



## **Confidential Placement Report**

for

**Candidate**

### **Sample Job Match – Technical Management**

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How to read the report:

The range for all traits is a scale of 1-10. **BLUE** indicates range correlated with job success as Sample Technical / Management Position. **PINK** is out of range for job match.

Page 2: Thinking Style -- five traits identified

Page 3: Behavior Traits -- nine traits identified

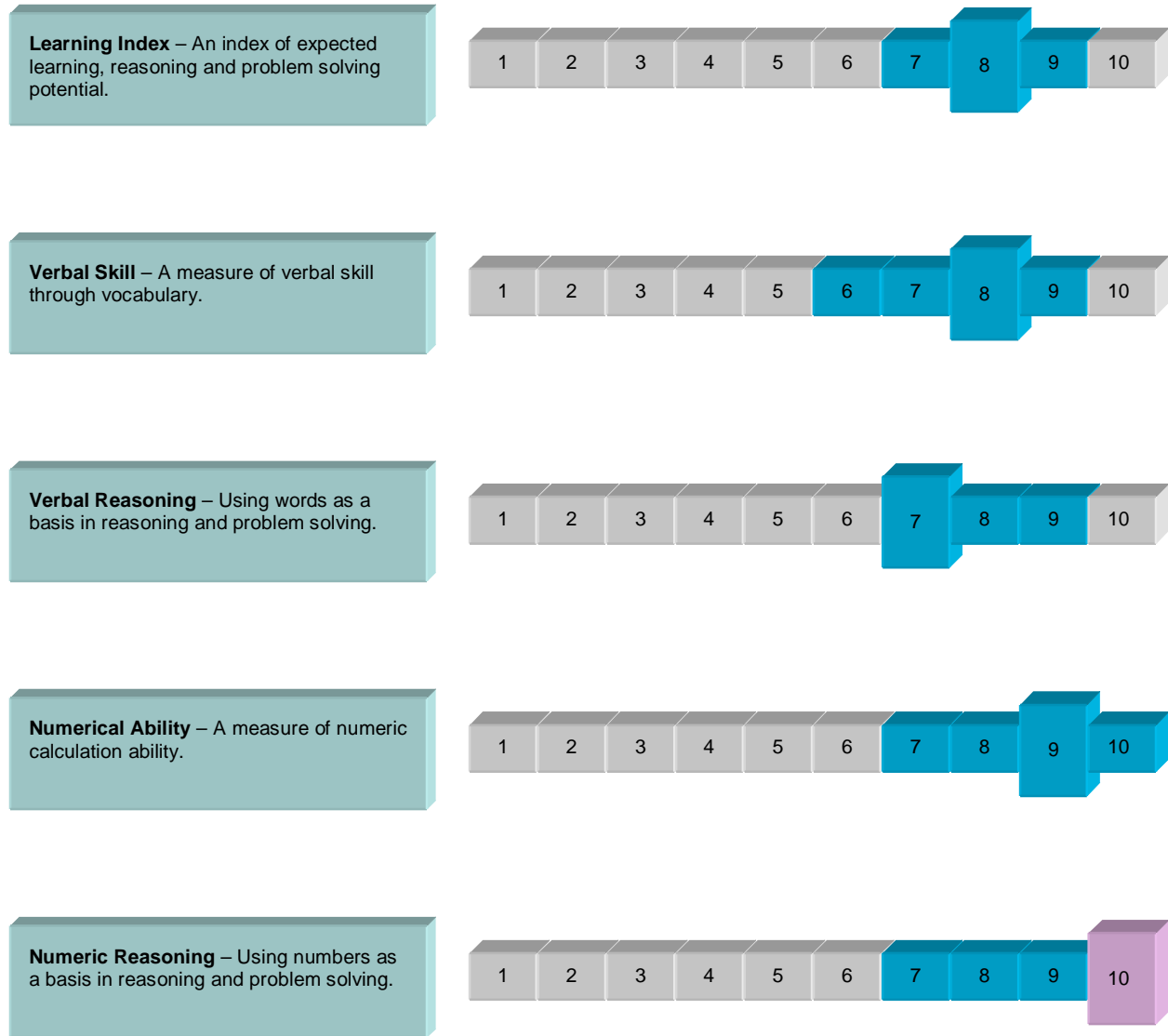
Page 4: Occupational Interests -- six traits identified. The **ORANGE** scores indicate the candidate's top 3 interests.

