



***Confidential
Coaching Report***

for

Kevin Sample

MARKETING MANAGER

This Sample Report provided by

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Introduction

The Coaching Report for Kevin Sample provides information that can be helpful in managing, motivating, and coaching Kevin for increased productivity.

This report reflects the responses provided by Kevin Sample when he 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” pattern for the position. The enlarged segment of the scale shows where Kevin scored. If the enlarged segment is dark, Kevin is in the “Job Match” pattern; if it is light, he is not. Information about Kevin is reported in these five categories:

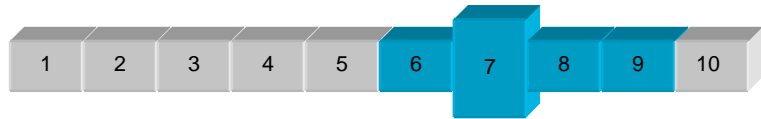
- **Profile for Thinking Style** – Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile for Interests** – Enterprising, Financial/Administrative, People Service, Creative, Technical, and Mechanical.
- **The Total Person** – Additional information regarding Kevin and the significance of his scores.
- **Coaching Comments** – Ideas for your consideration when coaching Kevin.

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

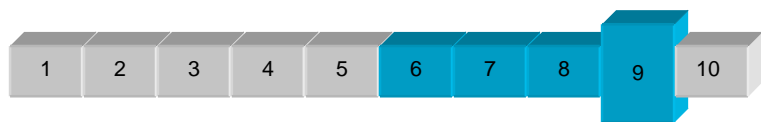
Profile for Thinking Style

The Darker shading represents the Job Match Pattern for the role of **MARKETING MANAGER**. The larger box indicates this individual's score.

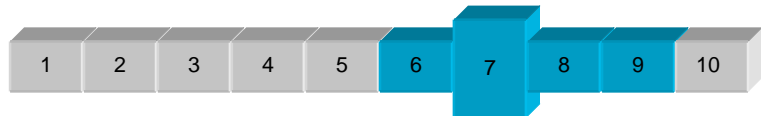
Learning Index – An index of expected learning, reasoning and problem solving potential.



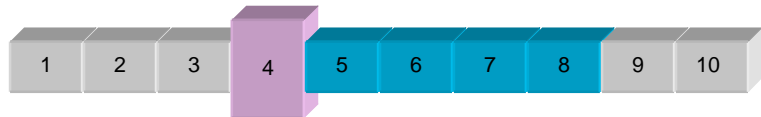
Verbal Skill – A measure of verbal skill through vocabulary.



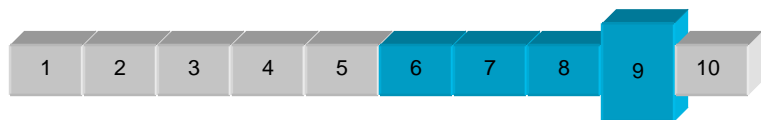
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Numerical Ability – A measure of numeric calculation ability.

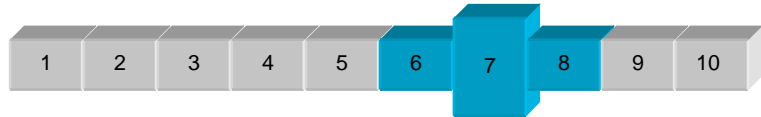


Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.

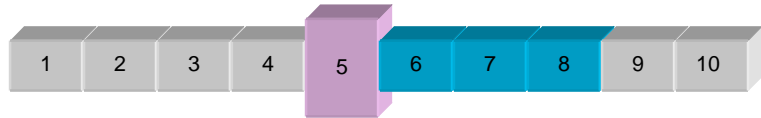


Profile for Behavioral Traits

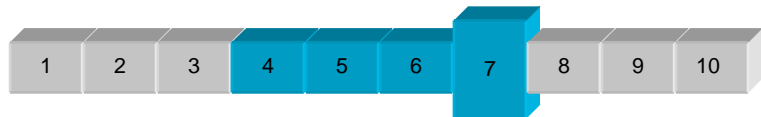
Energy Level – Tendency to display endurance and capacity for a fast pace.



