

# ProfileXT™

## Manager's Interview Guide

Sunday, February 03, 2008

### Sally Sample

DEMONSTRATION PATTERN – not for actual use

*This Sample Report provided by:*

Talent Insight Group

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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:

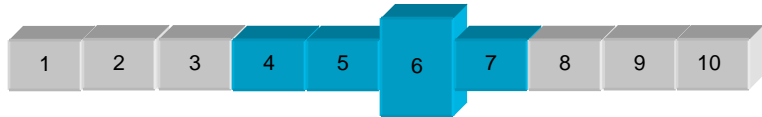
- **Profile for Thinking Style** — Learning Index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** — Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile 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.

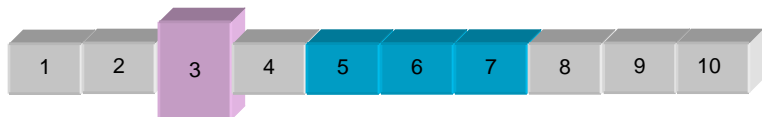
## Profile for Thinking Style

The Darker shading represents the Job Match Pattern for this position. The Larger box indicates this individual's score.

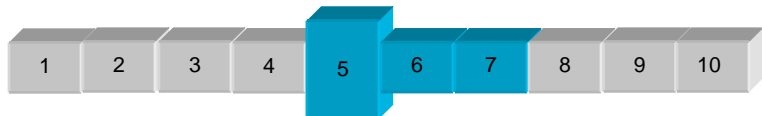
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



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



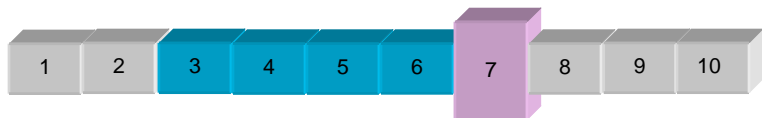
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



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



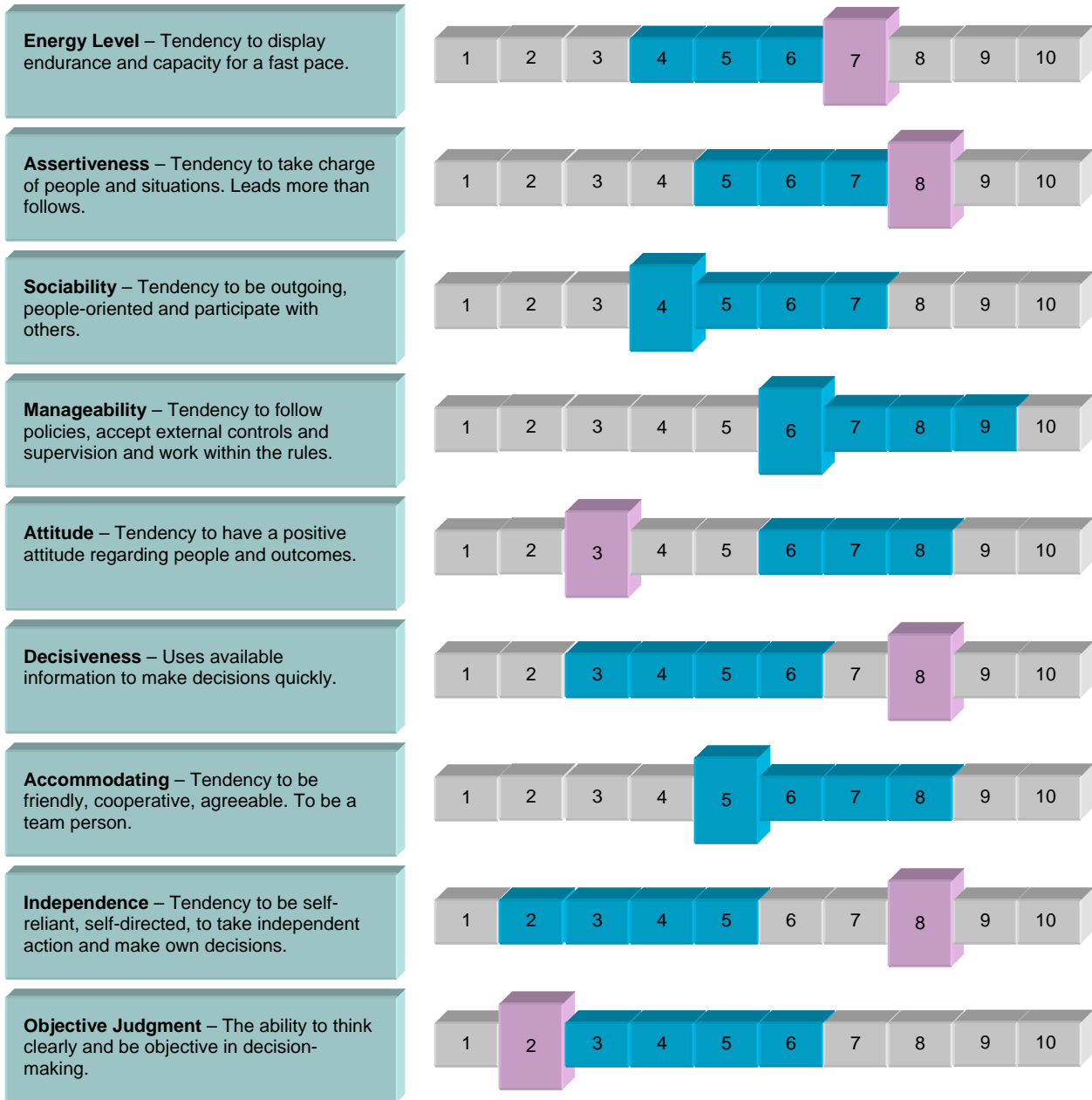
**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.