Page 5-8: Sample Interview Questions for each **PINK**, out of job match, trait.

Page 9+: Total Person Job Match Analysis.

## Profile for Thinking Style

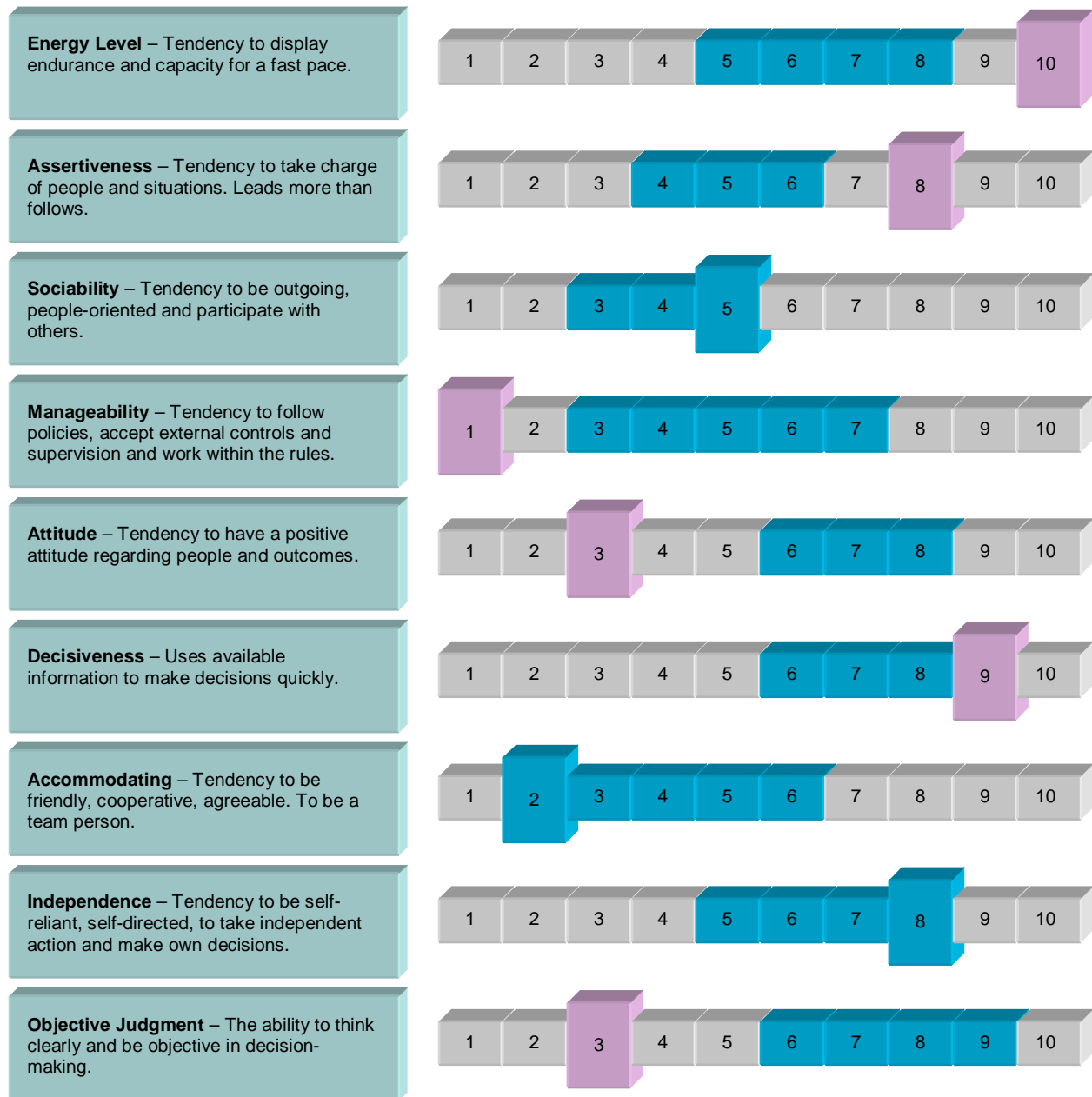
The Darker shading represents the Job Match Pattern for the role of Sample Technical. The larger box indicates this individual's score.



