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***Profiles Assessments
Quick Reference Guide***

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Profiles Assessments Quick Reference Guide

This Quick Reference Guide is provided to the trained strategic business partner as an abbreviated review for some of the Profiles International, Inc. assessments. It is not intended as a sole source of information about how to understand or use these assessments. Both the technical manual and Users Guide for each assessment contain more detailed information about their use. It is important that those who use these assessments are familiar with these documents.

THE PROFILE

LOW	THE PROFILE - THINKING SCALES	HIGH
<p>Repetition and hands-on learning can be more effective in training.</p> <p>Achieves best through learning that is specific to the job.</p>	<p>Learning Index This is an index of expected learning, reasoning and problem solving potential; a composite of the scores for Verbal Skill, Verbal Reasoning, Numerical Ability, & Numeric Reasoning.</p> <p>The ability to respond efficiently in a training situation can typically be found in an individual with a high Learning Index. Such an individual is also likely to communicate complex ideas through data, words or both in an effective manner.</p> <p>At the low end, an individual may be most comfortable with responsibilities that emphasize concrete thinking and routine tasks.</p>	<p>Strong capacity to adapt quickly.</p> <p>Likely to find it easy to learn the requirements of a new job situation.</p>
<p>May be slow and deliberate in communicating ideas.</p> <p>Most communications are concrete and straightforward.</p>	<p>Verbal Skill This is a measure of verbal skill through vocabulary.</p> <p>High Verbal Skill is often associated with confidence in vocabulary. However, the individual may occasionally “talk over the heads” of others.</p> <p>Lower scores do not demonstrate a strong command of vocabulary and may tend to utilize vague or inaccurate expressions when they communicate. Such an individual might not ask for clarity when information is not understood.</p>	<p>Capable of precise communication even under strict time constraints.</p> <p>Competent in making analyses involving written and verbal data.</p>
<p>May require more time to assimilate new information of a verbal or written nature.</p> <p>Less proficient in effective information gathering techniques.</p>	<p>Verbal Reasoning Relates to using words as a basis in reasoning and problem solving.</p> <p>High Verbal Reasoning signifies an improved potential for manipulating information in order to come up with novel conclusions. May find concrete and routine problem solving tedious.</p> <p>A low scorer may overlook inferences in verbal or written data. This individual may be most comfortable with responsibilities that do not require abstract reasoning skills when working with words.</p>	<p>Strong information gathering ability.</p> <p>Assimilates verbal information fairly rapidly.</p> <p>Can abstract conclusions from verbal information more proficiently than others.</p>

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<p>Using mathematics can be challenging.</p> <p>Figuring numerical problems may require the use of a calculator.</p>	<p>Numerical Ability This is a measure of numeric calculation ability; basically, of how well an individual works with numbers.</p> <p>High Numerical Ability is often associated with being confident when calculating numerical data. Often, decisions can be made quickly, based on such data without having to refer to calculation tools since the work is often done mentally.</p> <p>Lower scores will often rely on calculators or other aids to solve numerical problems. They may be most comfortable with positions that do not utilize numerical calculations regularly.</p>	<p>Quick in mentally determining correct mathematical solutions to problems.</p> <p>Demonstrates a sound understanding of basic mathematical processes.</p>
<p>May overlook the implications derived from a set of numerical data.</p> <p>Comfortable using simple calculations for problem solving.</p>	<p>Numerical Reasoning This scale measures an individual's ability to use numbers as a basis in reasoning and analysis.</p> <p>Utilization of statistical inference is common among those with high Numerical Reasoning scores. The ability to visualize trends in a set of numerical data is likely to occur in such individuals.</p> <p>Lower scorers may be most comfortable with positions that rarely utilize numerical forms of data for reaching decisions.</p>	<p>Demonstrate little difficulty in assimilating new information of a numerical nature.</p> <p>Can process numerical data to reach conclusions or understand inferences.</p>