**81%** match with Thinking Style Pattern for this position.

Sally Sample has a **74%** overall match for this position.

## Profile for Behavioral Traits



**61%** Behavioral Traits Pattern match for this position.

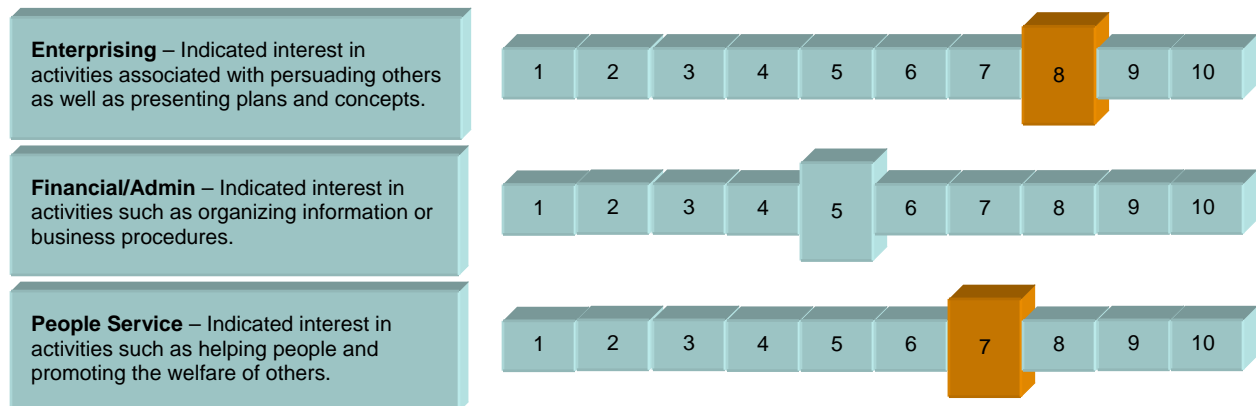
Sally Sample has a **74%** overall match for this position.

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.

