



Achiever® Assessment Report

Report prepared on: **Joe Applicant**

ABC Company
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Report Type: Supervisor - General

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Mental Aptitudes

Mental Acuity



Mr. Applicant is low-average in Mental Acuity, indicating he is slower in his thinking, comprehension and reasoning ability than is needed for more difficult tasks. He will need to take time to make a decision or solve a more challenging problem, particularly if the situation involves data which is unfamiliar to him. Some level of supervision and thorough training will need to be available until he is proficient in the job.

Business Terms



Joe has an average understanding of business terminology obtained either on the job or in a business class.

Memory Recall



Mr. Applicant has a superior knowledge of events happening in the world around him and should be strongly aware of competitive trends, as well as the economy's effect on business.

Vocabulary



Mr. Applicant's language skills are good and should enable him to communicate effectively with others.



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Numerical Perception



Joe's superior Numerical Perception score indicates that he can process data quickly and correctly. Joe's decision-making skills are enhanced by his ability to identify critical features in his work.

Mechanical Interest



Joe is interested in machines and probably willing to devote extra time to learn the technology used at work. Please note that this aptitude measures interest, not mechanical ability.

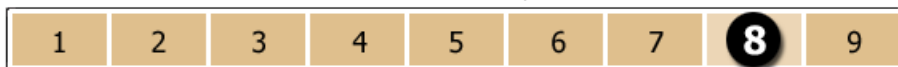
Personality Dimensions

Energy



Mr. Applicant is a very energized individual who takes an active approach to job assignments and other matters. Even though he has a high drive and energy level, he could become less productive and lose his ability to concentrate due to his high degree of tension. This, in turn, could cause errors.

Flexibility



Joe is a very quality-minded, reliable individual with a high degree of integrity and strong ethics. He has a strong interest in providing quality service and products to customers, but is not very flexible or adaptable to change. This could cause him to experience difficulty handling multiple job demands and assignments. He tends not to be an innovative, free-thinking person who creates new ways of doing things or new uses for existing applications of products or services, but rather will be one who sticks with proven applications as much as possible. He is likely to agree to change only when he is convinced the change is necessary. Even though the company can trust him and know he will be concerned that customers' needs are being met, they cannot expect frequent, imaginative or fresh ideas from him.



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Organization



Mr. Applicant may not always utilize the time or resources he has available to him to reach organizational goals and priorities as well as he should. He is able to easily adapt to deadline changes and contingencies which might arise. Since he tends to react to situations as they arise, he may not always be focused on goals or as aware of priorities as he should be. A high score in Mental Acuity may compensate for a low score in this dimension.

Communication



Joe has an interactive, sharing style of communicating and will be a good collaborator who will share his own thoughts and knowledge with others. Even though he is open and interactive and feels comfortable articulating his thoughts to people, he does not require constant contact with people to be content.

Emotional Development



Even though Mr. Applicant has a strong sense of urgency concerning what he desires to accomplish and usually sees that tasks are completed in a timely manner, he can be a very impatient individual who expects a great deal from himself and others. When he does not reach the goals he has set for himself, even though they may have been unrealistic to begin with, he can begin to lose confidence in himself. When others do not fulfill his sometimes unrealistic expectations of their performance on the job, he can also exhibit a high level of impatience and intolerance. It should be noted that these traits will normally diminish as individuals advance in age.

Assertiveness



Joe will express his opinions and effectively and professionally defend his decisions and ideas when challenged, but is also willing to consider the ideas of others. He will have the ability to influence others and direct their activities without appearing too aggressive or overbearing.



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Competitiveness

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

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 is trusting, but also cautious. He will ask reasonable, but direct, questions to determine the motives behind a decision or action, and will probe to better analyze a situation.

Motivation

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

Joe needs some job security and will take risks only when he is convinced that he is unlikely to make a mistake or fail. If a goal is important to him, he will be more likely to take decisive personal action in order to reach it or put forth extra effort and hours to complete the project, but he remains more easily motivated by security than achievement.



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Validity Scales

Distortion



Mr. Applicant is reasonably fair in assessing his strengths and weaknesses. He has some characteristics that he is not completely happy with and tends not to show others. The validity may be slightly affected by his indirect answers.

Equivocation



He has scored within our acceptable equivocation range.