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LOW	THE PROFILE - INTEREST SCALES	HIGH
<p>Generally disinterested with some areas of entrepreneurship and sales.</p> <p>May not always enjoy the give and take of deal making and negotiating.</p>	<p>Enterprising Enterprising indicates an interest in occupations where one uses persuasiveness and enjoys presenting plans. The entrepreneurial aspects of sales and business are often desirable for such individuals.</p> <p>Being motivated by some aspects of the Enterprising occupations listed in the interest inventory is characteristic of an individual with a high score on this scale.</p>	<p>Characterized by interest in:</p> <ul style="list-style-type: none"> Persuading others Entrepreneurship Sales activities Profit-oriented activities
<p>Generally disinterested with some areas of administration.</p> <p>May not always enjoy work that requires attention to details or other organized routines.</p>	<p>Financial/Administrative Financial Administrative indicates interest in occupations that work with financial data, business systems, administrative procedures, etc.</p> <p>Being motivated by some aspects of the Financial/Administrative occupations listed in the interest inventory is characteristic of an individual who scores highly on this scale.</p>	<p>Characterized by interest in:</p> <ul style="list-style-type: none"> Financial Tasks Administrative Organization Office Work Business Procedures
<p>Generally disinterested in some areas of social service.</p> <p>May not always enjoy work that requires social service or human resources.</p>	<p>People Service The People Service scale indicates interest in occupations that help people and are concerned with the welfare of others.</p> <p>Being motivated by some aspects of the People Service occupations listed in the interest inventory is characteristic of an individual who scores highly on this scale.</p>	<p>Characterized by interest in:</p> <ul style="list-style-type: none"> Facilitating those in need Helping others Social issues Community service Working with people
<p>Generally disinterested in some areas of the technical fields.</p> <p>May not always enjoy work that requires analytical tasks or working with data.</p>	<p>Technical The Technical scale indicates interest in occupations that center on scientific and technical activities, research and intellectual skills.</p> <p>Being motivated by some aspects of the Technical occupations listed in the interest inventory is characteristic of an individual who scores highly on this scale.</p>	<p>Characterized by interest in:</p> <ul style="list-style-type: none"> Intellectual approaches Scientific study Research methods Working with data
<p>Generally disinterested in some areas of the mechanical/industrial fields.</p> <p>May not always enjoy work that requires hands-on tasks or working with equipment.</p>	<p>Mechanical The Mechanical scale indicates interest in occupations that involve hands-on work with tools, equipment and machinery.</p> <p>Being motivated by some aspects of the Mechanical occupations listed in the interest inventory is characteristic of an individual who scores highly on this scale.</p>	<p>Characterized by interest in:</p> <ul style="list-style-type: none"> The outdoors Being physical Hands-on tasks Working with things Enjoys working with machines, tools, equipment
<p>Generally disinterested in some areas of the creative fields.</p> <p>May not always enjoy work that requires creative tasks or working with artistic/expressive media.</p>	<p>Creative The Creative scale indicates interest in occupations where one may be imaginative, original and aesthetic.</p> <p>Being motivated by some aspects of the Creative occupations listed in the interest inventory is characteristic of an individual who scores highly on this scale.</p>	<p>Characterized by interest in:</p> <ul style="list-style-type: none"> Aesthetics Creative expression Imagination Innovation

