

Appendix A

A BRIEF REVIEW OF THE PROFILE CAREER COACH SCALES

I. BEHAVIORAL TRAITS

Behavioral Traits help define who we are by influencing the behaviors that we exhibit. As the strengths and combinations of our behavioral traits vary, so do our behaviors. The Profile assesses some of the traits that have been shown to be important in business settings. A brief description for each behavioral trait is provided here.

1. **Accommodating** is often associated with a concern for group accountability. A willingness to consider the needs of all group members is typical.
 - A. High Scores**
 - Cooperative
 - Wants to make a good impression
 - Harmonious
 - Likeable
 - B. Low Scores**
 - Firm and direct
 - Willing to disagree
 - Won't make peace just to do the accepted thing

2. **Assertiveness** is identifiable as a measure of generalized confidence. It is often associated with expressed influence.
 - A. High Scores**
 - Expressive
 - Achievement oriented
 - Leadership
 - B. Low Scores**
 - Nonassertive
 - More a follower than a leader
 - Low dominance
 - Avoids conflict

3. **Attitude** measures the degree one is willing to demonstrate trust toward others. It relates to the tendency to suspend judgments about people and outcomes.
 - A. High Scores**
 - Optimistic
 - Trusting
 - Relaxed
 - Affirmative

B. Low Scores

- Skeptical
- Critical
- Vigilant for negative outcomes
- Questioning

4. **Energy Level** demonstrates a tendency toward restlessness, activity and drive. This scale deals with issues such as efficiency and time utilization.

A. High Scores

- Self starter
- Multi-tasking
- High vitality
- Self motivated

B. Low Scores

- Patient
- Methodical
- Focused
- One thing at a time

5. **Independence** defines the manner in which an individual prefers to be directed by others, and one's potential to accomplish tasks with minimal supervision.

A. High Scores

- Adventurous
- Avoids forced structure from superiors
- Likes to set personal direction

B. Low Scores

- Seeks support
- Open to having work evaluated
- Accepts supervisory structure

6. The **Objective Judgment** scale reflects a willingness to make use of reason and logic versus intuition. This is often referred to as the balance between "head" and "gut."

A. High Scores

- Uses a logical approach
- Unemotional thinking
- Objective & indifferent

B. Low Scores

- Subjective
- Follows a gut feeling
- Intuitive reasoning
- Non-systematic thinking, “Big Picture”

7. **Sociability** can be seen as a measure of one’s reliance upon interpersonal contacts and work that involves group-oriented endeavors.

A. High Scores

- Seeks interpersonal associations
- Motivated by teamwork
- Group oriented

B. Low Scores

- Distracted by social interruptions
- Sticks to business
- Avoids small talk
- Satisfied working alone

8. **Manageability** suggests a strong relationship to social responsibility. It is a measure of how one reacts to the limits placed by authority and one’s acceptance of conventional opinion.

A. High Scores

- Cooperative and agreeable
- Works within the rules
- Comfortable with authority

B. Low Scores

- Can be cautious with authority figures
- Tends to defend point of view
- Willing to question when not in agreement with authority

9. **Decisiveness** reflects how confident one is in accepting the risk of making a decision in a timely fashion.

A. High Scores

- Quick to act
- Accepts the risks in most situations
- Accepts the limited information available for making decisions
- Does not feel the need to gather more information than time allows

B. Low Scores

- Rarely impulsive
- Makes deliberate, careful decisions
- Tends to pursue problems methodically, taking little risk
- Prefers to carefully analyze the situation before making a decision

II. THINKING STYLE SCALES

A primary resource for learning is the ability to process information coming from the environment. In most training situations, the information is in the form of either words or numbers. Each of the four Thinking Style sub-sections measures an aspect of understanding words or numbers and using each as a part of the reasoning process. They form the foundation of almost all problem solving, communication, interaction, and learning skills that are used on the job.