**94% match with Thinking Style Pattern for the Sample Technical position.**

**Candidate has a 74% overall match for the Sample Technical position.**

## Profile for Behavioral Traits



**54% Behavioral Traits Pattern match for the Sample Technical position.**

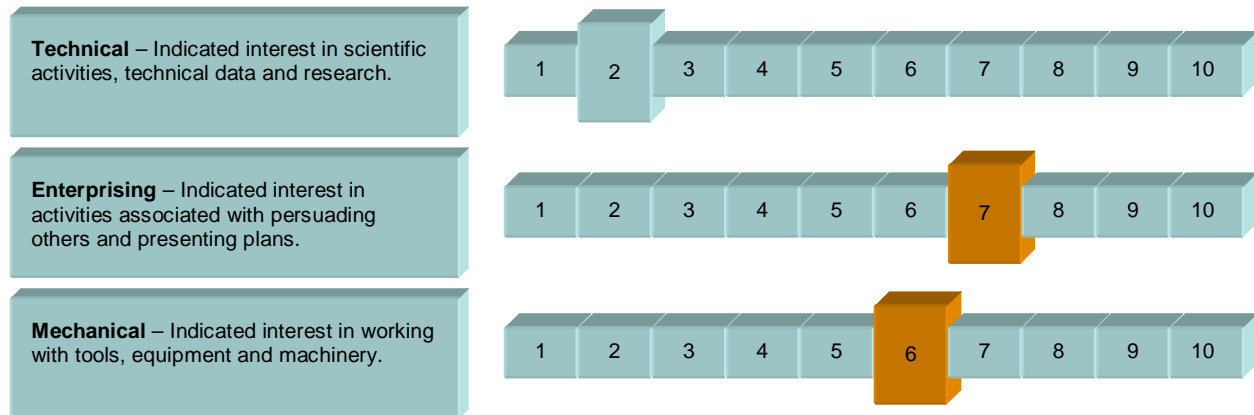
**Candidate has a 74% overall match for the Sample Technical position.**

The Distortion Scale Score on this assessment is **9**. The Distortion Scale deals with how candid and frank the respondent was while taking this assessment. The range for this scale is 1 to 10, with higher scores suggesting greater candor.

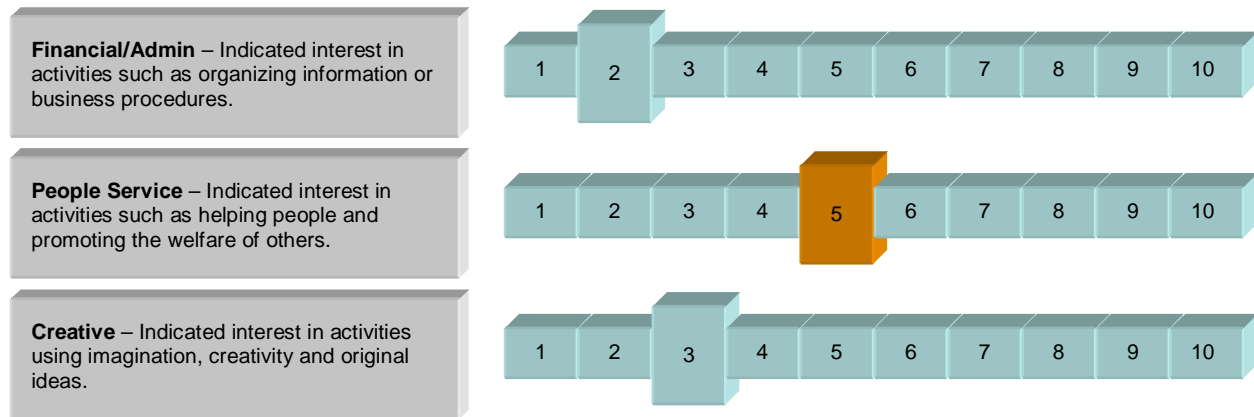
## Profile for Interests

For the Job Match Pattern under consideration, the top three interests in descending order are: **Technical, Enterprising** and **Mechanical**. The other three interests have no impact on this position. The top three interests for Candidate in descending order are: **Enterprising, Mechanical** and **People Service**. **Candidate shares two of these interest areas: Enterprising and Mechanical**

### Top three Interests for this position



### Interests not relevant to this Position



When the top three interests are in common, the Job Match Percentage is greater than if there are fewer than three in common.

