

# ProfileXT™

**CONFIDENTIAL**

## PLACEMENT REPORT

### Sally Sample

Retail Manager -- Sample Company

#### Redpoint Succession and Leadership Coaching

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Seattle WA 98104  
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*Building and Retaining  
the  
High-Performance  
Company*

# Introduction

This report provides information about Sally Sample, presented in a manner to help you judge her match with a selected position in your organization. Every employable person will match some positions better than other types of work.

This report reflects the responses provided by Sally Sample when she completed the **Profile XT** assessment. Results are illustrated on a scale from 1 to 10. The darker area on the scale represents the “Job Match” target. The enlarged segment of the scale shows where Sally scored. If the enlarged segment is dark, Sally is in the “Job Match” pattern; if it is light, she is not. Information about Sally is reported in these five categories:

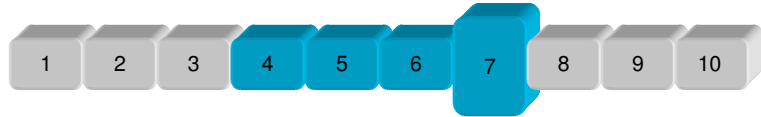
- **Profile for Thinking Style** – Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile for Interests** – Enterprising, Financial/Administrative, People Service, Creative, Technical, and Mechanical.
- **The Total Person** – Additional information regarding Sally and the significance of her scores.
- **Interview Questions** – Suggested interview questions for acquiring additional information that could be helpful in judging suitability for this position.

Please consult the User’s Guide for additional information on using these results in working with Sally.

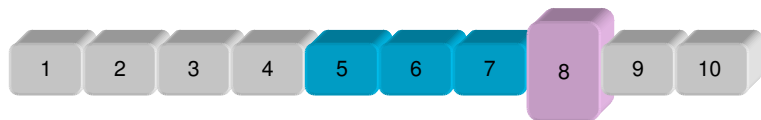
## Profile for Thinking Style

The darker shading represents the Job Match Pattern for the role of Retail Manager-- Sample Company. The larger box indicates this individual's score.

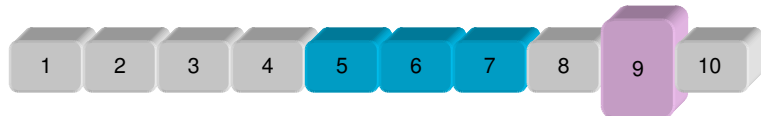
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



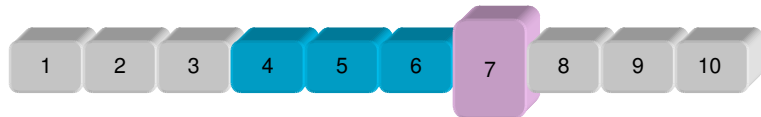
**Verbal Skill** – A measure of verbal skill through vocabulary.



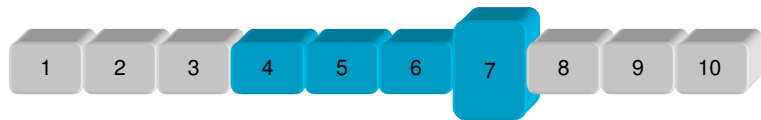
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



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



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

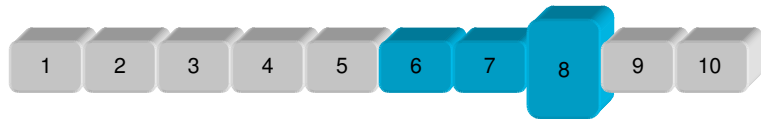


**76%** match with Thinking Style Pattern for the Retail Manager-Sample Company position.

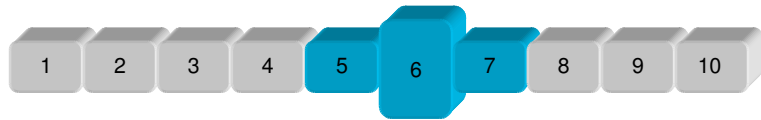
Sally Sample has a **78%** overall match for the Retail Manager-Sample Company position.

