

# theProfileXT

## **Confidential Placement Report**

for

**Warwick Sample**

Business Development Manager

**Profiles International**

**[www.profiles.net.au](http://www.profiles.net.au)**

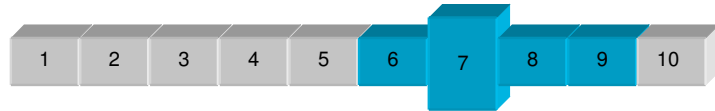
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**(02) 9936 9000**

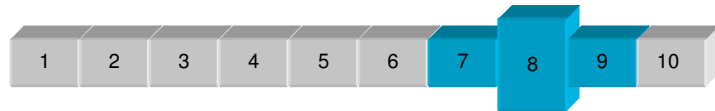
## Profile for Thinking Style

The Darker shading represents the Job Match Pattern for the role of Business Development Manager. The larger box indicates this individual's score.

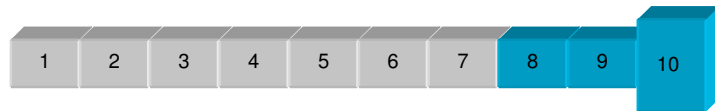
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



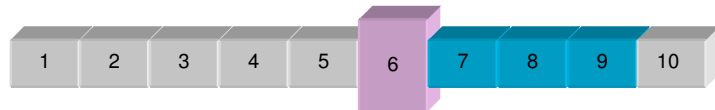
**Verbal Skill** – A measure of verbal skill through vocabulary.



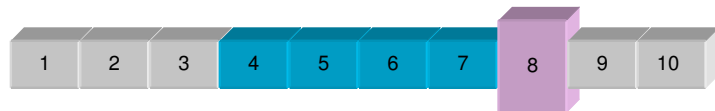
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



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



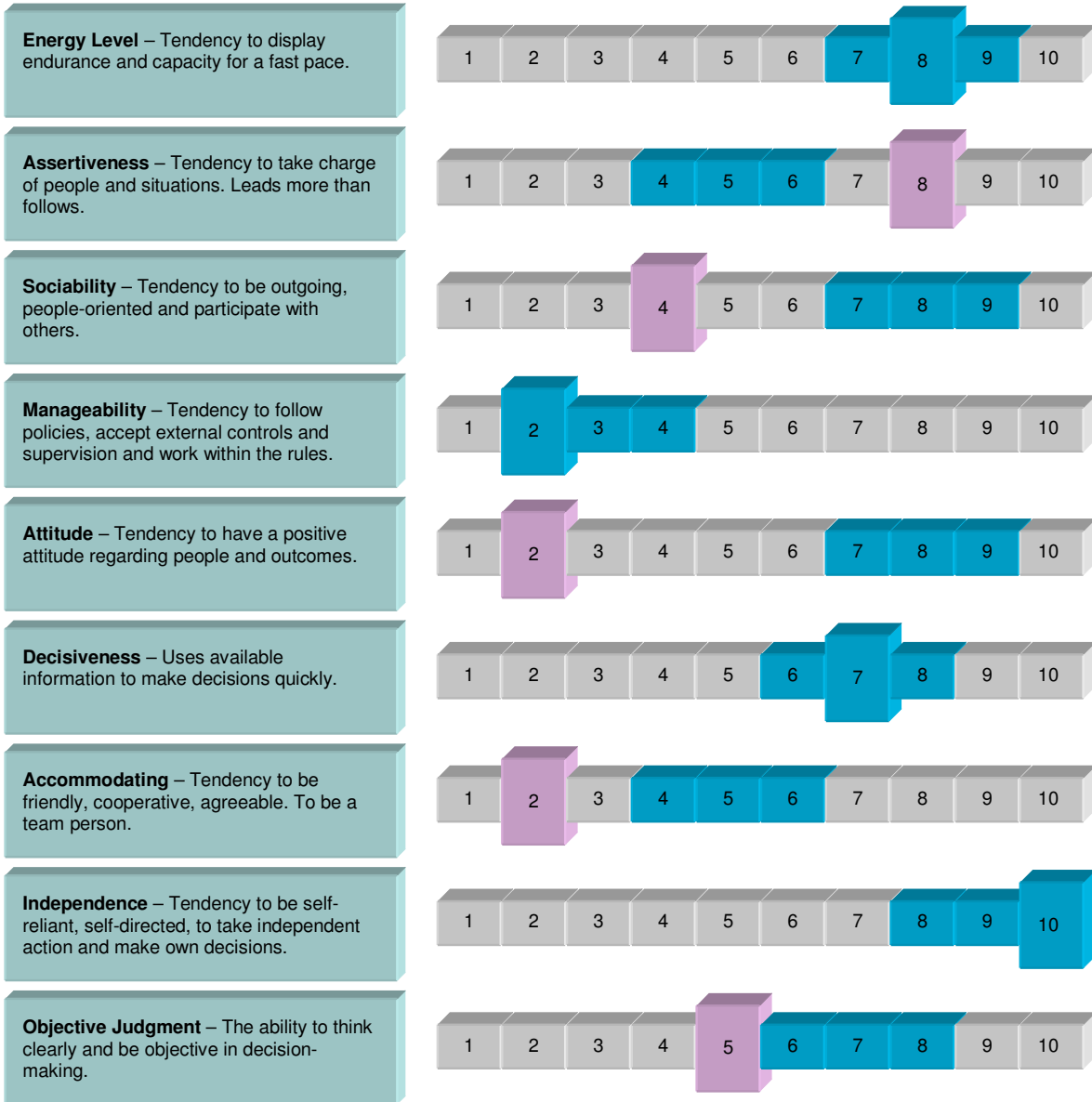
**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.