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LOW	THE PROFILE - BEHAVIORAL SCALES	HIGH
<p>Patient</p> <p>Willing to move at another's pace</p>	<p>Energy Level Energy Level demonstrates a tendency toward restlessness, activity and drive. This scale, more than other similar traits, is influenced by utilizing traditional methods to accomplish goals, while confronting issues like efficiency and time utilization.</p> <p>The potential for risk-taking, restlessness and seeking excitement and challenge can be found in an individual with a high Energy Level. At the low end, an individual provides the patience and calmness fundamental to particular kinds of work.</p>	<p>Self starter</p> <p>Results oriented</p> <p>Self-motivated</p>
<p>Willing to accept a leader</p> <p>Non-assertive</p> <p>Low need to control others</p>	<p>Assertiveness Assertiveness is identifiable as a measure of generalized self-acceptance and confidence. It is often associated with expressed influence.</p> <p>High assertiveness is often associated with a focus on achievement and seeking leadership and control of situations. Lower scores suggest a minimal need to control the actions of others and such an individual may provide co-workers with an example of a compliant follower.</p>	<p>Take and maintain control</p> <p>Competitive</p> <p>Achievement oriented</p> <p>Leadership</p>
<p>Avoids small talk</p> <p>Keeps to one's self</p> <p>Sticks to business</p>	<p>Sociability Sociability is a strong measure of social presence and self-confidence. It directly relates to self-control and flexibility. This trait can be seen as more reliant upon interpersonal contacts than other confidence-based traits.</p> <p>High Sociability signifies a desire to work closely with others and accomplish goals in a group setting. A low scorer tends to focus on achieving goals through individual efforts and can work over longer periods without considerable interpersonal contact. This individual tends to "stick to business" and usually will not demonstrate a need to collaborate on projects or socialize.</p>	<p>Conversational</p> <p>People oriented</p> <p>Approachable</p>
<p>Can be cautious with authority figures</p> <p>Tends to defend point of view</p> <p>Willing to question when not in agreement</p>	<p>Manageability Manageability suggests a strong relationship to social responsibility and stability. It is a measure of how one reacts to the limits placed by authority.</p> <p>High Manageability is often associated with being comfortable with authority and rules, taking duties seriously, conformity, and taking pride in being self-disciplined. Lower scores reflect a working style that emphasizes individualized thinking and a willingness to question inefficient practices. This kind of person is not usually willing to do the accepted thing blindly.</p>	<p>Cooperative and agreeable</p> <p>Works within the rules</p> <p>Comfortable with authority</p>

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LOW	THE PROFILE - BEHAVIORAL SCALES	HIGH
<p>Sometimes suspicious</p> <p>Can be critical of others</p>	<p>Attitude Attitude is related to stability and poise. This can create an image of social confidence, with a measure of restraint and social ease.</p> <p>A positive and accepting outlook regarding people is common among those with high Attitude scores. Lower scorers may be good at expressing dissatisfaction with situations that do not appear acceptable to them.</p>	<p>Optimistic</p> <p>Trusting</p> <p>Tolerant</p>
<p>Makes conservative decisions</p> <p>Prefers low risk</p> <p>Analyzes before making a decision</p>	<p>Decisiveness Decisiveness has been found to associate with having confidence and taking control of a situation. It reflects how confident one is in accepting the risk of making a decision in a timely fashion.</p> <p>A high decisiveness will tend to make a decision with the information currently available so that processes do not become too mired in deliberation. A low decisiveness may require input and support from superiors or teammates when making a decision. In certain environments, this individual's need for analysis and collaboration leads to ultimate progress.</p>	<p>Moves quickly when making decisions</p> <p>Accepts risk in most situations</p>
<p>May seem too firm</p> <p>Disagreeable on occasion</p> <p>Will not typically follow the group just to get along with others</p>	<p>Accommodating Accommodating is often associated with a concern for group accountability. A willingness to consider the needs of all group members is typical.</p> <p>The high Accommodating person holds societal norms and self-control as important guides for behavior. On the other hand, the low Accommodating individual is able to maintain a measure of doubt that protects him or her from being taken advantage of, when necessary.</p>	<p>Cooperative</p> <p>Harmonious</p> <p>Likeable</p>
<p>May seek support</p> <p>Cautious or reserved</p> <p>Often predictable</p>	<p>Independence Independence defines the manner in which an individual prefers to be directed by others, and one's potential to accomplish tasks with minimal supervision.</p> <p>A highly independent person is usually willing to accomplish goals in his or her own way. One with low Independence will prefer to turn to others to guide his or her performance. This leads to an expression of predictability and prudence, which can be a potential asset.</p>	<p>Adventurous</p> <p>Slow to follow</p> <p>Slow to conform</p>
<p>Subjective</p> <p>Emotional thinking</p> <p>Will follow a hunch</p>	<p>Objective Judgment Objective Judgment is associated with a sense of rational competence and objectivity. This emphasizes the utilization of sound and reliable thinking.</p> <p>High scores describe an individual who will use observable facts in his or her thinking process, whereas, Low Objective Judgment describes a person who is willing to follow a hunch or listen to his or her intuition before acting.</p>	<p>Sensible</p> <p>Unemotional</p> <p>Mental toughness</p>