The Learning Index score in the Thinking Style section is a composite of four sub-scales: Verbal Skill, Verbal Reasoning, Numerical Ability and Numeric Reasoning. It is an index of expected learning, reasoning and problem solving ability. Typically, the more easily an individual processes information, the greater the pace at which they may learn those skills that are used on the job. Often, maximizing that learning means finding the approach that will make the most of their available learning skills.

10. **Learning Index** -- an index of expected learning, reasoning and problem solving potential; a composite of four scales: Verbal Skill, Verbal Reasoning, Numerical Ability, & Numeric Reasoning.

11. **Verbal Skill** -- a measure of verbal skill through vocabulary.

12. **Verbal Reasoning** -- using words as a basis in reasoning and problem solving.

13. **Numerical Ability** -- a measure of numeric calculation ability.

14. **Numeric Reasoning** -- using numbers as a basis in reasoning and analysis.

III. OCCUPATIONAL INTERESTS

Six occupational interest areas have been determined to aid in predicting motivation and satisfaction in various job positions. Each interest area defines a category of characteristics that identify the unique aspects of work environments. The theories of Dr. John L. Holland were an essential guide for the development and interpretation of these Occupational Interest Themes. Scores in this section reflect an individual's expressed interest in specific occupations from each category represented.

15. **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.

Characterized by interest in:

- Entrepreneurial pursuits
- Profit-oriented activities
- Leading projects
- Persuading others

Representative occupations that tend to share this interest include: management consultants, sales representatives, entrepreneurs, business owners and inventors.

16. **Financial/Administrative** indicates **interest in occupations** that work with financial data, business systems, administrative procedures, etc.

Characterized by interest in:

- Financial Tasks
- Administrative Organization
- Office Work
- Business Procedures

Representative occupations that tend to share this interest include: bankers, attorneys, historians, journalists, economists, administrative managers and factory managers.

17. The **People Service** scale indicates **interest in occupations** that help people and are concerned with the welfare of others.

Characterized by interest in:

- Facilitation
- Helping others
- Social awareness

Representative occupations that tend to share this interest include: social workers, psychologists, social welfare directors, physicians, labor relations managers, employment managers, HR professionals and college professors.

18. The **Technical** scale indicates **interest in occupations** that center on scientific and technical activities, research and intellectual skills.

Characterized by interest in:

- Intellectual approaches
- Scientific study
- Research methods

Representative occupations that tend to share this interest include: physicists, mathematicians, statisticians, engineers, computer programmers and research analysts.

19. The **Mechanical** scale indicates **interest in occupations** that involve hands-on work, using equipment and machinery and physical vocations.

Characterized by interest in:

- Working with machines, tools and equipment
- Work associated with the outdoors and/or being physical
- Activities associated more with hands-on tasks than with people

Representative occupations that tend to share this interest include: production managers, heavy equipment operators, forest rangers, engineers and farmers.

20. The **Creative** scale indicates **interest in occupations** where one may be imaginative, original and aesthetic.

Characterized by interest in:

- Art and aesthetics
- Creative expression
- Imagination and originality
- Innovative concepts

Representative occupations that tend to share this interest include: artists, writers and journalists, PR consultants, chefs and advertisers.

IV. THE DISTORTION SCALE

The Distortion scale deals with how candid and frank the respondent was while taking Part One of the assessment. The lower the score, the greater the level of concern that the responses may have been distorted.

The distortion score refers to the reliability of the results, not the honesty of the individual. A low score would suggest that the individual might have distorted their responses. This could possibly happen because of an attempt to portray a picture of how they would like to be seen, rather than an accurate picture of how they are. The distortion score should never be used as a basis for disqualification of an individual.

What the Distortion Score Suggests

- The Distortion Scale ranges from 1 to 10.
- Scores of 7, 8, 9, or 10 indicate that no obvious distortion was detected.
- Scores of 3, 4, 5, or 6 indicate the report may have a somewhat “polished” version of reality.
- Scores of 1 or 2 indicate information in the report should not be used in the decision-making process for that individual. Rather, other factors and information should be used to make this decision. This also means, of course, that the distortion score should never be used as a basis for disqualification of an individual.