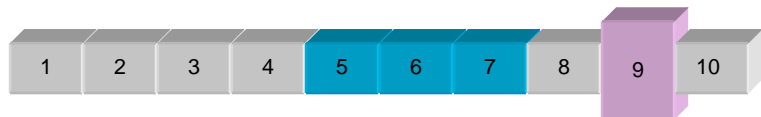
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



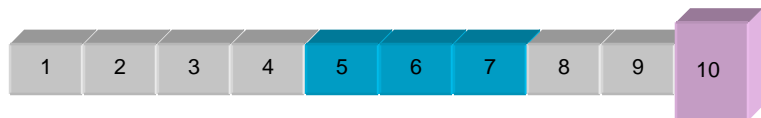
Sociability – Tendency to be outgoing, people-oriented and participate with others.



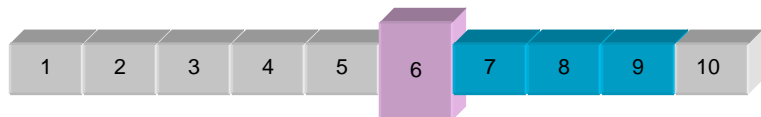
Manageability – Tendency to follow policies, accept external controls and supervision and work within the rules.



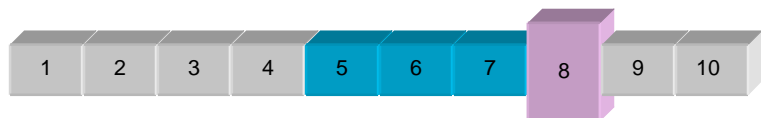
Attitude – Tendency to have a positive attitude regarding people and outcomes.



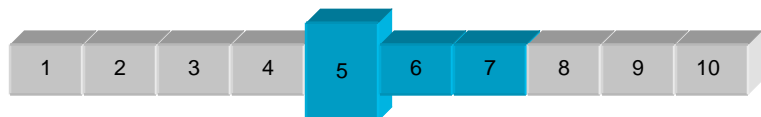
Decisiveness – Uses available information to make decisions quickly.



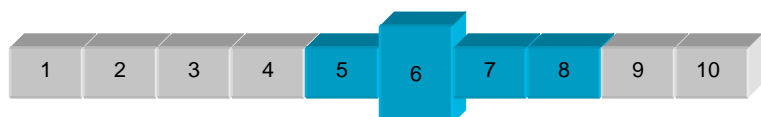
Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



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



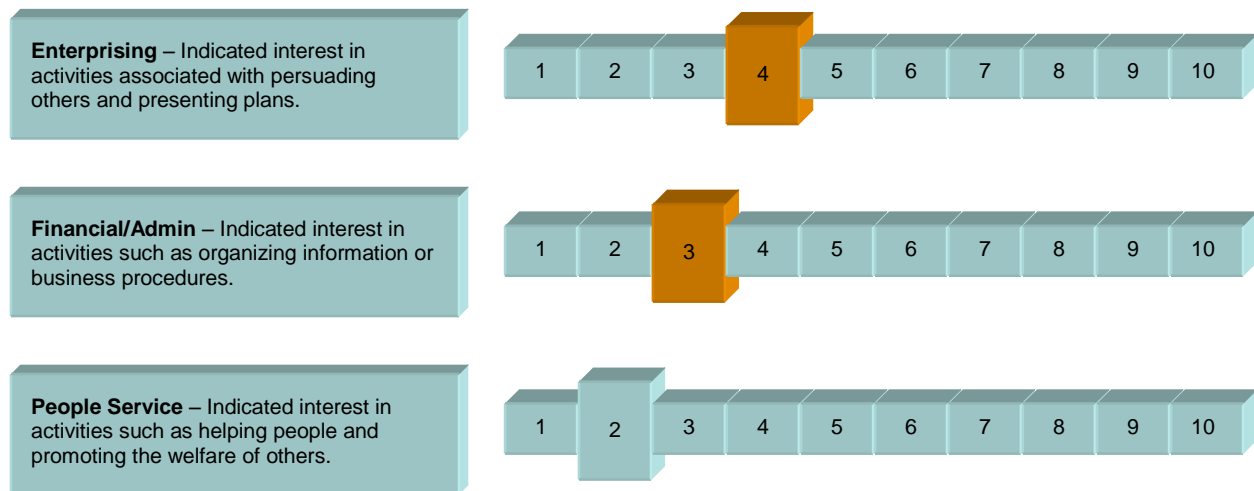
Objective Judgment – The ability to think clearly and be objective in decision-making.