## Profile for Behavioral Traits

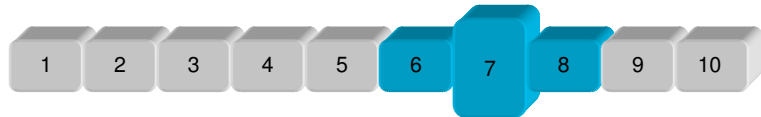
**Energy Level** – Tendency to display endurance and capacity for a fast pace.



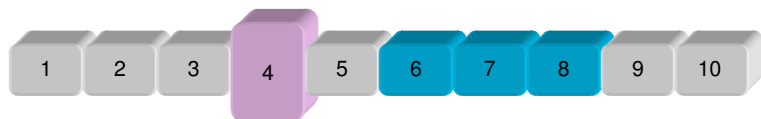
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



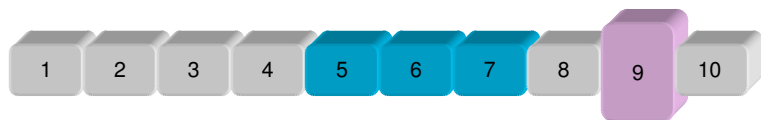
**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



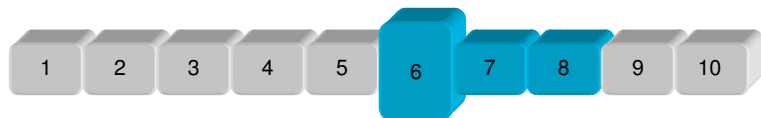
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



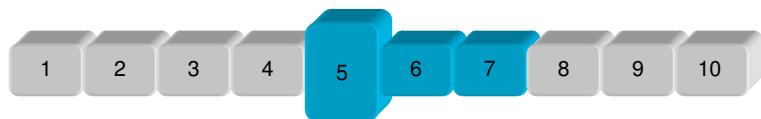
**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



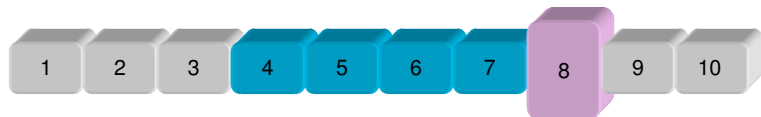
**Decisiveness** – Uses available information to make decisions quickly.



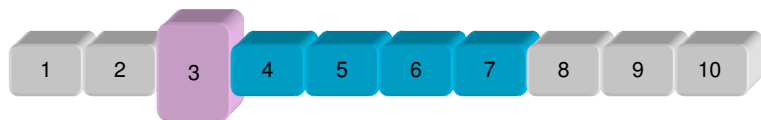
**Accommodating** – Tendency to be friendly, cooperative, agreeable. To be a team person.



**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.



**80% Behavioral Traits Pattern match for the Retail Manager-Sample Company position.**

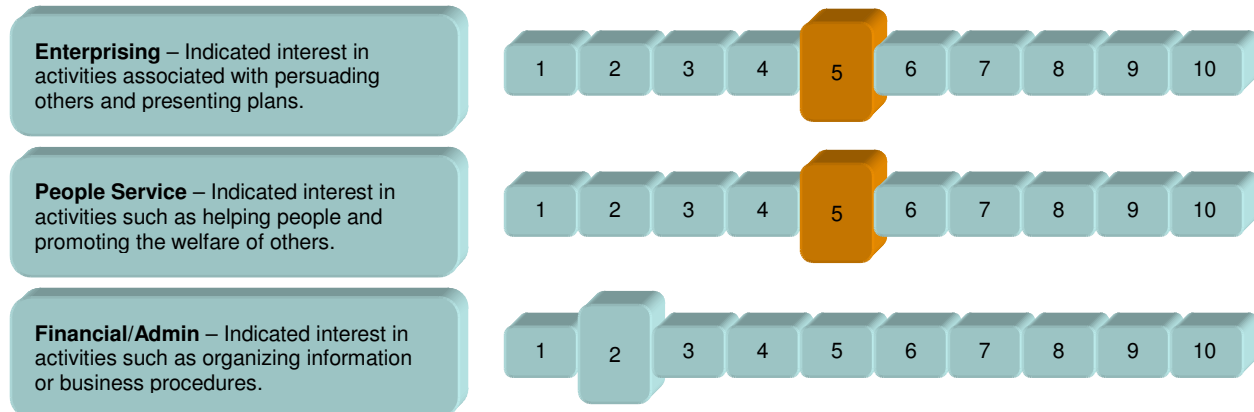
**Sally Sample has a 78% overall match for the Retail Manager-Sample Company position.**

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.