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PROFILES SALES INDICATOR

LOW	PROFILES SALES INDICATOR SUCCESS QUALITIES	HIGH
<p>Reserved</p> <p>Non-confrontational</p> <p>Cooperative</p>	<p>Competitiveness Competitiveness is identifiable as an enthusiasm for competitive activity and a confidence in the ability to compete successfully.</p> <p>High competitiveness is often associated with a focus on leading others toward one's goals. It is often associated with an expressed desire to win.</p> <p>Lower scores suggest a minimal need to be thought of as the winner over others and a willingness to go along with the group.</p>	<p>Persuasive</p> <p>Confident</p> <p>Assertive</p>
<p>Welcomes support</p> <p>Appreciates the need for procedures</p>	<p>Self-Reliance Self-Reliance defines the individual's need for structure and support.</p> <p>A highly Self-Reliant person is usually interested in doing things in his or her own way. They may stretch the rules to get the job done. They rarely need or desire direct supervision.</p> <p>One with low Self-Reliance may allow others to guide his or her activities. They understand that rules and procedures are necessary, and will rely upon them.</p>	<p>Independent</p> <p>Individualistic</p>
<p>Flexible</p> <p>Good sensitivity</p> <p>Limited follow-through</p>	<p>Persistence Persistence is related to sticking with a task until it is finished.</p> <p>A willingness to stay focused on tasks and make personal sacrifices is common among those with a high Persistence score. They do not typically give in to tension.</p> <p>Lower scorers may be good at adjusting their actions to accommodate others.</p>	<p>Persevering</p> <p>Unwavering</p> <p>Emotionally tough</p>
<p>Systematic</p> <p>Steady paced</p> <p>Patient</p>	<p>Energy Energy demonstrates a tendency toward restlessness and activity. This scale emphasizes a willingness to act in the here and now.</p> <p>The potential for risk-taking and seeking excitement and challenge can be found in an individual with high Energy. At the low end, an individual provides the patience and calmness fundamental to particular kinds of detail-oriented work.</p>	<p>High endurance</p> <p>Spontaneous</p> <p>Fast paced</p>
<p>Relaxed</p> <p>Unassuming</p> <p>Process focused</p>	<p>Sales Drive Sales Drive refers to a focused drive that can provide motivation for action.</p> <p>Individuals with high Sales Drive are easily self-motivated and will tend to focus upon outcomes rather processes. They may tend to act as if the end result will justify the means.</p> <p>A low Sales Drive suggests an individual who will appear relaxed and appreciate inspiration from others. They may be interested in the way that something is done as much as in the result of the action.</p>	<p>Success oriented</p> <p>Outcome focused</p> <p>Internally driven</p>

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The following behaviors, critical to the sales process, result from a combination of Success Qualities (see previous page). Explanations of each Critical Sales Behavior are presented to suggest some of the variations found in the reports.

Profiles Sales Indicator Critical Sales Behaviors	Description
Prospecting	Highlights the preferred approach to engaging prospects for sales presentations. For example, those who are not easily deterred from a task may prefer the freedom to be original in their approach, while another could prefer the structure that results from having others set their schedule for them.
Closing the Sale	Describes the approach one prefers to move a prospect to buy, whether quickly with an aggressive level of confidence or by taking a step-by-step, more diplomatic approach.
Call Reluctance	Explains an individual's need for support to overcome hesitance in making calls. While some take an independent and self-motivated approach, others may prefer the added incentive and support a supervisor or team may provide.
Compensation Preference	Focuses on the effectiveness of various kinds of rewards that serve to motivate the salesperson. While some seek security with a guaranteed, fixed income, others may prefer the opportunity to expand their income with commissions.
Working with a Team	Emphasizes the level of openness an individual may have to cooperative and/or competitive participation in a team environment. While some make excellent leaders, demonstrating competitiveness and authority, others are best in the role of supporters and associates.
Self-Starting	Illustrates the preferred approach a salesperson may utilize to initiate activity; describes his or her preferred tempo when conducting business. Some individuals are prone to progress without being prompted and others tend to move forward best when a supervisor provides the momentum to get underway.
Building & Maintaining Relationships	Illustrates the style by which a salesperson establishes & maintains relations with clients, whether in a structured and somewhat modest manner or rapidly, in an open and outgoing way.

