

Confidential Hiring Report

Prepared by John Beane/Staff Development Services

John Doe

December 1, 2004

Disclaimer: The Personal Survey is designed to measure the person's ability to perform, evaluating character development only. It does not attempt to measure intelligence or technical expertise. While the Survey is based entirely on the subject's perception of himself, it has proven highly dependable. We do, however, caution against using the results as the basis of a major decision until the Survey has been validated against dependable, objective information regarding job performance.

Emotional Energy: for John Doe is rather high, which permits him to move quickly and he prefers an environment that is active with few delays. He can handle stress very well with his level of energy with a short recovery time.

Stress: Being more of a type 'A' personality he tends to overstress himself which can cause him to lose concentration, coordination, and physical performance. He would do better by taking some pressure off himself. The stress he feels is self-generated and he would improve his performance by slowing down, taking a deep breath, and then going forward.

Optimism: John is overly optimistic and has a difficult time seeing the negatives in situations or people. He finds it difficult to be negative or critical. He laughs easily and believes things will almost always work out well for him. To succeed as a high level manager he needs to reduce his optimism and look for more faults in people so he can work with them to improve. By overlooking the faults he does a dis-service to his direct reports.

Self-Esteem: Due to his high level of self-esteem he finds it difficult to admit to his faults. For reasons known only to him he needs to believe he is better than others and makes no errors or mistakes. When others bring his faults to his attention he will deny them and the need to improve. His score here is high enough he may be delusional about himself.

Work: John feels driven to work, stay on task, and not waste time. This is likely due to his upbringing and the need to prove how good he is to others. In a top manager role he will lose sight of the bigger picture because he gets too caught up in tasking rather than stopping to examine the big picture. His task orientation makes him feel he is wasting time if he is not overloaded with work. He has difficulty delegating to others due to this tendency.

Detail: His high level of detail orientation forces him into the minutiae instead of the larger picture. He likes working in a careful, precise, logical, neat and organized way. Once on task he does not like to be disturbed. He prefers serial tasking to parallel tasking. Top managers must be capable of parallel tasking to succeed. With high work and detail he gives good quality and quantity in his work. He prefers doing the work himself since few others can meet his specifications.

Change: John is highly willing to make changes in his environment. He enjoys doing new tasks over the mundane day-to-day tasks. He likes lots of variety in his day. Even though he will work on many different tasks in a day he will try to do them all very well. This can cause him to create stress for himself or at times take longer on projects than he should.

Courage: He has little risk orientation and prefers others to tackle the risky situations. He is attempting to be more of a risk taker, but he does his best to remove any risk from a situation before taking it on. This lack of courage makes it difficult to confront people when they perform poorly.

Direction: John sees himself as a problem solver who can quickly assess a situation and make a decision. He prefers to develop procedures for others rather than be confined by them himself. He can share his decision-making and likely wants to do so more when he feels there is risk in the situation. He feels he is more of a team leader than a manager. Thus, he needs someone who can address discipline issues when they arise since he does not feel comfortable doing so.

Assertive: For a managerial role his assertiveness is quite low. This low level makes it difficult to address personnel issues when they arise. Due to the difficulty he has seeing the negative in things when others point it out to him he has difficulty addressing it with the right party due this low tendency.

Tolerance: His tolerance to the abuse or poor performance of others is very high. So high, in fact, he finds it difficult to display his anger when they do things that upset him. He holds it in as long as possible. He finds it easier to be forgiving and understanding rather than facing and solving problems. A manager with this level of tolerance generally is not a successful manager for long.

Consideration: John is too considerate, helpful, and responsible. He is a good listener who tries to give others needs greater consideration than he does his own. He is also very aware of others feelings and tries to not hurt them if at all possible. He is prone to let others get by with too much and if they cannot get their work done volunteer to help them by taking some of it on.

Sociable: John is exceedingly social and wants to be popular, recognized, and involved in group-activities. This tendency makes it very difficult for him to pull rank and do the job needed when he has to deal with the poor performance of others. Yet if he could deal with people successfully they would still like him due to this tendency.

