

PROFILES

The Profile

INTERNATIONAL



Confidential Placement Report

for

Kenneth Sample

Manager Profile Sample

Friday, January 26, 2001

Profiles International, Inc.

5205 Lake Shore Dr.

Waco, Texas 76710

254-751-1644

Pattern Date: 6/4/1999 4:42:04 PM

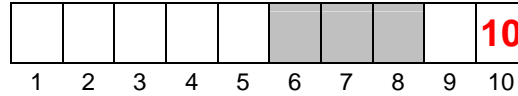
Profile for Thinking Style

Scale Name

(Scale Description)

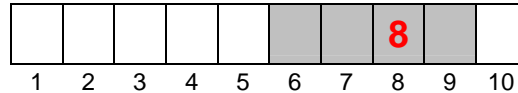
Learning Index

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



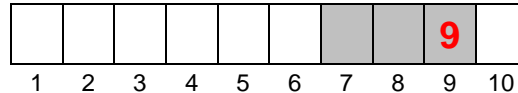
Verbal Skill

(A measure of verbal skill through vocabulary.)



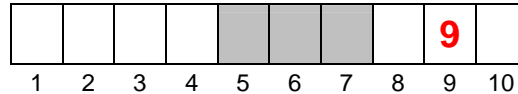
Verbal Reasoning

(Using words as a basis in reasoning and problem solving.)



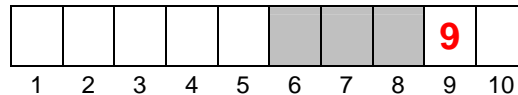
Numerical Ability

(A measure of numeric calculation ability.)



Numeric Reasoning

(Using numbers as a basis in reasoning and problem solving.)



71% match with Thinking Style Pattern for the Manager Profile Sample position.

Kenneth Sample has a 66% overall match for the Manager Profile Sample position.

The shaded bars represent the range of characteristics typically found in those expected to demonstrate effectiveness in the role of Manager Profile Sample. The bold numbers indicate this individual's scores.

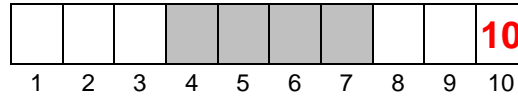
Profile for Occupational Interests

Scale Name

(Scale Description)

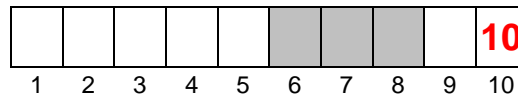
Enterprising

(Indicated interest in occupations where they use persuasiveness and enjoy presenting plans.)



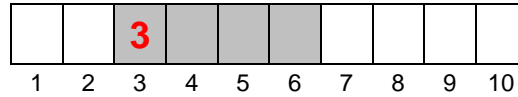
Financial/Administrative

(Indicated interest in occupations that work with financial data, business systems, administrative procedures, etc.)



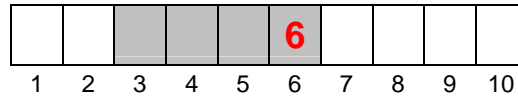
People Service

(Indicated interest in occupations that help people and they are concerned with the welfare of others.)



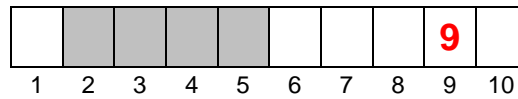
Technical

(Indicated interest in occupations that center on scientific and technical activities, research and intellectual skills.)



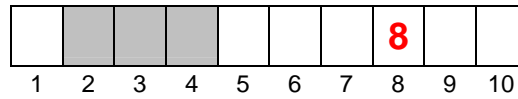
Mechanical

(Indicated interest in occupations that work with tools, equipment and machinery.)



Creative

(Indicated interest in occupations where they are imaginative, original and aesthetic.)



39% match with Occupational Interest Pattern for the Manager Profile Sample position.

Kenneth Sample has a 66% overall match for the Manager Profile Sample position.

The shaded bars represent the range of characteristics typically found in those expected to demonstrate effectiveness in the role of Manager Profile Sample. The bold numbers indicate this individual's scores.