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.



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

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

Validity Scales											
		1	2	3	4	5	6	7	8	9	
Distortion	Frank Answer	[○	○	○	○	○	6]		Exaggerates
Equivocation	Chose Alternate	[○	○	○	4	○	○]		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.



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Leadership Traits Assessment

Introduction

This report section evaluates Joe's traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Joe may or may not be one of the better people employed in a specific organization. If Joe is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.



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Leadership Potential Summary Report

for: Joe Applicant

Joe has good leadership potential in the following area(s):

- Facilitating

Joe's Training & Development Needs are:

- **Planning** - learn how to better plan and organize required job functions, activities and requirements.
- **Organizing** - learn how to organize and make better use of time and assets required to successfully perform the job or job requirements.
- **Staffing** - learn how to make better staffing selections as well as how to train, motivate and lead others.
- **Coaching** - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.



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Sales Traits Assessments

Introduction

This report section evaluates Joe's traits in key areas of sales:

- Persistence and consistency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Developing rapport
- Identifying need or desire
- Presenting product/service to fill prospect's needs
- Dealing with objections
- Closing the sale
- Learning speed & efficiency
- Changing, growing and learning new concepts and ideas

Areas with good sales traits are highlighted with traits identified in which training or development would be beneficial.

Joe may or may not be one of the better people employed in a specific organization. If Joe is a top performer in your organization, when compared to top performing salespeople across America and Canada, this report segment may still highlight areas where development could make the individual a still better salesperson. Therefore, this Sales Traits Assessment should be reviewed in light of "what could make a good salesperson even better," with understanding that within human beings, there is always room for improvement.



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Sales Potential Summary Report

Joe's sales potential includes the following strength(s):

- Persistence and Consistency
- Ability to command respect
- Developing Rapport
- Identifying need or desire
- Presenting Product/Service to fill prospect's needs
- Dealing with objections
- Closing the sale

Yet, further development in the following critical area(s) will be beneficial:

- Learning speed and Efficiency
- Ability to meet and communicate effectively with people
- Setting goals to win, excel and achieve
- Changing, growing and learning new concepts and ideas



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Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.




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Interview Questions for Energy

Energy - Measurement of the individual's energy and drive as it relates to handling assignments and projects.


Very strong
evidence of skill
is not present


Strong
evidence of skill
is not present


Some
evidence of
skill is present


Strong
evidence of
skill is present


Very strong
evidence of
skill is present

Probes

Tell me about the most frustrating situation you've been involved with in a job. How did you handle the pressure of that situation?

Tell me about coping skills you have developed to control stress in your life. How did you learn these skills and how have they been effective?

Describe for me what steps you take to meet a deadline which initially seems impossible to meet.

In your prior job, how much time did you spend behind a desk versus time you moved around? Do you prefer to work at a desk, or do you prefer a job where you can get up and move around frequently? Why?

Interpretive Guides

Is the candidate aware of the problems which can be associated with stress? Does the candidate appear to thrive under pressure?

Does the candidate have good coping skills? Does the candidate practice specific methods of controlling stress, or are such coping skills used sporadically? Did the candidate fidget and move around a lot during the interview?

Are the steps the candidate takes to meet deadlines logical and consistent? Is the candidate able to handle the pressure of deadlines appropriately?

Will the degree of mobility the candidate desires be available in this position? Does it appear the candidate can handle a mixture of both stationary tasks and action-oriented tasks? Will the candidate be allowed to move around in this job, even if the job is handled from behind a desk?




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Interview Questions for Flexibility


Flexibility - Measurement of the individual's level of flexibility, creativity, integrity and adaptability to change.


Very strong
evidence of skill
is not present


Strong
evidence of skill
is not present


Some
evidence of
skill is present


Strong
evidence of
skill is present


Very strong
evidence of
skill is present

Probes

Tell me about a time you found yourself in a set of circumstances in which you had to make a decision on a matter with no guidelines or precedents to follow. Describe the circumstances and how you dealt with them.

Tell me about a time in a previous job when your employer or supervisor asked you to do something unethical. How did you handle the matter?

Describe how you handled an assignment which you were expected to complete on an expedient basis with little or no direction.

Give me an example of a time you were given an impossible deadline to meet on a project. What steps did you take to resolve the problem?