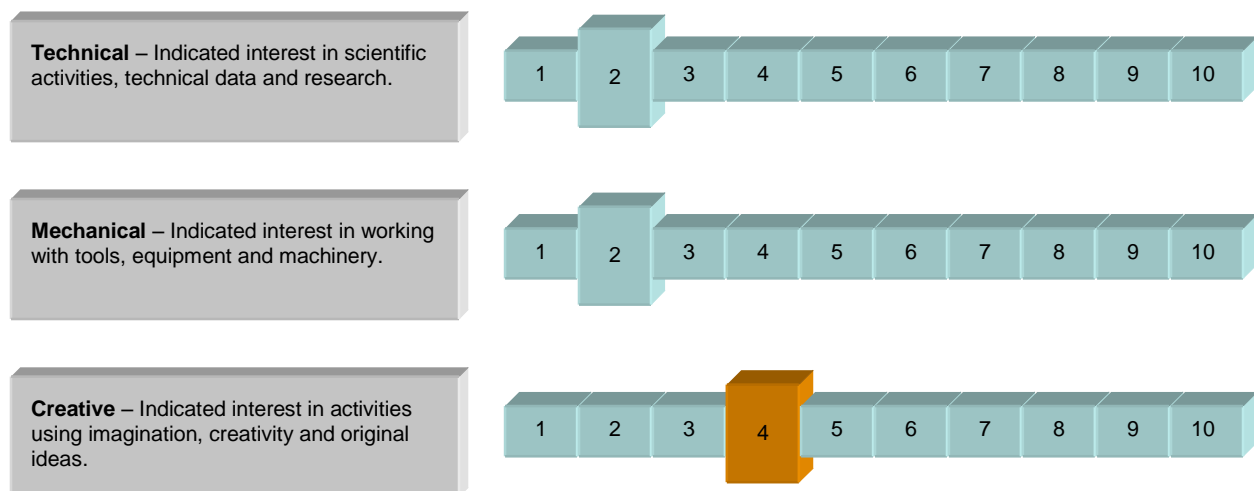
Profile for Interests

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 Kevin in descending order are: **Enterprising, Creative** and **Financial/Admin**. **Mr. Sample shares two of these interest areas: Enterprising and Financial/Admin**

Top three Interests for this position



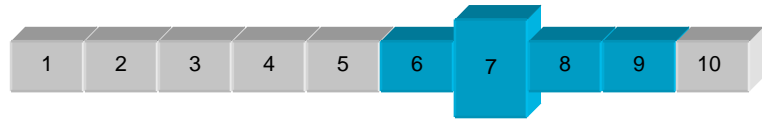
Interests not relevant to this Position



A Profile of the Total Person

Thinking Style

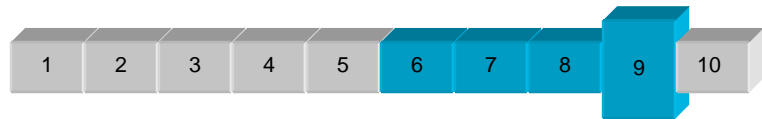
Learning Index – An index of expected learning, reasoning and problem solving potential.



Job Pattern 6-9 Score 7

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

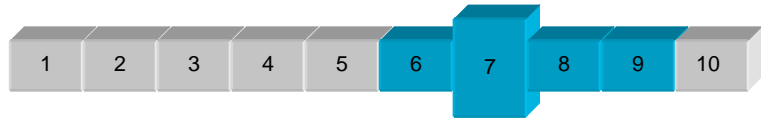
Verbal Skill – A measure of verbal skill through vocabulary.



Job Pattern 6-9 Score 9

- Mr. Sample excels in a job that requires the accurate application of communication in order to make correct decisions.
- Mr. Sample is quick in communicating correct conceptual solutions to problems and uses a diverse vocabulary.
- His analysis of communication related concepts should be sharp and on target.
- Kevin is capable of precise communication even under the pressure of strict time constraints.