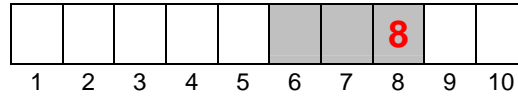
Profile for Behavioral Traits

Scale Name

(Scale Description)

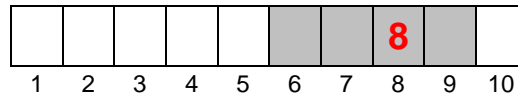
Energy Level

(Tendency to display endurance and capacity for a fast pace.)



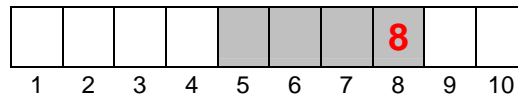
Assertiveness

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



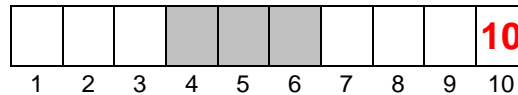
Sociability

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



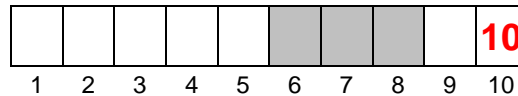
Manageability

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



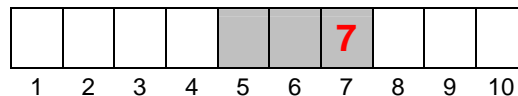
Attitude

(Tendency to have a positive attitude regarding people and outcomes.)



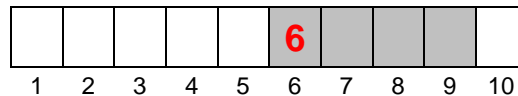
Decisiveness

(Uses available information to make decisions quickly.)



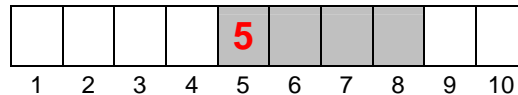
Accommodating

(Tendency to be friendly, cooperative, agreeable. To be a team person.)



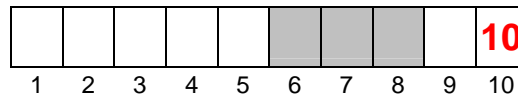
Independence

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



Objective Judgment

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



75% Behavioral Traits Pattern match for the Manager Profile Sample position.

Kenneth Sample has a 66% overall match for the Manager Profile Sample 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.

Interview Questions

Kenneth Sample scored outside the position match pattern in the following areas. When interviewing Kenneth Sample, you should ask the following:

THINKING

Learning Index (Pattern 6-8) — **Score: 10** — On the Learning Index scale Mr. Sample is above the designated job profile for this position. This suggests that his assimilation of new information is greater than the position typically requires and that he may experience boredom from the requirements of the job. Discussions with him should explore the possibility the position may not be sufficiently challenging to maintain his interest and/or level of performance.

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- • Relate the difference between effective and poor training.
 - Change is inevitable in the workplace; an example includes the computerization of the workplace. Describe a past event in which you adapted quickly to a new set of skills for the job.
 - What methods do you prefer to gather information during a training session?
 - What experiences do you have in training others new skills? What methods do you employ?

Numerical Ability (Pattern 5-7) — **Score: 9** — On the Numerical Ability scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his computation of data is more proficient than the position typically requires and that he may not be sufficiently challenged to maintain his interest and/or level of motivation.

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- • Tell me about an experience you had in which an estimate was asked of you, on the spot; were you on target?
 - Does it take the other people you work with longer to figure results or understand the numerical information than it does for you? How do you handle this?
 - What kind of high stress situations have you experienced in which important calculations were necessary?
 - When expressing numerical data to others, what method has been most successful for you, even when some of them are not numerically inclined?

Interview Questions

Numeric Reasoning (Pattern 6-8) — **Score: 9** — On the Numerical Reasoning scale Mr. Sample 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.

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- • 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.
 - When making budgetary decisions, can you rapidly see where resources can be reallocated or redistributed?
 - 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.

OCCUPATIONAL INTERESTS

Enterprising (Pattern 4-7) — **Score: 10** — Mr. Sample's interest in Enterprising activities is higher than typical for this Job Match Pattern. He may need to fulfill this interest outside the workplace. Determine to what degree he might be frustrated by the relatively lower entrepreneurial nature of this work.