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PROFILES PERFORMANCE INDICATOR

Profiles Performance Indicator Scale	High Scorer Characteristics
Scale I	<ul style="list-style-type: none"> • Decisive and direct, likes to control the work environment • Works best with minimal supervision and control • Takes a challenge easily • Comfortable with change • Better with the big picture than the details • Self-starter • Competitive • Results-oriented
Scale II	<ul style="list-style-type: none"> • Generally optimistic and enthusiastic • A good promoter and motivator • Enjoys freedom of movement • Extroverted • People-oriented • Good at persuading others • Outgoing
Scale III	<ul style="list-style-type: none"> • A dependable and steady team worker • A stable and predictable work environment • Friendly and usually works to get along with co-workers • May need time to adjust to change • Dependable
Scale IV	<ul style="list-style-type: none"> • An analytical individual who appreciates working with details • Enjoys working where critical thinking is needed • A conscientious person with a well-developed idea of 'right and wrong' • Maintains high standards • Tends to be organized

PPI Scale	Low Scorer Characteristics	High Scorer Characteristics
Scale V	<ul style="list-style-type: none"> • Responds to external motivation • Usually an effective team member who follows direction well • Comfortable with a strong manager and leader 	<ul style="list-style-type: none"> • Internally motivated to make own decisions and then take action • Forceful, will seek to be in charge and in control • Strong willed

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PROFILES TEAM ANALYSIS

Profiles Team Analysis Factors	Definition	High Scorer Characteristics
Control	The tendency to take charge, be assertive and/or to take control of a situation.	<ul style="list-style-type: none"> • May be overpowering to others • May be blunt and sarcastic • Tends to make quick decisions • Usually responds to challenges
Ambition	The tendency to be competitive, to have a desire to win, and to be aggressive.	<ul style="list-style-type: none"> • May experience frustration with others • Seeks prestige and authority • Tends to question status quo • Needs to develop good understand with others
Results Orientation	The concern for timely results and the tendency to be quick	<ul style="list-style-type: none"> • Emphasizes getting the job done • Enjoys accepting challenges • Focuses primarily on results • Less concerned with how it gets done
Social	The tendency to be outgoing, people-oriented and extroverted.	<ul style="list-style-type: none"> • Enlists people with problem solutions • Participates with others with ideas • Seeks social recognition • Works well with team members
Positive Expectancy	The tendency to have a positive attitude regarding people and outcomes.	<ul style="list-style-type: none"> • Desire to be helpful • Establishes positive personal relationships • Generally optimistic
Emotions	The tendency to show emotions, to share feelings.	<ul style="list-style-type: none"> • Needs to work on being more objective • Seeks freedom and expression • Objective problem solving • Comfortable decision making process
Patience	The tendency to be patient, tolerant and understanding to others.	<ul style="list-style-type: none"> • Comfortable working with traditional procedures • Tends to move forward • Empathetic with team members • Enjoys working with structural situations
Composure	The tendency to be easygoing and casual, to take things as they come.	<ul style="list-style-type: none"> • Tends to be cautious • A good listener • Comfortable with low-key approach • Flexible and open-minded
Team Player	A preference to be a part of the team and to work with others.	<ul style="list-style-type: none"> • Works best with cooperative members • Willing to share information with others • Supports the exchange of ideas • Enjoys working in a team situation
Precision	The concern for accuracy, details and exactness.	<ul style="list-style-type: none"> • Expects team to work with accuracy • Takes time to plan ahead and organize • Establishes processes and procedures • Conscientious team member
Analytical	Liking to identify and analyze problems.	<ul style="list-style-type: none"> • Systematic and thorough in thinking • High standards of quality • Very familiar with rules and regulations • Analytical thinking
Quality Orientation	A concern for standards and high quality of work.	<ul style="list-style-type: none"> • Tends to be a perfectionist • May become overly critical under stress • High standards for self and team • Task - oriented