Interpretive Guides

Did the candidate exhibit good judgment in his or her decision-making? Was the decision based on facts or emotions? Did the final decision exhibit good leadership skills?

Did the candidate take a firm stand on personal values and principles? Did the candidate take appropriate, mature action? Did the candidate exhibit good judgment in the method in which he or she handled the situation? Was there any indecision on the part of the candidate?

Did the candidate become anxious without specific guidelines to follow? Does the candidate exhibit the ability to make decisions independently? Did the candidate show indecisiveness or was the candidate hesitant to act on his or her own?

Did the candidate meet the deadline in an appropriate manner? If the candidate cut corners to achieve the deadline, did the actions he or she took show sound, good judgment? Does it appear the candidate can make decisions or take quick action in crisis situations?




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Interview Questions for **Organization**

Organization - Measurement of the individual's desire to organize assignments and projects to better utilize time and resources.


Very strong
evidence of skill
is not present


Strong
evidence of skill
is not present


Some
evidence of
skill is present


Strong
evidence of
skill is present


Very strong
evidence of
skill is present

Probes

Tell me about a time you missed a deadline, were late for a meeting or experienced other problems because you did not plan well enough in advance.

Describe how you typically kept yourself organized, and prioritized tasks in your former position. Did you use any planning tools to help keep yourself organized and if so, what were they?

Tell me about a time, in a previous job, when your ability to "wing it" saved a project from failure. What would the outcome have been had you not been able to improvise?

Describe your office or work area in your former job. Was everything neatly put in place, or did you tend to function better in chaotic surroundings?

Interpretive Guides

Was the candidate on time for this interview? If not, was the excuse justifiable? Does it appear the candidate learned from the experience he or she described in this first question?

Does the candidate have specific steps he or she takes to stay organized? Does the candidate appear to understand how to prioritize tasks? Does the candidate use planning tools to help stay organized, i.e., a daily planner, computerized schedule, etc?

Has the candidate been able to capitalize on his or her ability to improvise? Does the candidate appear to understand the importance of planning, yet also have the ability to be flexible and change plans, when necessary? Does it appear the candidate takes pride in his or her ability to "change horses in mid-stream?" Is the candidate sharp enough to keep priorities in his or her head without losing sight of them?

Is the candidate fairly tidy, or does the candidate thrive on chaos and disarray? How important is tidiness in this position? Will others come into or see the candidate's office or work area, or is it secluded?




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Interview Questions for Emotional Development

Emotional Development - Measurement of the individual's level of patience, self-esteem and confidence.


Very strong
evidence of skill
is not present


Strong
evidence of skill
is not present


Some
evidence of
skill is present


Strong
evidence of
skill is present


Very strong
evidence of
skill is present

Probes

Tell me about a time in a previous job when you expected too much from yourself. Do you believe you tend to be your own worst critic, at times? If so, in what way?

Describe a situation in your previous job when you admittedly lost your patience with someone else for something which really wasn't their fault. How did you rectify the situation?

Tell me about the most frustrating experience you've encountered, thus far, in your career

In your previous position, what were your three most valuable strengths for the job? What were your three greatest weaknesses in relationship to the job?

Interpretive Guides

Does it appear the candidate expects too much from him or herself? Can the candidate handle the frustration of failing to reach goals? Does the candidate set goals which appear to be unattainable, thus setting him or herself up for failure?

Does the candidate admit that he or she tends to be impatient with others? Did the candidate use sound judgment and maturity to resolve the problem caused by his or her impatience? Does it appear the candidate learned anything from the experience?

Does it appear the candidate is easily frustrated? Is the candidate likely to face the same type of situations which have caused him or her to become frustrated in the past?

Did the candidate hesitate or have difficulty thinking of three personal strengths? Did the candidate respond to the question regarding weaknesses quicker than he or she listed strengths? Does the candidate appear confident, positive and upbeat?




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Interview Questions for Mental Toughness


Mental Toughness - Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.


Very strong
evidence of skill
is not present


Strong
evidence of skill
is not present


Some
evidence of
skill is present


Strong
evidence of
skill is present


Very strong
evidence of
skill is present

Probes

Tell me about a time you became very disappointed or discouraged in your past job. What caused these feelings and how did you get past them?