Summary: In a sales setting John Doe would be very successful, but if he continues in the sales manager's role it is doubtful that he can survive for long. He does not have the ability to deal with poor performers and instead just wants everyone to get along. Since sales people generally have rather strong personalities they will continue to take advantage of him while the company does poorly.

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Jane Doe

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Emotional Energy: for Jane Doe enables her to work in an active and demanding environment. She likes to think and act quickly with few interruptions. She handles high levels of stress rather well and recovers from it quickly. She is an energetic person who benefits from a fast paced setting and becomes bored quickly if the pace is too slow.

Stress: She functions best if there is a moderate amount of stress and pressure in her life. The stress she is experiencing motivates her to take action, whether it is positive or negative. She enjoys the feeling that stress gives her. At her current level of stress she is capable of handling some added responsibility that a new position would entail.

Optimism: Jane is an individual who is able to see both the good and the bad in people and situations, though she usually sees the negative before the good. Under pressure she becomes a bit more negative, but as soon as the pressure is removed she bounces back to her moderately optimistic self.

Self-Esteem: She is a modest individual who is not vain and is very aware of her own faults and errors. She is somewhat critical of herself and is easily hurt by the criticism and rejection of others. She sometimes misinterprets others actions as criticism or rejection when they did not intend it that way because of her low self-esteem. She is indicating that in some circumstances she can become a fairly self-assured individual who is able to handle criticism and rejection rather well. This is most likely in comfortable surroundings where she feels others criticism is constructive.

Work: Jane enjoys working the most when she is being challenged. When she isn't being challenged she becomes bored with her tasks and needs closer supervision to stay on task. This could indicate that she does better when she first takes a job, then over time her performance deteriorates due to her mastering her tasks and becoming bored. As a manager she has no difficulty delegating work to others.

Detail: She is a moderately detail-oriented individual. She places some emphasis on being organized and logical in her life and her work, but is low for someone in a managerial position. Being one third lower than desirable means she makes mistakes from time to time from overlooking things that she needs to do.

Change: Jane moves from task to task quickly without any difficulty as she highly enjoys making changes in her environment allowing her to multi-task easily. However, this high variety in her work is being done to satisfy her need to do different things more than for any other reason. When she gets bored she tries to find something more interesting to do. She is nearly one third higher than desired for this position.

Courage: She is a very courageous individual who takes risks and does whatever is necessary to achieve personal goals. She works much harder when she is challenged and wants to show off her abilities. She has self-confidence in her abilities and needs a good deal of supervision to ensure that any plan or action she takes has been checked for errors and risks.

Direction: Jane is a self-directed individual. She enjoys making her own decisions, setting her own goals and priorities, but is willing to listen some to the input of others. She is about fifty percent stronger in this tendency than needed to be a successful manager. Under pressure she becomes more willing to listen to what others are telling her, but as soon as the pressure is off she is back to being self-directing.

Assertiveness: She is a very verbal individual who is willing to give directions, assert opinions, and make demands of others at any time. This verbalness indicates that she is forceful, pushy, unsubmissive, and argumentative and has the need to display her power and/or authority. A strong level of this tendency is important for a manager to possess. Her assertiveness level makes her ideal in this tendency for the parts manager position.

Tolerance: Jane is a moderately patient, tolerant, and forgiving individual. She tries to meet her own wants and needs before concerning herself with the needs of others. When her needs are not met she becomes angry and frustrated and will then be vindictive, critical, and uncooperative with people. Her high verbal need will exacerbate this lower tendency to tolerate people.

Consideration: She wants to meet her own wants and needs and has a low awareness of others needs. She often neglects or offends people accidentally, but is working on becoming a slightly more considerate person. Her level of tolerance and consideration are appropriate for a parts manager.

Sociability: Jane is a naturally friendly individual who enjoys making small talk with others and is much more comfortable when around people she knows well. She can work with groups of people, or can work alone. At times she can be a bit more social than at other times, but she does not feel a great need to spend too much time socializing.

Summary: Jane Doe is an active and energetic individual who works best when she is being challenged. Her tendencies in detail are slightly lower than what is normally desired, but is still well within range for the parts managers job. She has the necessary strengths to be a successful, effective parts manager, as long as she has moderate supervision and is kept interested and challenged by her work. She is better than approximately 75 out of 100 people in this role.