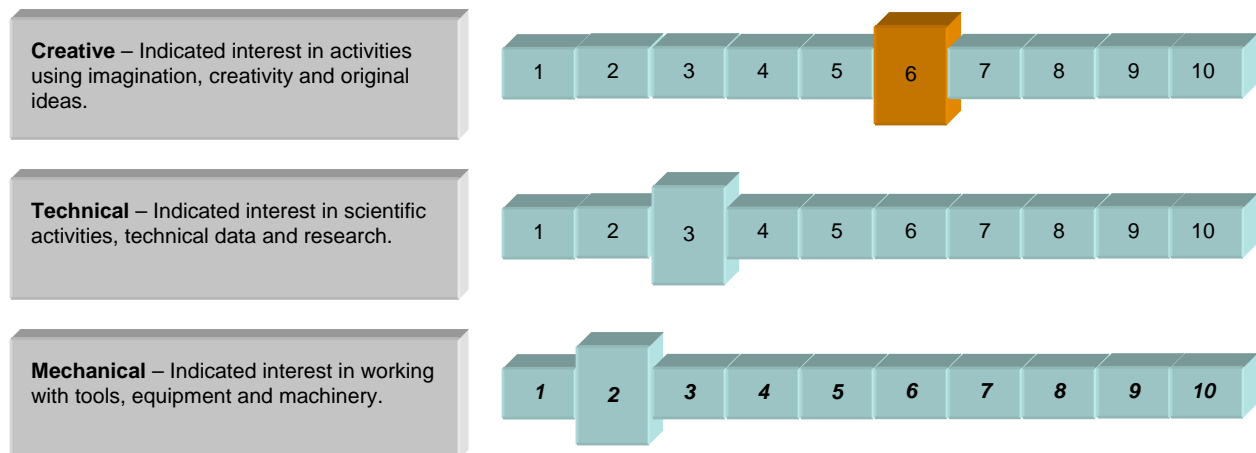
## Profile for Interests

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

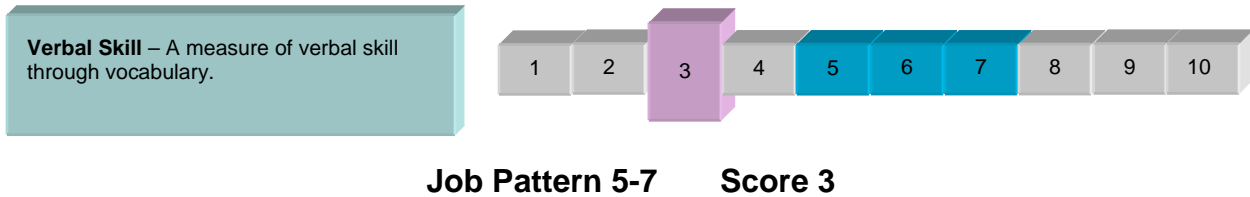
**Sally Sample has an 86% match with the Interest Pattern for this position.**

**Sally Sample has an overall match of 74% for this position.**

## Interview Questions

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

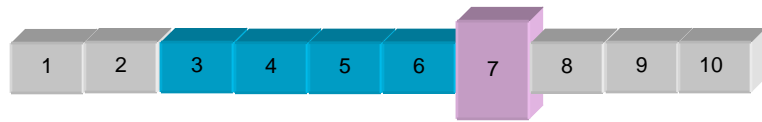
### THINKING



On the Verbal Skill scale Ms. Sample is below the designated Profile for this Job Match Pattern. This suggests that her ability to use a thorough vocabulary is less than the position typically requires and that she could have a problem with communicating ideas and concepts. Discussions with her should explore the possibility that for Ms. Sample, the position may be overly challenging and could lead to frustration and a reduction in her level of performance.

- Some people read well but don't always remember what they have read. Do you ever experience this type of situation? How do you deal with it?
- Have you ever had someone become upset because you needed instructions repeated? How have you dealt with such a situation?
- How often do you read instructions or memos and have difficulty understanding what they mean? Give some examples.