**Candidate has an 73% match with Interest Pattern for the Sample Technical position.**

**Candidate has an overall match of 74% for the Sample Technical position.**

**Interview Questions**

Candidate scored outside the position match pattern in the following areas. When interviewing Candidate, you should consider the following information:

**THINKING**

**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.



**Job Pattern 7-9      Score 10**

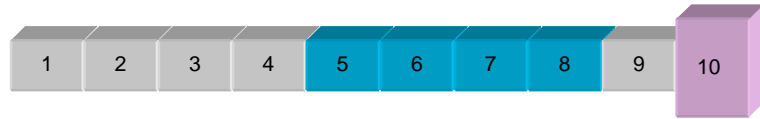
On the Numerical Reasoning scale Candidate is above the job profile for this position. This suggests that his ability to analyze data as part of the decision making process is greater than the position typically requires and that he may not be sufficiently challenged to maintain his interest and/or level of performance.

- When making budgetary decisions, can you rapidly see where resources can be reallocated or redistributed?
- Describe your methods for expressing complex numerical concepts to those with less training; how frustrating can this be for you?
- When discussing trends, production values or finances do you seem to understand the conclusions more quickly than the other people involved? Describe a situation when this happened.
- Have you ever drawn conclusions based on numbers, graphs or figures that were quite obvious to you, but others had a hard time following? Describe an example.

## Interview Questions

### BEHAVIORAL TRAITS

**Energy Level** – Tendency to display endurance and capacity for a fast pace.

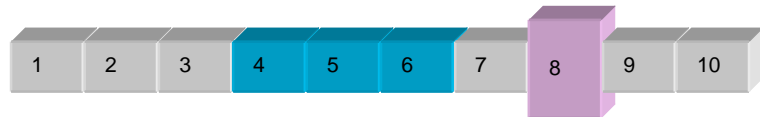


**Job Pattern 5-8      Score 10**

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

- Tell me about a time in your background when you were a driving, highly motivated worker.
- Tell me about a time when you were able to provide your own motivation to produce even though you were working alone. How did you manage to motivate yourself?
- Describe for me a situation you have experienced in which you successfully motivated others to accomplish more work for a deadline.
- Hard work is necessary in order to achieve. Tell me about a time when you had to work very hard to reach your goals and be specific about what you achieved.

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



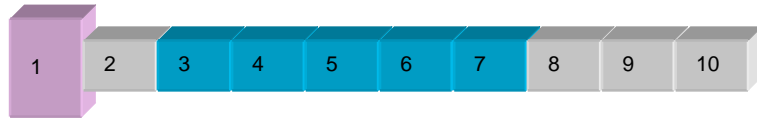
**Job Pattern 4-6      Score 8**

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

- Give me an example of a time when you confronted a negative attitude successfully, which resulted in building teamwork and morale.
- Describe a time when you communicated something unpleasant or difficult to say to your manager. How did you assert yourself?
- Tell me about a situation when you had to "stand up" for a decision you made even though it made you unpopular.
- Tell me about a time when you were successful in challenging others' ideas. What does this say about your ability to be assertive?

## Interview Questions

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

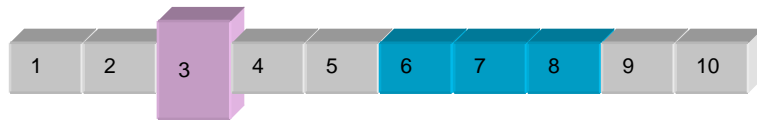


**Job Pattern 3-7      Score 1**

On the Manageability scale Candidate is below the designated Profile for this Job Match Pattern. This suggests that his willingness to follow standard procedures is less than the position typically requires and that he could have a problem with the capability to perform in this area. Discussions with him should determine his potential for frustration within the constraints of this position.