**88% match with Thinking Style Pattern for the Business Development Manager position.**

**Warwick Sample has a 74% overall match for the Business Development Manager position.**

## Profile for Behavioral Traits



**63% Behavioral Traits Pattern match for the Business Development Manager position.**

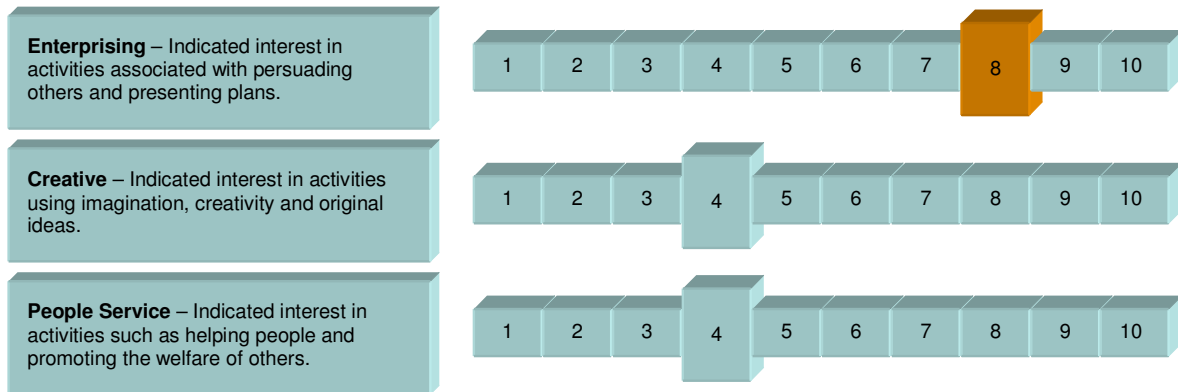
**Warwick Sample has a 74% overall match for the Business Development Manager position.**

The Distortion Scale Score on this assessment is **7**. 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.