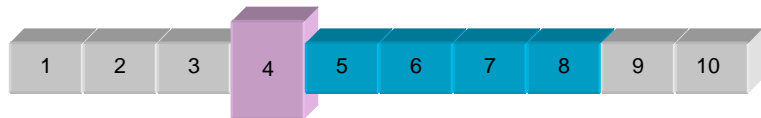
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Job Pattern 6-9 Score 7

- Mr. Sample assimilates verbal information fairly rapidly when compared to the general population.
- He likely prefers to work with verbal information.
- Kevin is proficient in information gathering and expression of thoughts and ideas.
- Mr. Sample should communicate thoughts and ideas to others effectively.

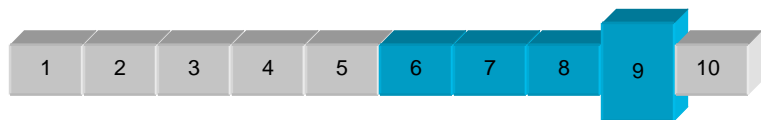
Numerical Ability – A measure of numeric calculation ability.



Job Pattern 5-8 Score 4

- With training and experience Mr. Sample should be able to more quickly and accurately carry out mathematical functions as they apply to the job.
- He may require a calculator or computer to handle some numerical problems.
- Kevin may not have had much recent opportunity to use numbers in work.
- Mr. Sample may initially need extra time in mentally computing numerical information.

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

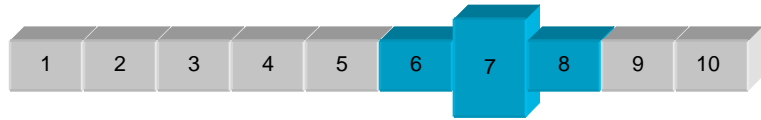


Job Pattern 6-9 Score 9

- Mr. Sample is certainly adaptive when handling complex numerical decisions.
- He will likely have little difficulty in assimilating new information of a numerical nature.
- Kevin rapidly grasps numerical information.
- Mr. Sample should effectively solve numerical problems and mathematical applications.

Behavioral Traits

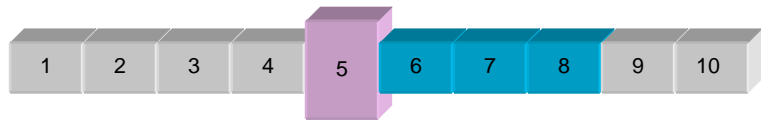
Energy Level – Tendency to display endurance and capacity for a fast pace.



Job Pattern 6-8 Score 7

- Mr. Sample's work pace is compatible with average performance and consistent results.
- He can act with a sense of urgency, even under pressure.
- Kevin's typical work pace should be consistently productive.
- Mr. Sample can be relied on to complete assignments in a timely manner.

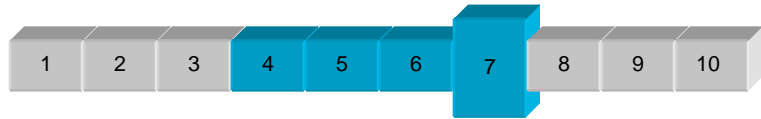
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



Job Pattern 6-8 Score 5

- Mr. Sample has a limited need to be in charge or be in control of people and situations.
- Kevin tends to prefer solutions that are low risk and that have proven effective in the past.
- He tends to be a good listener, to be more comfortable as a participant in a group rather than as the leader.
- Mr. Sample is slow to be assertive and tends to be more of a follower than a leader.

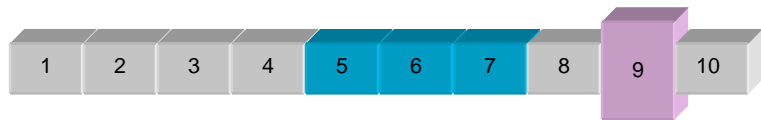
Sociability – Tendency to be outgoing, people-oriented and participate with others.



Job Pattern 4-7 Score 7

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

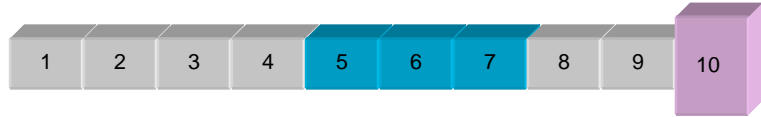
Manageability – Tendency to follow policies, accept external controls and supervision and work within the rules.