- Describe the results of a past conflict with a supervisor. How did it happen, whose "fault" was it, and how was it resolved?
- When things go badly at the office, who deserves the blame and why?
- What is the role of management, in your own words?
- It is pretty realistic to say that no job is a complete "bed of roses". Tell me about a time when you were able to express your opinions in spite of disagreements or objections.

**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



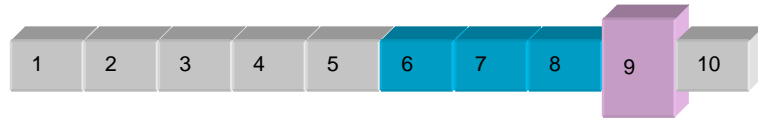
**Job Pattern 6-8      Score 3**

On the Attitude scale Candidate is below the designated job profile for this position. This suggests that his general response to others will be pessimistic compared to the most successful individuals in this position. Discussions with him should explore the possibility that for Candidate, the position may be overly challenging and could lead to frustration and a reduction in his level of performance.

- Tell me about a high stress situation when it was desirable for you to keep a positive attitude. What happened?
- Describe the last time you experienced a big change in the workplace, like a new set of regulations, for example. How did you feel about those changes?
- What role have you played in the recent past in which your team was unmotivated and how did you resolve the problem?
- Describe for me a specific time when your attitude had an effect on a customer or client.

## Interview Questions

**Decisiveness** – Uses available information to make decisions quickly.

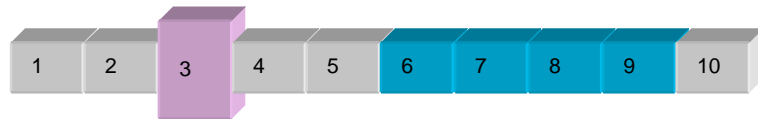


**Job Pattern 6-8      Score 9**

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

- Describe a situation in which you had to take immediate action in a crisis involving human life or severe financial consequences.
- Many situations at work will require fast thinking and speed in making decisions. Give me an example of a situation in which you were especially skillful in making a decision quickly.
- What was the toughest work related decision you ever had to make? What were the circumstances involved and the consequences afterward?
- When a surprise or unforeseen crisis occurs at work, what is your typical plan of action?

**Objective Judgment** – The ability to think clearly and be objective in decision-making.



**Job Pattern 6-9      Score 3**

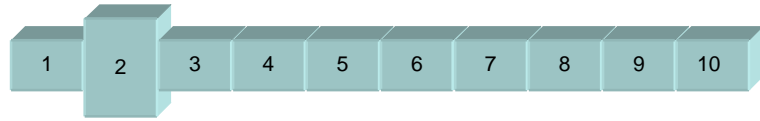
On the Judgment scale Candidate is below the designated job profile for this position. This suggests that his decision-making process is less objective than the position typically requires and that he could have a problem with the pragmatic nature of the job. Discussions with him should explore the possibility that for Candidate, the position may be overly challenging and could lead to frustration and a reduction in his level of performance.

- What sources of information do you typically use in reaching a decision at work?
- It is often important to use a common sense approach in making a decision. Tell me about a time when your common sense paid off for you.
- Describe a high-pressure situation you had to handle at work. Tell me what happened, who was involved and what you did in terms of problem solving.
- Describe the process involved when you have to make a decision under pressure.

## Interview Questions

### **OCUPATIONAL INTERESTS**

**Technical** – Indicated interest in scientific activities, technical data and research.



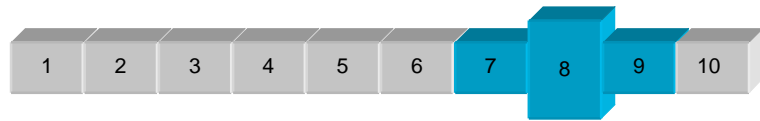
Responsibilities that involve working with a great deal of data, researching theories and other technical work are preferred most by those who match the Interest Pattern for this position. However, the activities associated with the Technical theme are not among Candidate's primary three interest themes and may not motivate him as much.

- If required to work at a desk with a computer most of the day, what would you do to help keep your interest high and your pace of work productive?
- How do you feel about work that involves a great deal of study and investigation? What ways would you work to avoid distraction and restlessness?
- In what ways do you keep yourself apprised of the latest developments in our line of work?
- What is likely to be the most interesting thing about gathering data and doing research for several hours a day? What's frustrating about it?