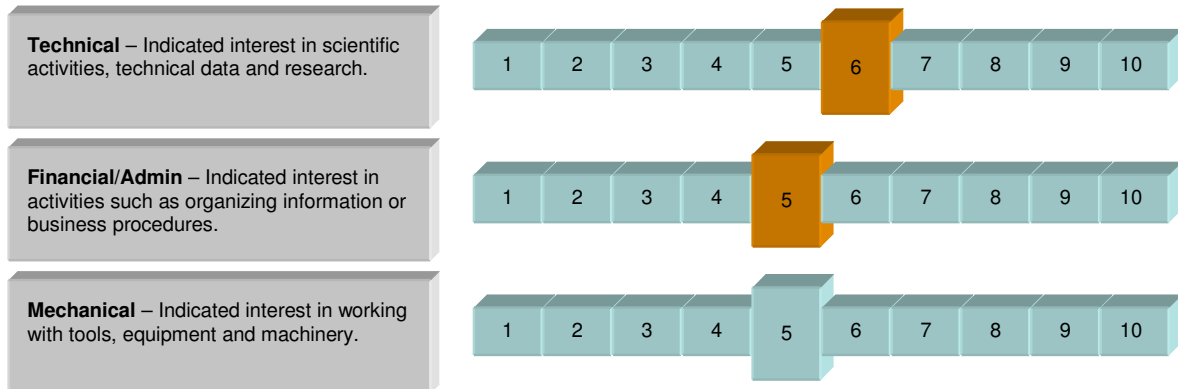
## Profile for Interests

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

### 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.

**Warwick Sample has a 70% match with Interest Pattern for the Business Development Manager position.**

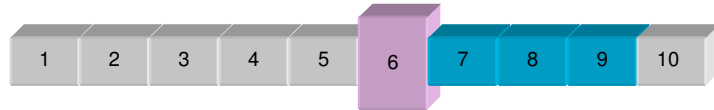
**Warwick Sample has an overall match of 74% for the Business Development Manager position.**

## Interview Questions

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

### THINKING

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



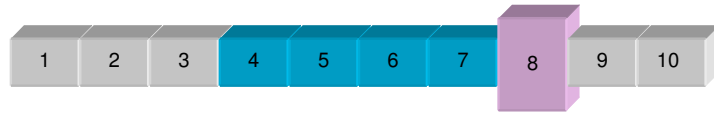
**Job Pattern 7-9      Score 6**

While Mr. Sample achieved a Numerical Ability score comparable to most people, it is below the job profile for this position. This suggests that he is moderately less capable in calculating numerical data than the position typically requires and that he could be challenged by working with numbers. Discussions with him should determine his potential to enhance his Numerical Ability with minimal training.

- Describe the results you have had when instructed in a new mathematical process at work. How long did it take to get comfortable with the calculations?
- What opportunity have you had recently to calculate numerical problems? Did you use a calculator to help?
- When asked to determine total times, distances or prices, how do you solve the problems? Some people use a calculator, some pencil and paper, some do it in their heads, etc. How do you manage?
- Some people learn more quickly when shown the job, others like to read instructions and manuals. Which do you like? Give me some examples.

## Interview Questions

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



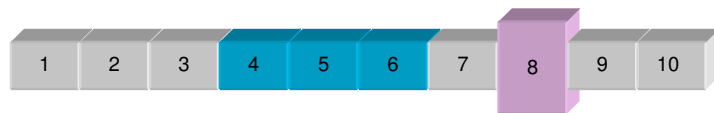
**Job Pattern 4-7      Score 8**

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.

- 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?
- 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.

## BEHAVIORAL TRAITS

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



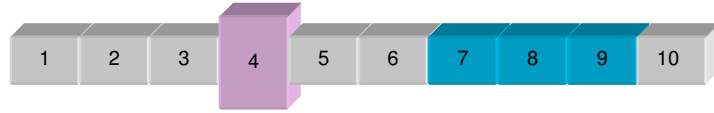
**Job Pattern 4-6      Score 8**

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

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

## Interview Questions

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

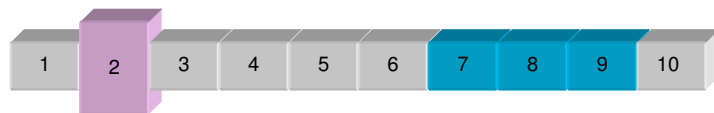


**Job Pattern 7-9      Score 4**

On the Sociability scale Mr. Sample is below the designated Profile for this Job Match Pattern. This suggests that his willingness to work within a team environment is low. Discussions with him should explore the possibility that for Mr. Sample, the challenge of a cooperative climate may lead to frustration.