Job Pattern 5-7 Score 9

- Mr. Sample's need for autonomy and independence is superseded by his respect for authority.
- He has a highly positive attitude concerning organizational constraints and restrictions.
- Kevin readily accepts authority and rules with a cooperative and friendly interpersonal style.
- Mr. Sample is highly cooperative, agreeable and quite willing to accept supervision and external controls.

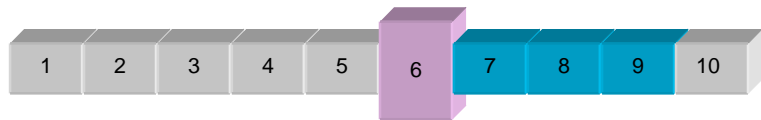
Attitude – Tendency to have a positive attitude regarding people and outcomes.



Job Pattern 5-7 Score 10

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

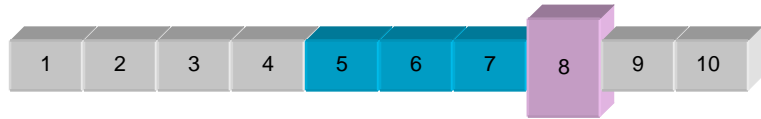
Decisiveness – Uses available information to make decisions quickly.



Job Pattern 7-9 Score 6

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

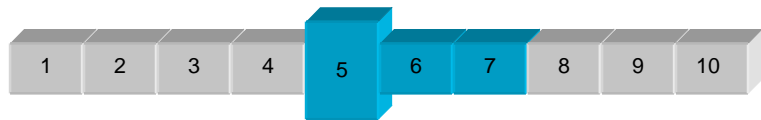
Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



Job Pattern 5-7 Score 8

- Mr. Sample shares a high commitment to reducing conflict and establishing cooperation. He is comfortable working as part of a team and with sharing ideas and information.
- He is highly motivated by an informal, positive and relaxed work environment.
- Kevin tends to minimize serious problems and negative information. He is quick to seek solutions which are acceptable to everyone.
- Mr. Sample is quick to accommodate others, to avoid interpersonal conflict.

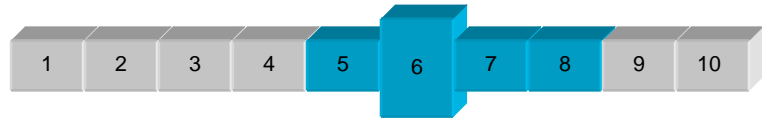
Independence – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



Job Pattern 5-7 Score 5

- Mr. Sample is willing to function in a coordinated, interrelated way, wanting to participate in group decision making.
- Kevin is usually satisfied with the status quo. He is comfortable working within the system.
- He generally prefers to follow established procedures.
- Mr. Sample is comfortable with the normal restraints of organizational life.

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



Job Pattern 5-8 Score 6

- Mr. Sample's judgment should reflect a balance of common sense and practical experience.
- Mr. Sample's judgment and decisions should indicate generally consistent usage of his thinking capabilities.
- Kevin generally makes sensible, on the spot judgments.
- Mr. Sample's thinking requirements should emphasize logical deduction more than intuitive capabilities.

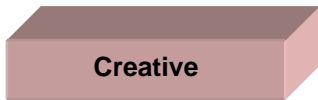
Occupational Interests

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 **MARKETING MANAGER** position. Note that Kevin shares **TWO** top interests with the requirements of this position.

TOP THREE areas of interest for Kevin Sample.



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



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



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

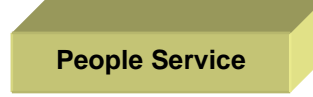
TOP THREE areas of interest for the position of **MARKETING MANAGER**.



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



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



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

Mr. Sample's interests are focused in the Creative, Enterprising and Financial themes of the ProfileXT. This suggests that he is motivated by creative entrepreneurial work that also allows for traditional business solutions when they serve him best. He is at his best when able to practice a balance of creative and traditional methods in a for-profit enterprise.

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 innovation and expressiveness of Creative pursuits. Whether it involves designing new things, coming up with new ideas or the application of innovative plans, this type of work can fuel his overall job satisfaction. 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.