## The Total Person

This part of the report discusses the results for Candidate on each of the scales in all three sections. The reported scores relate to the working population in general, and not to any specific Job Match Pattern.

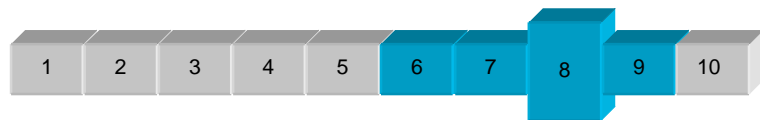
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



**Job Pattern 7-9      Score 8**

- His assimilation of new information will be better than most individuals in the general population.
- Candidate handles fairly complex tasks with relative efficiency; he has strong problem-solving abilities.
- Candidate is an effective learner in most situations.
- Candidate generally learns by paying attention to detail.

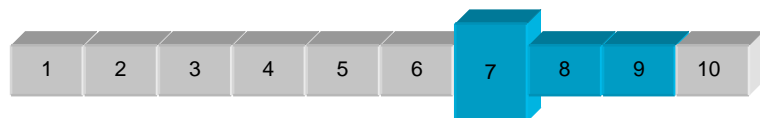
**Verbal Skill** – A measure of verbal skill through vocabulary.



**Job Pattern 6-9      Score 8**

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

**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.

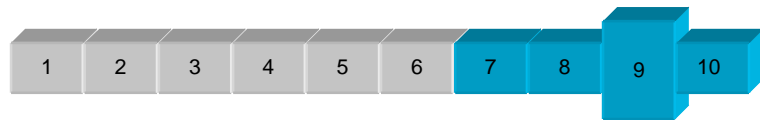


**Job Pattern 7-9      Score 7**

- He likely prefers to work with verbal information.
- Candidate should communicate thoughts and ideas to others effectively.
- Candidate is proficient in information gathering and expression of thoughts and ideas.
- Candidate assimilates verbal information fairly rapidly when compared to the general population.

## The Total Person

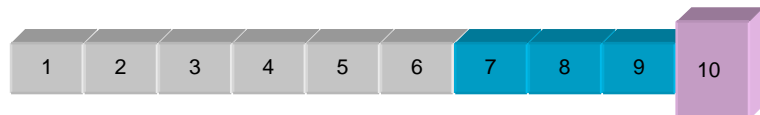
**Numerical Ability** – A measure of numeric calculation ability.



**Job Pattern 7-10      Score 9**

- Candidate is capable of precise numerical accounting even under the pressure of strict time constraints.
- He excels in a job that requires the accurate application of mathematical procedures in order to make correct decisions.
- Candidate's analysis of business-related numbers should be sharp and on target.
- Candidate is quick in mentally determining correct mathematical solutions to problems.

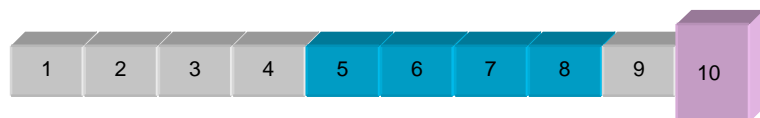
**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.



**Job Pattern 7-9      Score 10**

- Candidate is certainly adaptive when handling complex numerical decisions.
- He will likely have little difficulty in assimilating new information of a numerical nature.
- Candidate rapidly grasps numerical information.
- Candidate should effectively solve numerical problems and mathematical applications.

**Energy Level** – Tendency to display endurance and capacity for a fast pace.

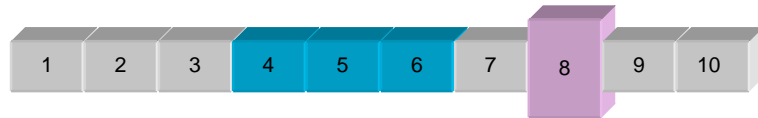


**Job Pattern 5-8      Score 10**

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

## The Total Person

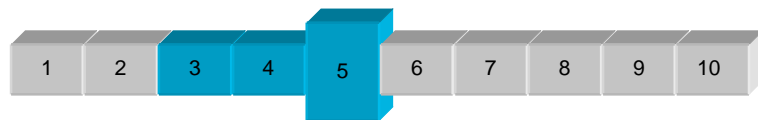
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