- What is your preference for how to make productive use of your time when things are quiet in the office?
- What is the perfect level of client or co-worker contact for you? What are your feelings about that?
- Tell me about an experience you have had in which you were required to make "small talk" to promote relations with a client or co-worker.
- If one person had to remain in the office while the rest went to a meeting, would you volunteer to stay? How would you make the best use of that time?

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



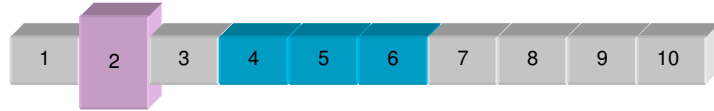
**Job Pattern 7-9      Score 2**

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

- Tell me about a high stress situation when it was desirable for you to keep a positive attitude. What happened?
- What role have you played in the recent past in which your team was unmotivated and how did you resolve the problem?
- 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?
- Describe for me a specific time when your attitude had an effect on a customer or client.

## Interview Questions

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

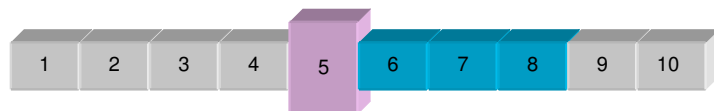


**Job Pattern 4-6      Score 2**

On the Accommodating scale Mr. Sample is below the designated Profile for this Job Match Pattern. This suggests that his patience with the opinions of others in the group is less than the position typically requires and that he could have a problem with the capability to resolve differences of opinion in an accommodating way. Discussions with him should explore the possibility that for Mr. Sample, the position may be overly challenging and could lead to frustration and a reduction in his level of performance.

- What is your viewpoint about co-workers that never speak their mind?
- When is it appropriate to hold back and "keep our thoughts to ourselves", if ever?
- Give me an example of a time when another person really tried your patience. Specifically, talk about a time when you were angry or frustrated.
- When a co-worker is wrong about a work issue, what is the best way to discuss the issue with him or her?

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



**Job Pattern 6-8      Score 5**

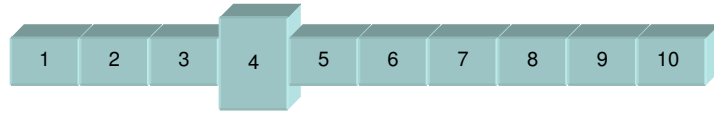
While Mr. Sample achieved a Judgment score comparable to most people, it is below the designated Profile for this Job Match Pattern. This suggests that his objectivity in making decisions is moderately less than the position typically requires. Discussions with him should explore the possibility that for Mr. Sample, the position may require greater practicality and could lead to a reduction in his level of performance.

- When given a variety of information with which to come to a decision, how do you discern useful information from useless information?
- Identify potential sources of bias that occur in day-to-day decision-making.
- 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.
- How does intuition play a role in your decision-making? How about more objective data?

## Interview Questions

### OCCUPATIONAL INTERESTS

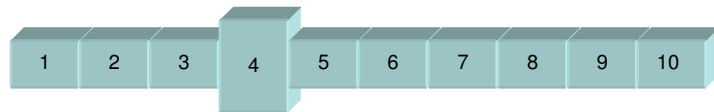
**Creative** – Indicated interest in activities using imagination, creativity and original ideas.



Many who match the Interest Pattern for this position are inspired most by creative pursuits. However, the activities associated with the Creative theme are not among Mr. Sample's primary three interest themes and may not motivate him as much.