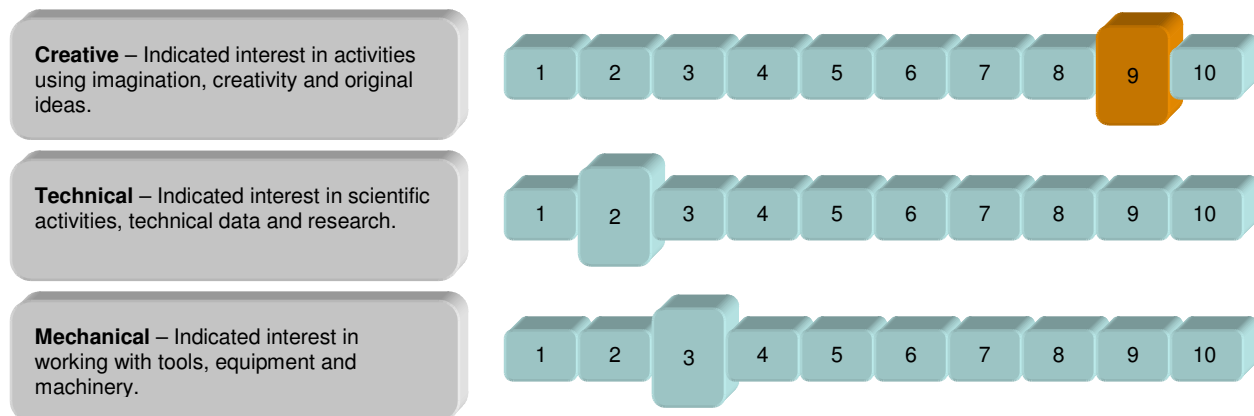
## Profile for Interests

For the Job Match Pattern under consideration, the top three interests in descending order are: **Enterprising, People Service** and **Financial/Admin**. The other three interests have no impact on this position. The top three interests for Sally in descending order are: **Creative, Enterprising** and **People Service**. **Ms. Sample shares two of these interest areas: Enterprising and People Service**

### 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.

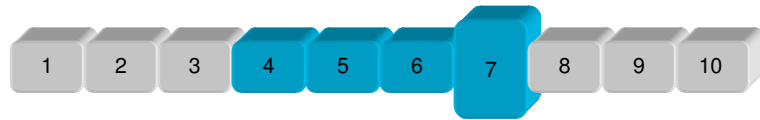
**Sally Sample has an 76% match with Interest Pattern for the Retail Manager--Sample Company position.**

**Sally Sample has an overall match of 78% for the Retail Manager--Sample Company position.**

## The Total Person

This part of the report discusses the results for Sally Sample 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.

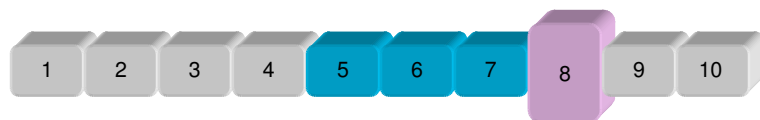
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



**Job Pattern 4-7      Score 7**

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

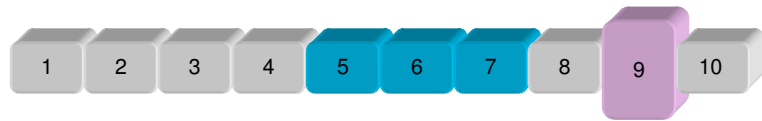
**Verbal Skill** – A measure of verbal skill through vocabulary.