Describe a time, in a prior job, when you were unjustly criticized. What were the circumstances and how did you react?

Tell me about the most unpleasant work environment you've been in thus far. What made the working environment so unpleasant?

Tell me about a time when you allowed emotions to play too large a part in a decision you made at work. What was the outcome of the decision? What did you learn from this experience?

Interpretive Guides

Does it appear the candidate is easily discouraged or disappointed? What coping skills did the candidate exhibit in order to deal with this situation? Is this type of scenario likely to occur in the position for which the candidate is applying?

Can the candidate handle criticism appropriately? Were the steps the candidate took when unjustly criticized mature and appropriate? Does the candidate appear to understand the difference between constructive criticism and non-constructive criticism?

Was the work environment unpleasant because of certain people, or because of surroundings, i.e., temperature, lack of privacy, etc.? Are these environmental factors present in this position? Is the candidate capable of dealing with a moderate amount of unpleasantness?

Does it appear the candidate is overly emotional? Does the candidate understand the problems associated with making decisions based too much on emotion? Was the candidate able to resolve the problem and if so, were the steps he or she took appropriate, logical and mature?



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Development Suggestions

Introduction

The behavior of each individual is influenced by genetics, biochemistry and environment. The individual's scores related in this assessment depict the individual as of the date and time the individual took the assessment.

Major changes in biochemistry and/or environment can change the scores on the assessment. Effective training and/or development that the individual is exposed to can and should also affect scores.

Consequently, for those individuals who seek to achieve higher levels of productivity and success in their jobs and life, and for those employers who desire such for the people they employ, we have carefully reviewed the training and development materials available in the marketplace and have selected for recommendation those that we deem appropriate to suggest in areas where the person assessed could benefit most from growth and development.

We trust that you will find these suggestions helpful.



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Energy - Measures drive, energy, stress level and tension, and how an individual copes with stress or pressure.

You are an energetic individual who approaches tasks in a vigorous manner. Due to your high drive level, you will tackle projects energetically, but could lose your ability to concentrate if tension mounts to an extreme level. Because of your tension level, you need opportunities during the day to move around and expend excess energy.

Your self-affirmation sentence:

"I am relaxed so I achieve more."

Steps to Effect Change

1. Consider a medical examination to learn whether your tension level needs medical attention. If physically able, beginning a daily exercise program involving the following or similar activities would be wise, if you are not already involved in any of these activities on a regularly scheduled basis:
 - A. Running or jogging, aerobic dance, exercise or walking.
 - B. Tennis, badminton, volleyball, racquetball
 - C. Swimming, golf, bicycling.
2. If your physical activity is severely limited, schedule breaks for yourself, exercise or use other tension-reducing relaxation techniques. In addition, refraining from stimulants such as tobacco, refined sugar, caffeine, etc., will be helpful.
3. Other approaches you might consider to deal with tension are biofeedback and/or hypnosis relaxation or meditation therapies of all types, under the guidance of a professional.



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Flexibility - Measures the flexibility and integrity orientation of the person compared to rules, laws, guidelines, etc.

You are a very quality-minded, reliable individual with a high degree of integrity and strong ethics. You have a strong interest in living up to your promises, and expect the same from others. Since you are, at times, a little inflexible, you could experience difficulty changing direction in your life, even if such a change appears necessary. You prefer to stick with the "tried and proven" ways of doing things, rather than attempting to handle tasks or resolve problems a new way. You are likely to agree to change only when you are convinced the change is necessary.

Your self-affirmation sentence:

"I am flexible and can adapt to change."

Steps to Effect Change

1. You need to learn that handling life's ever-changing demands requires that you become more flexible and expedient. This enables you to handle sudden, critical demands placed on you. Outlining "what if" emergency events and role-playing can start you thinking about alternative solutions to common problems or sudden changes in your personal environment.
2. You need reinforcement discussions when changes occur in your life. You should constantly remind yourself of the need to maintain a flexible, less rigid approach to life.
3. To develop the confidence to create and implement change, commit to making one minor change in your life each month. For instance, if you always follow a certain routine in the mornings when getting ready for work, reverse two activities. Once you see that minor changes do not cause major problems and may actually be beneficial, you will become more willing to make significant changes when necessary.



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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.