- What is it like for you to work in an unstructured environment that rarely has simple procedures to rely upon?
- Would you describe yourself as a person likely to take a new perspective on a problem or one that searches for reliable, traditional approaches? Why is that?
- What have you experienced to be frustrating about work that always seems to call for a new approach rather than going with what is tried and true?
- Would you say you like to try new ways of doing things, even if they're a bit unconventional? Why or why not?

**People Service** – Indicated interest in activities such as helping people and promoting the welfare of others.



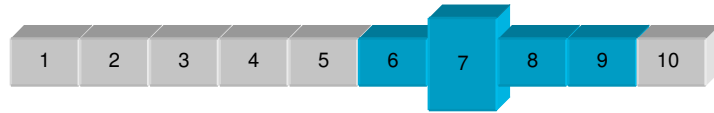
Work that involves serving or facilitating the needs of others is preferred most by those who match the Interest Pattern for this position. However, the activities associated with the People Service theme are not among Mr. Sample's primary three interest themes and may not motivate him as much.

- What frustrations would you expect while assisting someone, even when you had something better to do?
- Would you be inclined to interrupt your work because someone else needed your assistance and how would you feel about that?
- If you were busy assisting others for an extended period of time, how would you try to maintain focus and keep up your good work?
- Describe what it has been like for you in the past to aid others to achieve a group or individual success.

## The Total Person

This part of the report discusses the results for Warwick 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.

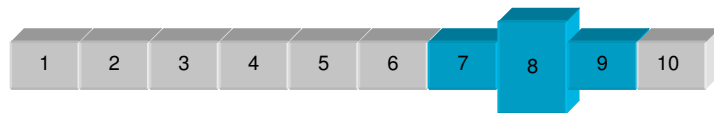
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



**Job Pattern 6-9      Score 7**

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

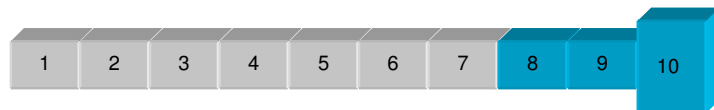
**Verbal Skill** – A measure of verbal skill through vocabulary.



**Job Pattern 7-9      Score 8**

- Warwick can build on his basic foundation as the particular communication skills required in performing the job become familiar.
- Mr. Sample shows strong potential for developing his existing communication skills.
- 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.

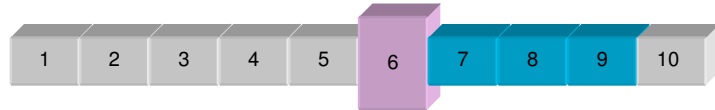


**Job Pattern 8-10      Score 10**

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

## The Total Person

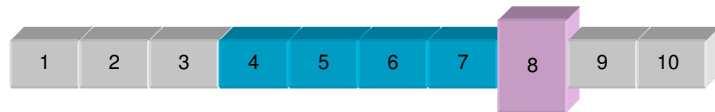
**Numerical Ability** – A measure of numeric calculation ability.



**Job Pattern 7-9      Score 6**

- Mr. Sample should be capable of learning to apply basic mathematical principles to new, more complex problems as necessary.
- Warwick is comfortable analyzing basic numerical material and performing some mathematical functions without relying on a calculator.
- He needs assistance with complex mathematics or technical calculations.
- Mr. Sample should be able to grasp simple mathematical principles that apply to the job.

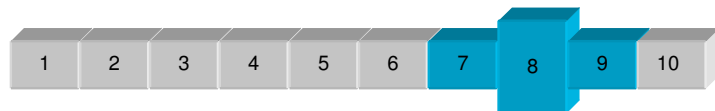
**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.



**Job Pattern 4-7      Score 8**

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

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

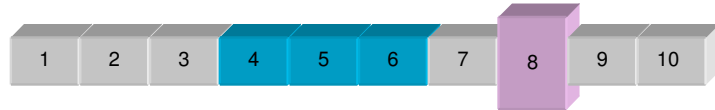


**Job Pattern 7-9      Score 8**

- Mr. Sample has an unusually high energy level and probably would not enjoy sedentary work.
- 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 enjoys a quick pace and a fast track. He has a strong focus on critical deadlines and timely results.