**Job Pattern 5-7      Score 8**

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

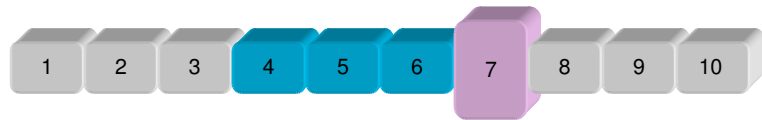
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



**Job Pattern 5-7      Score 9**

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

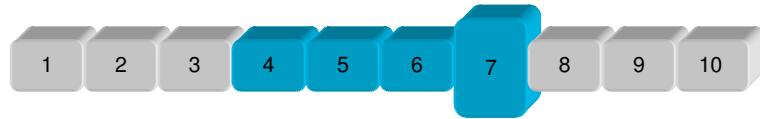
**Numerical Ability** – A measure of numeric calculation ability.



**Job Pattern 4-6      Score 7**

- o Ms. Sample has a sound understanding of basic mathematical processes and is able to mentally figure some numeric combinations.
- o She should be competent in making mental estimations involving numerical data.
- o Sally shows strong potential for developing existing skills with numbers.
- o Ms. Sample can build on a basic numerical foundation as the particular calculations required in performing the job become familiar.

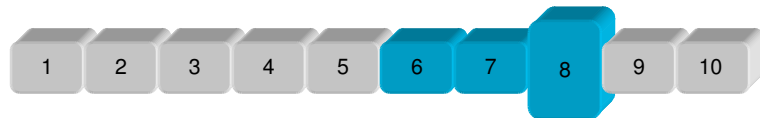
**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.



**Job Pattern 4-7      Score 7**

- o Sally grasps numerical concepts readily.
- o Ms. Sample demonstrates a relatively strong ability to solve problems of a numerical nature.
- o Ms. Sample works well with numbers and numerical concepts.
- o She completes numerical problems with greater success than the general population.

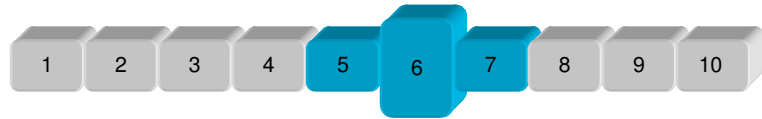
**Energy Level** – Tendency to display endurance and capacity for a fast pace.



**Job Pattern 6-8      Score 8**

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

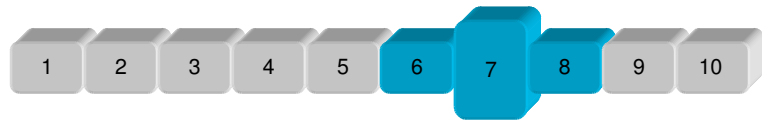
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



**Job Pattern 5-7      Score 6**

- o Ms. Sample is motivated by situations in which she is held accountable for results.
- o She typically uses direct statements and seems to enjoy the opportunity to lead others.
- o Sally can be a moderately assertive leader who gets results.
- o Ms. Sample is willing to be assertive, to be more of a leader than a follower.

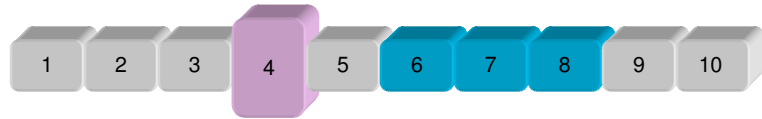
**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



**Job Pattern 6-8      Score 7**

- o Ms. Sample is moderately sociable. She tends to be aware of the necessity for keeping lines of communication open.
- o She works to foster good relations across departments, maintains friendly contact and keeps up with the issues of common concern.
- o Sally prefers democratic supervision, in which two-way dialogue is encouraged.
- o Ms. Sample is generally inclined to promote the benefits of teamwork, to involve the team in the discussion of how things will be done.

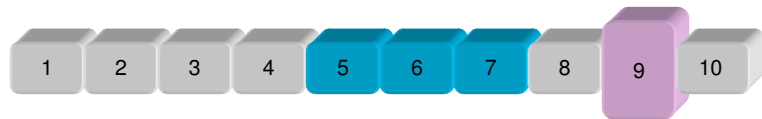
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



**Job Pattern 6-8      Score 4**

- o Ms. Sample relates to most directives in a generally cooperative and accommodating manner. She may resent high-pressure leadership.
- o She has an attitude typical of most people regarding authority and rules, with a generally cooperative interpersonal style.
- o Ms. Sample relates to authority in a respectful and cooperative manner in most routine situations. She may occasionally express a need for more personal freedom.
- o Sally demonstrates a generally accommodating interpersonal style. She can usually work smoothly with others.