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- • You may be interested in the art of persuasion. If the climate of your work-group does not offer an opportunity for this, how would you expect to accomplish common goals?
 - When working with others, what kind of role do you tend to assume?
 - Describe a situation from your experience in which you worked with peers as a team, as opposed to a more supervisory role.
 - What about the role of leader is most appealing to you? How does that affect your role as a peer within a group?

Financial/Administrative (Pattern 6-8) — **Score: 10** — Mr. Sample's interest in Financial/Administrative activities is higher than typical for this Job Match Pattern. He may need to fulfill this interest outside the workplace. While talking with him, determine to what degree he might be frustrated by the lower administrative level of this work.

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- • What motivates you about the aspects of the job in light of your interests for finances?
 - Sometimes our interests on the job can keep us motivated; what interests do this for you?
 - In what ways do you intend to satisfy your interests that may not be fulfilled on the job?
 - You appear to be very interested in roles concerning finance. How does this apply to your position here?

Interview Questions

Mechanical (Pattern 2-5) — **Score: 9** — Mr. Sample's interest in Mechanical activities is higher than typical for this Job Match Pattern. He may need to fulfill this interest outside the workplace. While talking with him, determine to what degree he might be frustrated by the low "hands-on" nature of this work.

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- • Many people who are interested in this job express less of an interest in hands-on or mechanical tasks than you have. What attracts you to this kind of work?
 - If your work becomes unsatisfying, in light of fulfilling a personal interest, how do you provide motivation to get back on track?
 - Your interest in mechanical occupations is extensive. Describe how you may creatively fulfill your interest on or off the job.
 - In what way do you value hands-on work? How does this apply to the job?

Creative (Pattern 2-4) — **Score: 8** — Mr. Sample's interest in Creative activities is higher than typical for this Job Match Pattern. He may need to fulfill this interest outside the workplace. While talking with him, determine to what degree he might be frustrated by the pragmatic nature of this work.

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- • Many people who are interested in this job express less of an interest in creative pursuits than you have. In what ways can you satisfy your creative needs on the job?
 - Describe a situation in the past in which you had to create alternative motivations due to a lack of opportunity to express your creative side on the job.
 - What interests you most about this job and relate this to your interests in creative endeavors.
 - Describe a situation in which you had the opportunity to develop a creative solution or product. Describe a situation in which the opportunity was not so available.

BEHAVIORAL TRAITS

Manageability (Pattern 4-6) — **Score: 10** — On the Manageability scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his preference for operating within a routine procedural fashion is greater than the position typically requires and that he may become frustrated by the need for flexibility inherent with this position. Discussions with him should determine the extent of his potential frustration and ability to adapt.

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- • How do you typically resolve a conflict between you and a supervisor?
 - When is it appropriate to confront a supervisor about when he or she is wrong? How would you go about doing that?
 - In what ways have you successfully unified a group at work despite conflicts?
 - What are your feelings about the role of authority in the workplace?

Interview Questions

Attitude (Pattern 6-8) — **Score: 10** — On the Attitude scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his tendency will be to express an overly optimistic attitude compared to successful individuals in this position. Discussions with him should explore the possibility that he will encounter frustration by the nature of this work.

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- • Tell me about a specific time when your ability to encourage others created a positive attitude.
 - Describe the relationship between attitude and productivity and how that has applied to a particular experience for you recently.
 - Pick any event from the last five years in which you were an example of a positive attitude for other people to follow. Be specific, tell me about the event.
 - Tell me about a time when you showed high enthusiasm and energy in order to create positive attitude in others. Give me a specific example.

Objective Judgment (Pattern 6-8) — **Score: 10** — On the Judgment scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his decision-making process involves less of a perspective for the "big picture" than the position typically requires. Discussions with him should explore the possibility the position may be too challenging for him to maintain his level of performance which may lead to his frustration.

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- • Good judgment is needed to complement logic in choosing a practical solution. Describe an event when you used good judgment in solving a problem.
 - Describe a situation you have experienced when an immediate decision had to be made, even if most of the relevant data was not available.
 - Explain when a decision is best made with subjective information, like opinions from relevant sources, or intuitive hunches?
 - What sources of information have provided you with the best data for decision-making; be specific.

A Profile of the Total Person

THINKING STYLE

Learning Index (An index of expected learning, reasoning and problem solving potential.)