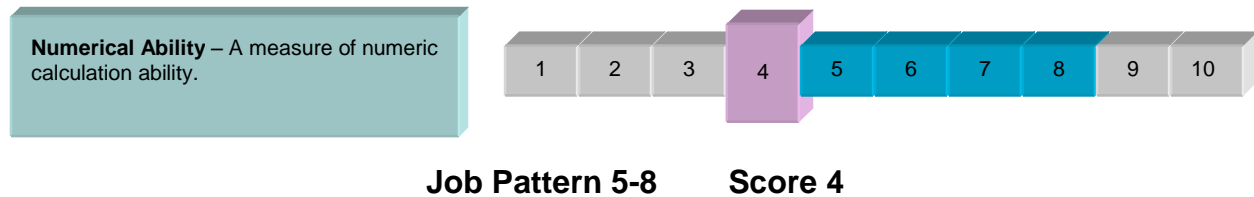
Notice:

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.

Coaching Comments

Kevin Sample scored outside the position match pattern in the following areas. When working with Kevin Sample, you might consider the following:

THINKING

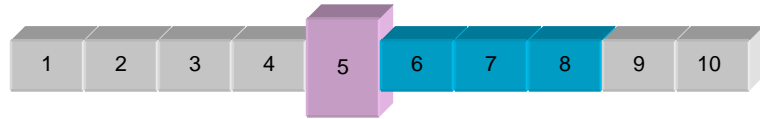


On the Numerical Ability scale Mr. Sample is below the designated job profile for this position. This suggests that his numeric calculation ability is less than the position typically requires and that he could have a problem with figuring data and computing formulas. Discussions with him should determine Kevin's potential for training, otherwise the position may be overly challenging and could lead to frustration.

- To facilitate his development, you will need to have Kevin trained in fundamental mathematics relevant to his work.
- He may become frustrated by tasks involving the calculation of data. Provide training in appropriate mathematical areas and give consistent feedback.
- Observe Kevin's performance in calculating numerical data. Aid him as needed with a mentor or formalized training as needed.
- Mr. Sample requires additional time to process numerical information. Provide assistance in the form of available tools to aid in calculations.

BEHAVIORAL TRAITS

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

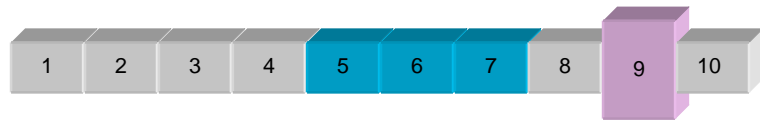


Job Pattern 6-8 Score 5

While Mr. Sample achieved an Assertiveness score comparable to most people, it is below the designated job profile for this position. This suggests that his willingness to take charge is moderately less than the position typically requires. Discussions with him should explore his potential for Assertiveness training.

- When locked in a conflict with a team member, he may need feedback concerning his tendency to submit in a high stress situation. Assertiveness training may instruct him on how conflict need not be stressful.
- Mr. Sample will occasionally follow the group consensus, despite personal disagreements. Be perceptive of this and encourage debate and expression of alternate viewpoints when possible. Reward team members who adequately express themselves and he may respond appropriately in time.
- On occasion, Mr. Sample may not provide input to the team. Confront this hesitance by encouraging participation and spend time discussing his input. Reward him for these discussions.
- Kevin may occasionally back down from his position if confronted by others on his team. Take an active role as mediator, fostering his ability to express himself in conflicts.

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



Job Pattern 5-7 Score 9

On the Manageability scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his preference for operating within a routine procedural fashion is greater than the position typically requires and that he may become frustrated by the need for flexibility inherent with this position. Discussions with him should determine the extent of his potential frustration and ability to adapt.

- Mr. Sample demonstrates a preference for procedural methods and following strict policies. Encourage independence by assigning projects that rely on initiative and creative problem solving. Expertise in self-reliance may increase his confidence in making independent decisions.
- Kevin may expect his supervisors to provide clearly stated guidelines for his behavior and task management. Encourage creativity and independence, possibly assigning him to a co-worker more proficient in self-reliance.
- To encourage Kevin to develop creative ways to solve problems and complete tasks, assign projects that require him to work out of procedural norms. He is uncomfortable in unstructured environments and you must foster a willingness to "work outside the box." Provide positive feedback for his efforts to develop his confidence in this area.
- He may experience frustration working in an unstructured environment. Encourage him to maintain open communication with you or other team members in order to foster his development into a more independent employee.