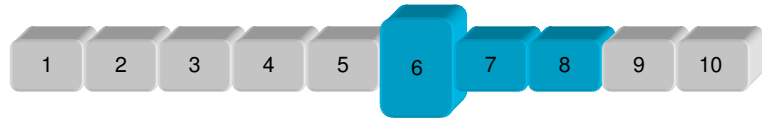
**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



**Job Pattern 5-7      Score 9**

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

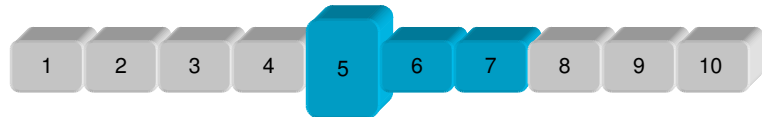
**Decisiveness** – Uses available information to make decisions quickly.



**Job Pattern 6-8      Score 6**

- o She is not inclined to delay important decisions.
- o Sally stands firm on some decisions and may not be inclined to back down once a decision is made, unless under pressure.
- o Ms. Sample is typically decisive and inclined to act. She can be effective in positions which require timely results.
- o Ms. Sample is capable of responding to an emergency and of solving problems in a timely manner.

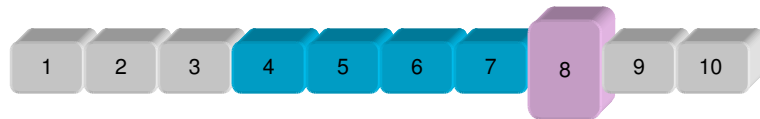
**Accommodating** – Tendency to be friendly, cooperative, agreeable. To be a team person.



**Job Pattern 5-7      Score 5**

- o While Ms. Sample tends to use a positive, informal approach, she will not be afraid to disagree if necessary.
- o She can be agreeable, cooperative and good natured, but does not go along just to get along.
- o Ms. Sample can become defensive whenever someone tries to take advantage of her.
- o Sally can be slower than others to avoid arguments, disagreements and/or conflict.

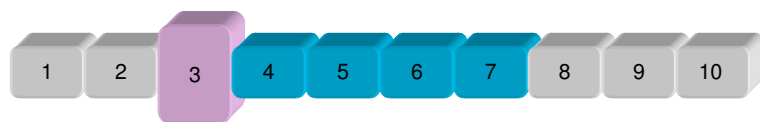
**Independence** – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



**Job Pattern 4-7      Score 8**

- o Sally is an independent worker who prefers minimal guidance and coaching.
- o She is highly independent, possibly requiring firm supervision and clearly defined guidelines.
- o Ms. Sample prefers to run her own show and will quietly fight being restricted. She can become impatient with the traditionalist view that "we've been doing this for the last ten years, so why should we change?"
- o Ms. Sample 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 4-7      Score 3**

- o Ms. Sample tends to be a subjective thinker, and emphasizes personal opinions more than factual data.
- o Ms. Sample has thinking abilities that can be less effective if she allows personal biases and opinions to replace sound judgment.
- o Ms. Sample uses judgment that often tends to become more subjective when she feels pressured.
- o Ms. Sample's judgment will be much more intuitive when addressing critical independent decision making responsibilities.

## Occupational Interests

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

TOP THREE areas of interest for Sally Sample.

**Creative**

Indicated interest in activities using imagination, creativity and original ideas.

**Enterprising**

Indicated interest in activities associated with persuading others and presenting plans.

**People Service**

Indicated interest in activities such as helping people and promoting the welfare of others.

TOP THREE areas of interest for the position of Retail Manager-Sample Company.

**Enterprising**

Indicated interest in activities associated with persuading others and presenting plans.

**People Service**

Indicated interest in activities such as helping people and promoting the welfare of others.

**Financial/Admin**

Indicated interest in activities such as organizing information or business procedures.

