space management calls for a specific activity plan to identify priorities by the day or week. For sixty days, list daily plans on paper, then mentally list the six most important things to be done the following day, ranking them by priority, and the time allotted to each item. You will then have a good grasp of what must be done, prior to beginning each day.
2. To avoid losing track of important details you might need for certain tasks, such as filing your income tax, good recordkeeping is mandatory. Select a certain place to keep important records and discipline yourself to always put important papers in that one location.
3. Daily, weekly and monthly planning - even yearly planning - will help keep you on an organized and productive basis. Set goals and reach them.
4. Avoid any distractions which take you off track. If necessary, tell people around you what you are attempting to accomplish, so you will be less likely to be interrupted.



## Executive Achiever

Name: Joe Applicant  
Company: ABC Company

Date: 10/1/2014  
Page: 15

**Communication** - Measures introversion vs. extroversion and the ability to meet and deal with people.

You are a very interactive communicator who seldom tires of sharing ideas and information with others. You may not listen to, or take seriously, what other people are saying, however. You comfortably articulate thoughts to people, genuinely enjoy being around people and would be unhappy working alone.

Your self-affirmation sentence:

***"I listen well."***

### Steps to Effect Change

1. Your priority is to learn not to be overly talkative at any time, especially at the wrong time.
2. Role playing can take place to stress the need for allowing others to take their turn communicating. An overly talkative individual should especially take heed not to divulge confidential information to others.
3. People who are too sociable can over talk at the expense of others and true communication can suffer because of it. When in a discussion with someone, periodically ask yourself if you are responding to everything the other person is saying with a "story" of your own. If you are, there's a good chance you're thinking about what you want to say next, rather than really listening to what the other person is saying.
4. Pay close attention to your actions to see if you find yourself interrupting others or monopolizing the conversation. One clue that you are not a good listener is when misunderstandings frequently occur when the other person says they told you something, but you don't remember. Developing good listening skills begins by admitting that such skills are needed.



## Executive Achiever

Name: Joe Applicant  
Company: ABC Company

Date: 10/1/2014  
Page: 16

### **Mental Toughness** - Evaluates emotional strength

You are a very sensitive person who is concerned about the needs of others. You prefer working in an aesthetic, comfortable environment free from criticism, rejection, etc. Criticism may hurt your feelings and you can allow emotions to take over when making good decisions.

Your self-affirmation sentence:

***"I 'hang tough' when life gets me down."***

### **Steps to Effect Change**

1. It is important that you have "significant others" in your life who can provide reinforcement when you are down, especially after a series of negative events in your life.
2. The weather, noise, unpleasant conditions, etc., really discourage you. As much as possible, learn to block unpleasantness such as these out of your mind, especially if you have little or no control over them.
3. Physical illness and stress can cause lower stamina levels, so a balanced exercise program, proper diet, and regular check-ups are encouraged. If you are currently experiencing an unusual degree of stress, look at matters very objectively if you start to get your feelings hurt or take offense with something someone has said. It is common to take things too personally when you are feeling ill or under stress.
4. Developing coping skills to control stress is important for the more sensitive individual. Using your sense of humor or writing in a journal are two examples of positive coping skills.