## The Total Person

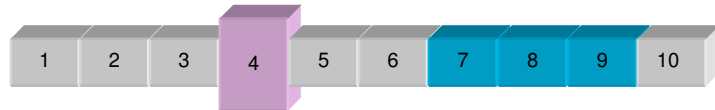
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



**Job Pattern 4-6      Score 8**

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

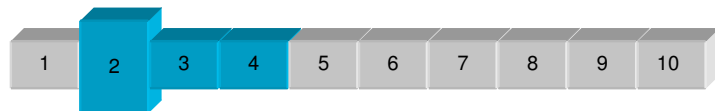
**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



**Job Pattern 7-9      Score 4**

- Mr. Sample prefers direct and to the point communication and may avoid spending time on small talk and social amenities.
- Mr. Sample is moderately motivated by assignments that require contact with people.
- He expresses limited enjoyment of public contact work.
- Warwick's sociability is moderately compatible with establishing a network of contacts.

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

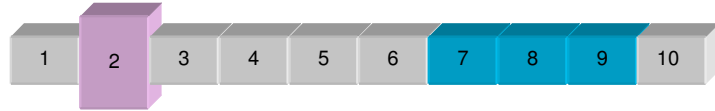


**Job Pattern 2-4      Score 2**

- Mr. Sample is more willing to question the status quo and may be more difficult to please.
- He may be more willing to defend his point of view, once his mind is made up.
- Warwick may be more willing than others to ask questions when he is not in agreement with a policy or a directive.
- Mr. Sample is frequently comfortable working in the absence of supervision and external controls.

## The Total Person

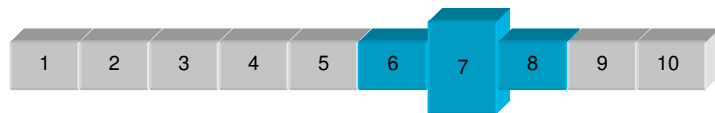
**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



**Job Pattern 7-9      Score 2**

- He may be less easily misled than others.
- Warwick may tend to be more vigilant and "on-guard" than others.
- Mr. Sample may be slower to show a positive attitude regarding risk, changes in policies and guidelines, and unexpected challenges.
- Mr. Sample may be more inclined to become critical of himself and others and may more readily assume a negative position.

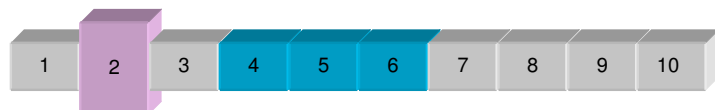
**Decisiveness** – Uses available information to make decisions quickly.



**Job Pattern 6-8      Score 7**

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

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

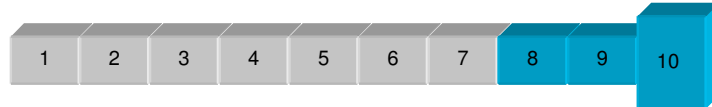


**Job Pattern 4-6      Score 2**

- Mr. Sample may be more concerned with pursuing his own agenda, rather than assisting others in meeting theirs.
- He will not typically follow the group just to get along with others.
- Warwick is more likely to deal directly with unpleasantness, rather than attempting to deflect it.
- Mr. Sample is inclined to tell others what he thinks of them.

## The Total Person

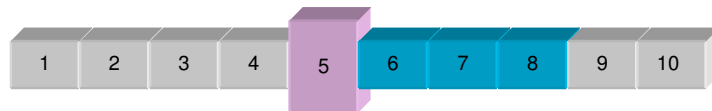
**Independence** – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



**Job Pattern 8-10      Score 10**

- He is highly independent, possibly requiring firm supervision and clearly defined guidelines.
- Warwick is an independent worker who prefers minimal guidance and coaching.
- Mr. Sample takes on new developments independently, bringing in co-workers only when absolutely necessary.
- Mr. Sample prefers to run his own show and will quietly fight being restricted. He can become impatient with the traditionalist view that "we've been doing this for the last ten years, so why should we change?"