Ms. Sample scored highest in the Creative, Enterprising and People Service themes on the inventory. She is attracted to positions in which she can use her creative side in a business environment that allows for a high degree of contact with people. She appears to be drawn toward opportunities to solve problems in an innovative way. The chance to serve the needs of customers and the public in general also relates to this interest pattern.

With Creative as her primary area of interest, Ms. Sample is likely to seek out activities that involve innovative thinking, expression and imagery. This area of interest is likely to be the driving force behind all of her performance. Secondly, she is motivated by the entrepreneurial world of business, as seen in her interest in the Enterprising area. Sales and leadership roles may serve to enhance her motivation on the job. Finally, her interest in People Service activities rounds out her profile. This may not be the central focus of her interests, but these activities are likely to enhance the work experience nonetheless.

**Notice:**

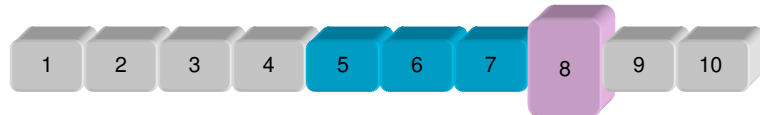
As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a position provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any test should never make up more than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

## Interview Questions

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

### THINKING

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

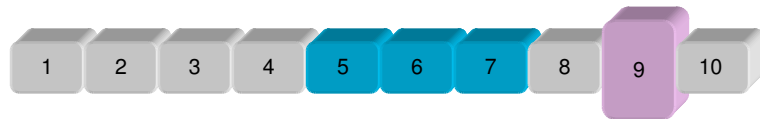


**Job Pattern 5-7      Score 8**

On the Verbal Skill scale Ms. Sample is above the designated job profile for this position. This suggests that her command of vocabulary is greater than the position typically requires and that she may experience frustration when communicating with co-workers. Discussions with her should explore the possibility the position may not be sufficiently challenging to maintain her interest and/or level of performance.

- o What are the advantages of a diverse and comprehensive vocabulary? The disadvantages?
- o Describe a recent situation in which you imparted your key points to a group with varying verbal skills.
- o When you make notes, memos or written instructions, do people have to ask you what the meaning is of some words? Describe a time this has happened.
- o Have you found yourself feeling impatient with how slow others are in understanding simple ideas?

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

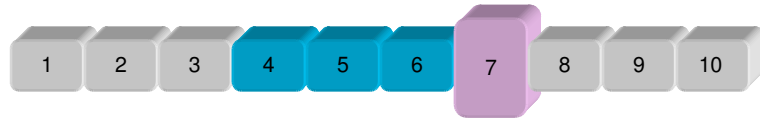


**Job Pattern 5-7      Score 9**

On the Verbal Reasoning scale Ms. Sample is above the designated Profile for this Job Match Pattern. This suggests that her ability to process verbal information is greater than the position typically requires and that she may experience frustration over the lack of challenge. Discussions with her should explore the possibility the position may not maintain her interest and/or level of performance.

- o When discussing topics with people, how often do they have difficulty understanding your train of thought? How do you know they lost track of your meaning? How do you get them to understand?
- o When you write instructions, ideas or memos, do people ever suggest that you should "say it in plain English" or make your meaning more clear? Give an example.
- o Do you ever notice you need to "talk down" to people in order for them to understand you?
- o How often do you become frustrated because other people don't understand the words you use to explain a task, idea or project?

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



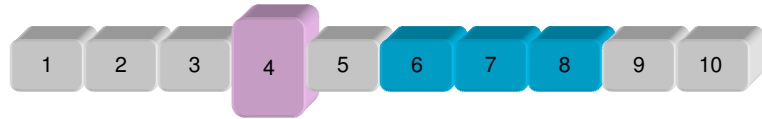
**Job Pattern 4-6      Score 7**

On the Numerical Ability scale Ms. Sample is above the designated Profile for this Job Match Pattern. This suggests that her computation of data is more proficient than the position typically requires and that she may not be sufficiently challenged to maintain her interest and/or level of motivation.

- o When expressing numerical data to others, what method has been most successful for you, even when some of them are not numerically inclined?
- o 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?
- o Tell me about an experience you had in which an estimate was asked of you, on the spot; were you on target?
- o What kind of high stress situations have you experienced in which important calculations were necessary?