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

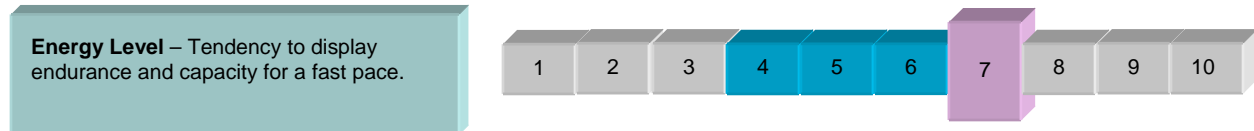


**Job Pattern 3-6      Score 7**

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

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

## BEHAVIORAL TRAITS

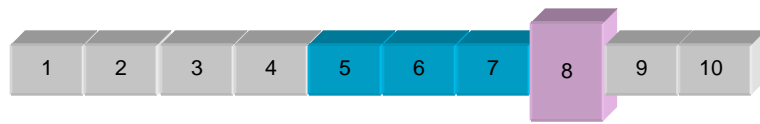


**Job Pattern 4-6      Score 7**

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

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

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

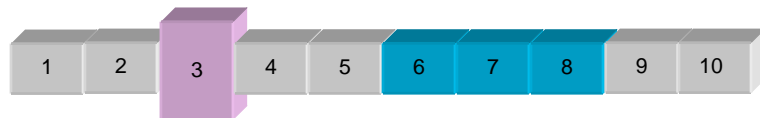


**Job Pattern 5-7      Score 8**

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

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

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

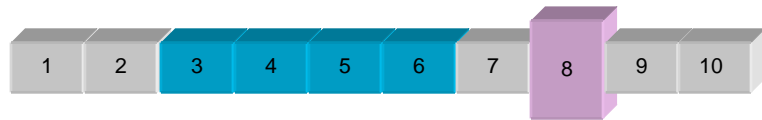


**Job Pattern 6-8      Score 3**

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

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

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

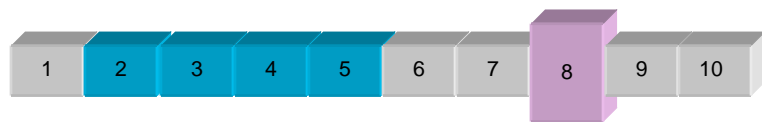


**Job Pattern 3-6      Score 8**

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

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

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

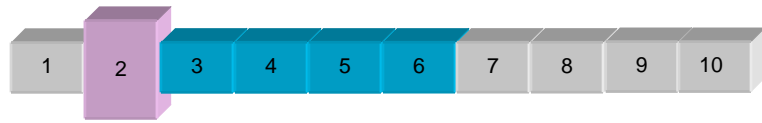


**Job Pattern 2-5      Score 8**

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.

- 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.
- Describe a situation in your experience when you required more breathing room (less supervision than was offered) to accomplish your work.
- Describe your preferences concerning supervision of your work and explain the ideal situation that produces the best work you can do.
- 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.



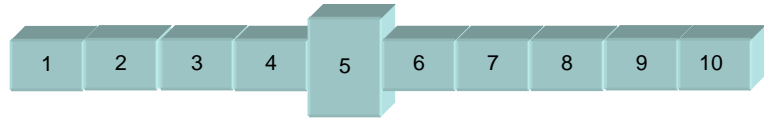
**Job Pattern 3-6      Score 2**

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 may be overly challenging and could lead to frustration and a reduction in her level of performance.

- What sources of information do you typically use in reaching a decision at work?
- Describe a high-pressure situation you had to handle at work. Tell me what happened, who was involved and what you did in terms of problem solving.
- Describe the process involved when you have to make a decision under pressure.
- 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.

## OCCUPATIONAL INTERESTS

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



Administrative duties are commonly of interest to those who match the Interest Pattern for this position. However, it seems that the tasks associated with the Financial/Administrative theme as well as other kinds of activities may not motivate Ms. Sample.

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