**Job Pattern 4-6      Score 8**

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

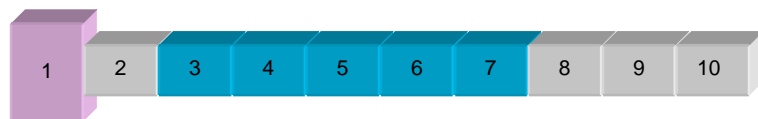
**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



**Job Pattern 3-5      Score 5**

- Candidate is moderately motivated by assignments that require people content.
- He expresses limited enjoyment of public contact work.
- Candidate's sociability is moderately compatible with establishing a network of contacts.
- Candidate prefers direct and to the point communication and may avoid spending time on small talk and social amenities.

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

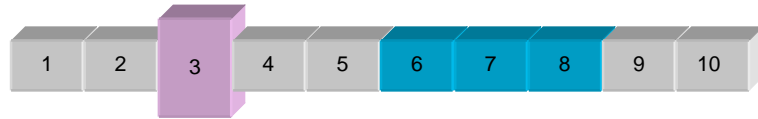


**Job Pattern 3-7      Score 1**

- He is quick to take and maintain a defensive position. He could be difficult to deal with once his mind is made up.
- Candidate's attitude is more negative than positive. He could be difficult to satisfy.
- Candidate tends to relate to authority in a suspicious, defensive manner.
- Candidate demonstrates a generally negative attitude regarding authority. He could be a challenge to supervise.

## The Total Person

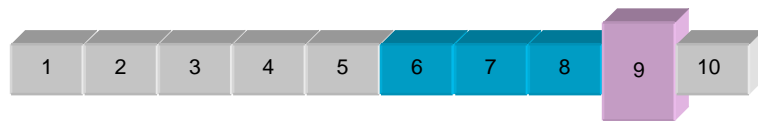
**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



**Job Pattern 6-8      Score 3**

- Candidate is inclined to take a negative position, to become critical of self and others.
- He is inclined to become suspicious of risk and change.
- Candidate is slow to show a positive attitude regarding risk, change and unexpected challenges.
- Candidate is slow to show a positive attitude regarding changes in policies and guidelines.

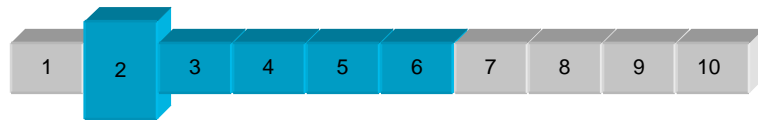
**Decisiveness** – Uses available information to make decisions quickly.



**Job Pattern 6-8      Score 9**

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

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

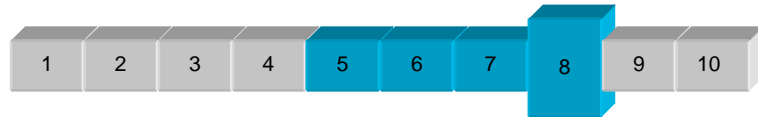


**Job Pattern 2-6      Score 2**

- Candidate is inclined to tell others what he thinks of them.
- Candidate is more inclined to express than to hide his aggressiveness.
- Candidate demonstrates limited concern for pleasing others or for avoiding unpleasantness.
- He is more inclined to defend himself than to "turn the other cheek".

## The Total Person

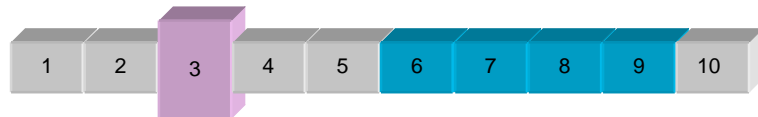
**Independence** – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



**Job Pattern 5-8      Score 8**

- Candidate is an independent worker who prefers minimal guidance and coaching.
- He is highly independent, possibly requiring firm supervision and clearly defined guidelines.
- Candidate prefers to run his own show and will quietly fight being restricted. He can become impatient with the traditionalist view that "we've been doing this for the last ten years, so why should we change?"
- Candidate takes on new developments independently, bringing in co-workers only when absolutely necessary.