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



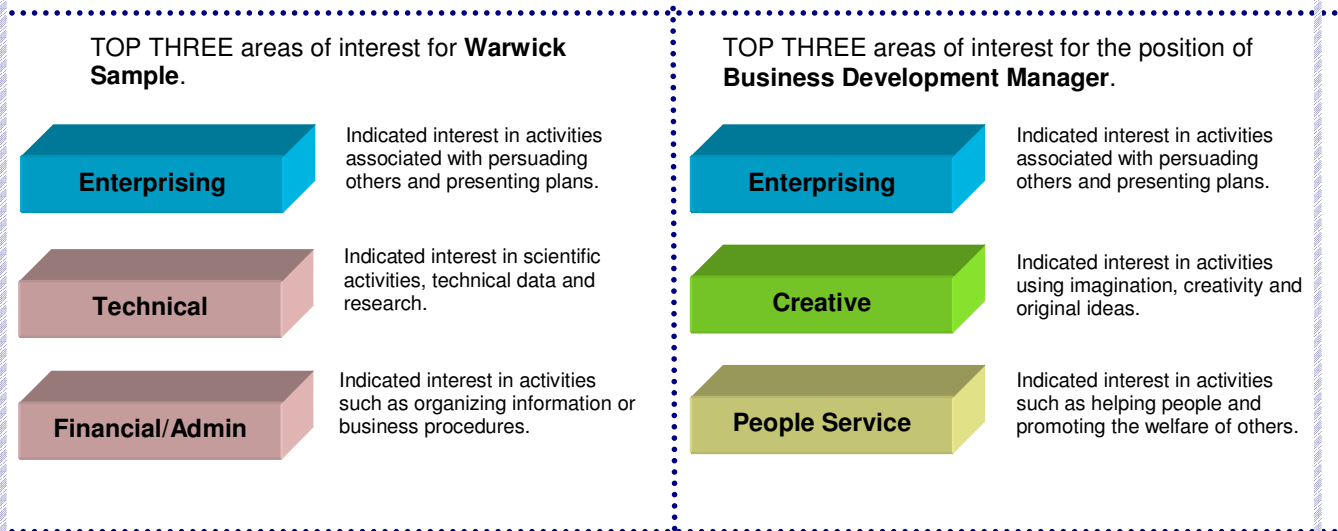
**Job Pattern 6-8      Score 5**

- Warwick's judgment is compatible with concrete situations and tangible data.
- Mr. Sample's decisions might not consistently indicate sound judgment and common sense.
- Mr. Sample's conclusions have a tendency to be inconsistent when pressured.
- Mr. Sample's judgment is compatible with fairly simple, routine problems and decisions.

## The Total Person

### Occupational Interests

The Interest section assesses the relative interests between the six interest areas. The top three interests for Mr. Sample are shown here, along with the top three interests for the Business Development Manager position. Note that Warwick shares ONE top interest with the requirements of this position.



Mr. Sample's interest pattern focuses on the Enterprising, Financial and Technical themes. The main emphasis here is on business management, organization and the application of technologies and ideas. Basically, he is a person who is motivated by combining these factors in his work. High-tech positions may be most interesting to him.

With Enterprising as his primary area of interest, Mr. Sample is likely to seek out activities that involve entrepreneurial pursuits and leadership. His focus, above all other areas of interest, lies in pursuing objectives in the lively world of business. These kinds of activities motivate him most effectively. Secondly, he is motivated by the Technical aspects of a job. Working with data and drawing conclusions from them helps him to maintain a positive level of motivation on the job. Finally, his interest in Financial/Administrative activities rounds out his profile. While organizing information or keeping records and balancing budgets may not be the central focus of his motivation, these activities play a part in his interest profile.

#### **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.*