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

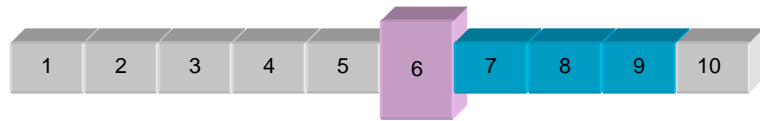


Job Pattern 5-7 Score 10

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

- Kevin's faith in the results of some projects may be too optimistic, allowing mistakes and unforeseen conflicts to occur. Training in logical and evaluative reasoning may provide him with the ability to use better judgment and forecast potential hazards appropriately.
- Training in more prudent estimations of the motivations of others will enhance his quality of work, as Kevin appears to have a higher than average optimism concerning the motivations of others.
- Due to an optimistic regard for the motivations of others, Mr. Sample may not appraise people appropriately, especially if he is actively negotiating with someone. Encourage discerning evaluative skills so that he may approach dealings with others with more prudence and confidence.
- Mr. Sample appears overly optimistic and positive, compared to most successful performers in this field, about the motivations of others. To help develop a more realistic attitude concerning competition, encourage him to observe his more successful co-workers and offer an opportunity to discuss the differences with you.

Decisiveness – Uses available information to make decisions quickly.

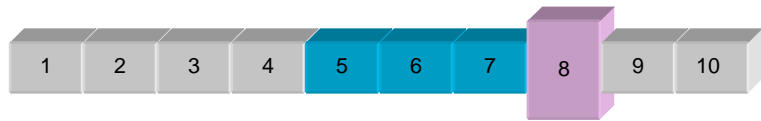


Job Pattern 7-9 Score 6

While Mr. Sample achieved a Decisiveness score comparable to most people, it is below the Job Match Pattern for this particular position. This suggests that his ability to make quick decisions confidently may be less than the position typically requires and that he could encounter some frustration under high stress situations. Discussions with him should explore Mr. Sample's potential for making decisions in a more timely manner after adequate training is applied.

- Build Kevin's enthusiasm to take action by example of your own capacity to act with a sense of urgency, even when under stress.
- If Kevin responds poorly to making snap decisions, encourage him that we have to take risks when decisions are required in a timely manner. Build this risk acceptance by providing low risk situations, then building the potential for risk as he adapts.
- When under stress, Mr. Sample tends to make decisions patiently, so emphasize the importance of deadlines and making decisions without extended analysis.
- Provide training in risk management as well as how to handle stress. This should improve the time necessary for Mr. Sample to make snap decisions under pressure.

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



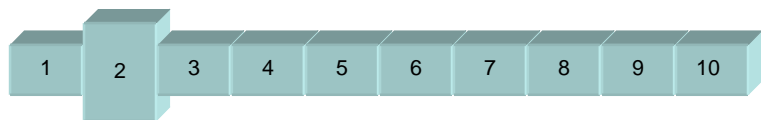
Job Pattern 5-7 Score 8

On the Accommodating scale Mr. Sample is above the designated profile for this position. This suggests that his willingness to productively challenge the opinions of others is less than the position typically requires and that this could cause a problem. Discussions with him should explore the possibility the position may require a more direct style than is usual for him.

- To confront Kevin's apparent hesitance for challenging the ideas of coworkers, reward his efforts to act aggressively. Publicly recognize his improvements when he stands up for his unique ideas or solutions.
- Mr. Sample's cooperative style may result in poor output on his part. Instill a competitive climate that rewards individual success, while remaining sensitive to his needs for a sense of belonging in the department.
- Kevin wishes to please others and may be frustrated by the more opportunistic culture of this position. Demonstrate the advantages of individual thinking, to help modify his understanding of the value of self-assertion so that he may understand that individual thinking and the willingness to challenge the ideas of others can be an important part of reaching team goals.
- He may not respond well to the aggressive style of this position. Training that educates him to stand up for his ideas may enhance his motivation to achieve individual success.

OCCUPATIONAL INTERESTS

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.