**Objective Judgment** – The ability to think clearly and be objective in decision-making.



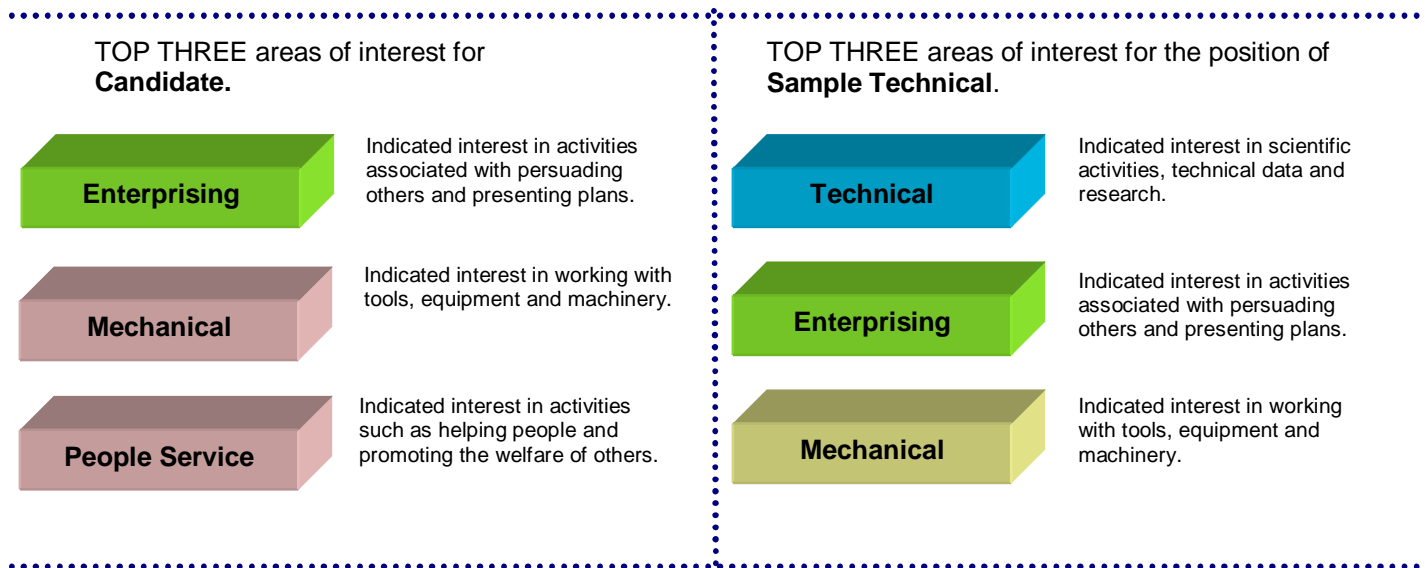
**Job Pattern 6-9      Score 3**

- Candidate's thinking can be effective until he allows personal biases and opinions to replace sound judgment.
- Candidate has a tendency to be a subjective thinker, to over emphasize personal opinions more than factual data.
- Candidate's judgment has a strong tendency to become subjective when pressured.
- Candidate's judgment is not compatible with critical independent decision making responsibilities.

## The Total Person

### Occupational Interests

The Interest section assesses the relative interests between the six interest areas. The top three interests for Candidate are shown here, along with the top three interests for the Sample Technical position. Note that Candidate shares TWO top interests with the requirements of this position.



Candidate's interests are focused in the Enterprising, Mechanical and People Service themes on the ProfileXT. He appreciates the entrepreneurial aspects of various work settings and working with people motivates him often. Opportunities for seeing the tangible results of his work at the end of the day appear to help drive his efforts.

With Enterprising as his primary area of interest, Candidate is likely to seek out activities that involve entrepreneurial pursuits and leadership. His focus, above all other areas of interest, lies in pursuing objectives in the lively world of business. These kinds of activities motivate him most effectively. Secondly, he is motivated by the hands-on nature of Mechanical activities. These involve working with tools, machinery, industrial concerns etc. which contribute to his overall motivational satisfaction. Finally, his interest in People Service activities rounds out his profile. This may not be the central focus of his interests, but these activities are likely to enhance the work experience nonetheless.

#### Notice:

As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a position provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any test should never make up more than a third of the final decision.