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- Mr. Sample's capacity to adapt intellectually is very strong.
 - He is quite capable in the area of flexible problem solving.
 - Kenneth should be a rapid and effective learner.
 - Mr. Sample demonstrates the ability to learn easily and to apply the requirements of a new job situation.

Verbal Skill (A measure of verbal skill through vocabulary.)

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

Verbal Reasoning (Using words as a basis in reasoning and problem solving.)

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- Mr. Sample will assimilate verbal information well above the average individual.
 - He will communicate verbally with others effectively.
 - One of Kenneth's strengths is in the area of information gathering.
 - Mr. Sample demonstrates a good range of vocabulary and an excellent capability for verbal expression.

Numerical Ability (A measure of numeric calculation ability.)

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- Mr. Sample 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.
 - Mr. Sample's analysis of business-related numbers should be sharp and on target.
 - Kenneth is quick in mentally determining correct mathematical solutions to problems.

A Profile of the Total Person

Numeric Reasoning (Using numbers as a basis in reasoning and problem solving.)

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

OCCUPATIONAL INTERESTS

Mr. Sample's interest pattern focuses on the Enterprising, Financial and Mechanical theme. The main emphasis here is on industrial management, business ownership and selling and influencing people. Basically, this is the profile of a person who is driven toward success in sales, management and industrial positions. Activities combining all three would be ideal.

BEHAVIORAL TRAITS

Energy Level (Tendency to display endurance and capacity for a fast pace.)

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

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

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

A Profile of the Total Person

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

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- Mr. Sample is quick to initiate relationships and fit in with all types of people.
 - Mr. Sample's sociability is highly compatible with establishing a network of contacts. He is open to others, approachable and quick to share feelings and ideas.
 - He spends a great amount of time interacting with people, engaging them in conversation and being concerned with interpersonal relationships. He would find it extremely difficult to work in isolation from other people.
 - Kenneth is highly inclined to promote the benefits of teamwork; he likes to confer with others, to involve the team in the discussion of how things will be done.

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

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- Kenneth readily accepts authority and rules with a cooperative and friendly interpersonal style.
 - He has a highly positive attitude concerning organizational constraints and restrictions.
 - Mr. Sample's need for autonomy and independence is superseded by his respect for authority.
 - Mr. Sample is highly cooperative, agreeable and quite willing to accept supervision and external controls.

Attitude (Tendency to have a positive attitude regarding people and outcomes.)

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- Mr. Sample demonstrates a highly positive attitude concerning risk, change and unexpected challenges.
 - He has a highly positive attitude regarding supervision and external controls.
 - Mr. Sample has a highly positive attitude regarding changes in policies and procedures.
 - Kenneth's attitude is highly compatible with confronting interpersonal problems and frustrations.

Decisiveness (Uses available information to make decisions quickly.)

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- He is inclined to take decisive action, to move decisions forward.
 - Kenneth is capable of responding to an emergency and resolving problems.
 - Mr. Sample can stand firm on decisions and may not be inclined to back down once a decision is made.
 - Mr. Sample is decisive and quick to act. He is likely to enjoy positions which require immediate action.

A Profile of the Total Person

Accommodating (Tendency to be friendly, cooperative, agreeable. To be a team person.)

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- Mr. Sample promotes the benefits of teamwork and cooperation. He is usually willing to share resources and information.
 - Mr. Sample tends to have a cooperative outlook, generally prepared to help others.
 - He is generally pleasant, friendly and patient, not inclined to show temper or frustration.
 - Kenneth is modest, not inclined to take or to maintain an extreme opinion or position.

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

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- Kenneth is usually satisfied with the status quo. He is comfortable working within the system.
 - He generally prefers to follow established procedures.
 - Mr. Sample is willing to function in a coordinated, interrelated way, wanting to participate in group decision making.
 - Mr. Sample is comfortable with the normal restraints of organizational life.

Objective Judgment (The ability to think clearly and be objective in decision-making.)

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- He is highly inclined to make considered judgments, applying experience to current problems and situations.
 - Kenneth has a consistent tendency to take an objective view and to adjust judgment as needed to reach accurate conclusions.
 - Mr. Sample shows sound judgment under pressure.
 - Mr. Sample's judgment and decisions should indicate highly consistent usage of his thinking capabilities.

NOTICE:

As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a job 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.