**BEHAVIORAL TRAITS**

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

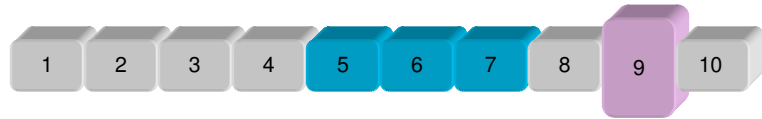


**Job Pattern 6-8      Score 4**

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

- o When things go badly at the office, who deserves the blame and why?
- o Describe the results of a past conflict with a supervisor. How did it happen, whose "fault" was it, and how was it resolved?
- o What is the role of management, in your own words?
- o 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.

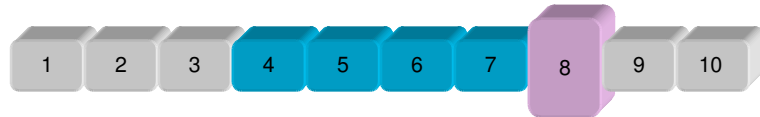


**Job Pattern 5-7      Score 9**

On the Attitude scale Ms. Sample is above the designated Profile for this Job Match Pattern. This suggests that her tendency will be to express an overly optimistic attitude compared to successful individuals in this position. Discussions with her should explore the possibility that she will encounter frustration by the nature of this work.

- o Describe the relationship between attitude and productivity and how that has applied to a particular experience for you recently.
- o 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.
- o Tell me about a specific time when your ability to encourage others created a positive attitude.
- o 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.

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

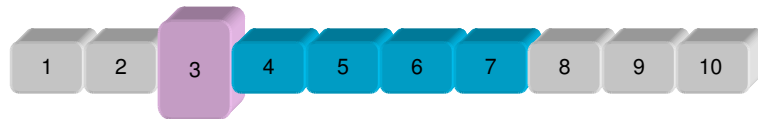


**Job Pattern 4-7      Score 8**

On the Independence scale Ms. Sample is above the designated job profile for this position. This suggests that her self-reliance is greater than the position typically requires and that she may become frustrated by the level of supervisory attention typical of this position. Discussions with her should explore the possibility the position may be too challenging to maintain her motivation and/or level of performance.

- o Describe a situation in your experience when you required more breathing room (less supervision than was offered) to accomplish your work.
- o Creative persons seem to offer fresh insights. Give me an example of a time when one of your insights was particularly well received by others.
- o Describe your preferences concerning supervision of your work and explain the ideal situation that produces the best work you can do.
- o Just about anybody can give a routine, standard answer to common problems; however, the payoff is often in the development of unique solutions to common problems. Give me an example of one of your unique and novel problem solutions.

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



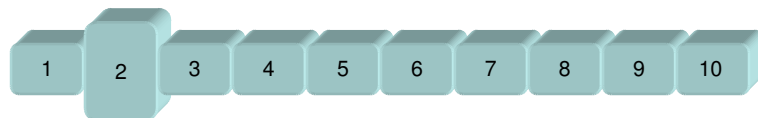
### Job Pattern 4-7 **Score 3**

On the Judgment scale Ms. Sample is below the designated job profile for this position. This suggests that her decision-making process is less objective than the position typically requires and that she could have a problem with the pragmatic nature of the job. Discussions with her should explore the possibility that for Ms. Sample, the position could lead to frustration and a reduction in her level of performance.

- o Describe the process involved when you have to make a decision under pressure.
- o 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.
- o What sources of information do you typically use in reaching a decision at work?
- o 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.

## **OCUPATIONAL INTERESTS**

**Financial/Admin** – Indicated interest in activities such as organizing information or business procedures.



Ms. Sample does not show Financial/Administrative activities as one of her top three interest areas. She may not find activities associated with this theme as motivating as those individuals who have been successful in this position.

- o How do you encourage yourself to keep interested when working with numbers and data, especially in a records-keeping role?
- o What is most frustrating for you about doing paperwork or keeping records organized?
- o If you work for extended lengths of time on detailed paperwork, how do you maintain your focus for the task at hand?
- o How do you feel about work that requires lots of administrative details?