PROFILES CUSTOMER SERVICE SURVEY PROFILES CALL CENTER SURVEY

Description of Customer Service Survey & Call Center Scales

Empathy	This scale assesses the degree to which an individual describes him/herself as one who prefers taking action toward accomplishing a specific task; or, one who prefers taking action with people.
Organization	This scale assesses the degree to which an individual likes a variety of activities but dislikes organizing and following established routines and procedures; or, is generally conforming to routine procedures or accepted standards and is well organized.
Assertiveness	This scale assesses the degree to which an individual is retiring, quiet, and not outgoing; or, is persuasive, confident, and outgoing.
Persistence	This scale assesses the degree, to which an individual is undecided, uncertain, and vague in his or her opinions; or, is persevering, unchanging and determined in pursuing goals.
Creativity	A measure of bringing into being new ideas and unique approaches, a propensity for innovative things. Measuring the ability to interpret information and apply the knowledge to other uses or other solutions.
Incentive	This scale assesses the degree, to which an individual is reserved, unpretentious, and is one who has little need for social recognition; or, is desirous of recognition and feedback from others and wants to feel important by receiving attention and favorable notice. It also measures a person's approach to ideas and plans, whether the orientation is levelheaded, pragmatic and concerned with production and profit or more idealistic, imaginative and optimistic.
Maturity	This scale measures an individual's personal maturity level, the degree to which he or she uses good judgment, is stable, levelheaded and accountable.
Drive	This scale assesses the degree to which an individual is competitive and aggressive and may be described by others as being opportunistic at times; or, is unassuming and may be described by others as wanting to please and gain personal acceptance.

Profiles CheckPoint 360° Competency Feedback System

The Eight Core Competencies and 18 Skill Clusters

The structure of the *CheckPoint 360° Feedback* instrument defines the eight “core competencies” which represent the most critical leadership performance areas. These core competencies are:

- **Communication** – Including the skills of (1) listening to others, (2) processing information and (3) communicating effectively.
- **Leadership** – Covering the abilities of (4) instilling trust, (5) providing direction and (6) delegating responsibility.
- **Adaptability** – Encompassing the skills of (7) adjusting to circumstances and (8) thinking creatively.
- **Relationships** – Assessing the capabilities to (9) build relationships and (10) facilitate team success.
- **Task Management** – Gauging the level of aptitude for (11) working efficiently and (12) working competently.
- **Production** – Appraising the ability to (13) initiate action and (14) achieve results.
- **Development of Others** – Measuring proficiencies in (15) cultivating individual talents and in (16) motivating successfully.
- **Personal Development** – Including the behaviors of (17) displaying commitment and (18) seeking improvement.

The *Checkpoint 360° Feedback Report* was developed with the goal of distilling and presenting this complex data in a meaningful, simple, and graphic way. The usability of the report by the actual user was of paramount

importance here.

The ***CheckPoint 360° Feedback Report*** is structured to appeal to all types of users by revealing an increasing level of detail, page by page. For those who prefer the summary format, the opening pages reveal only big picture information. For those who want all of the details and specifics, there are complete descriptions and statistics. This detail begins with comparisons of self with all other observers. Then, it progressively works through more levels until finally, the items themselves are ranked.

The design team researched other 360° feedback products and found that most 360° reports are based on compiled survey results, perceptual differences and comparisons to normed data. The team's goal was to present data in a clear, concise, complete report, avoiding the confusing formats and presentations of other 360° products that often exhibited serious flaws such as omissions of essential information.

The ***CheckPoint 360° Feedback Report*** took the unique approach of presenting the information in color using simple graphical comparisons with detailed explanations relevant to each page. This use of color, the graphical presentation style and simplicity has made ***CheckPoint 360°*** stand out as a unique and superior 360° report