

# ProfileXT™

**CONFIDENTIAL**

## COACHING REPORT

Saturday, March 28, 2009

**John Sample**

INDUSTRIAL PRODUCTION MANAGER

**DECISION POINT LLC**

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*Building and Retaining  
the  
High-Performance  
Company*

# Introduction

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

This report reflects the responses provided by John 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 John scored. If the enlarged segment is dark, John is in the “Job Match” pattern; if it is light, he is not. Information about John is reported in these five categories:

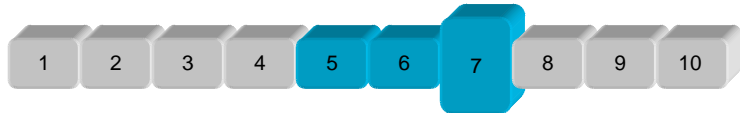
- **Profile for Thinking Style** – Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile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

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

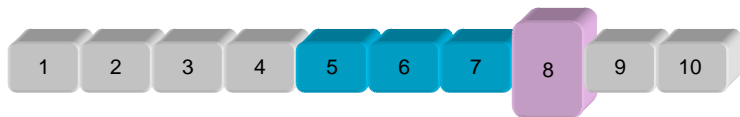
## Profile for Thinking Style

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

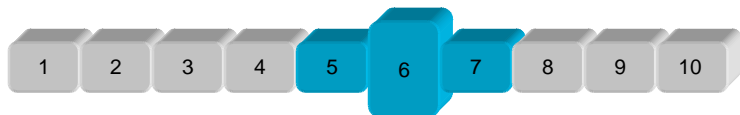
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



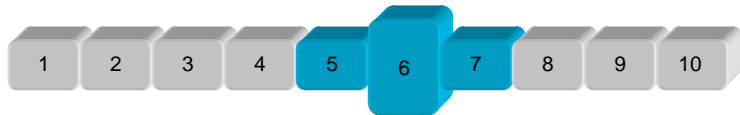
**Verbal Skill** – A measure of verbal skill through vocabulary.



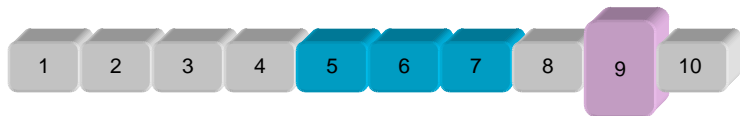
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



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

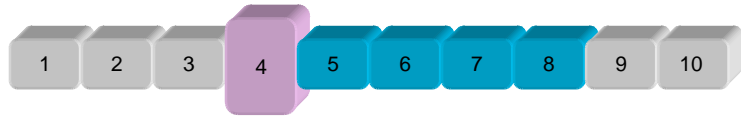


**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.

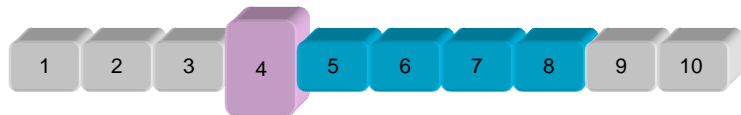


## Profile for Behavioral Traits

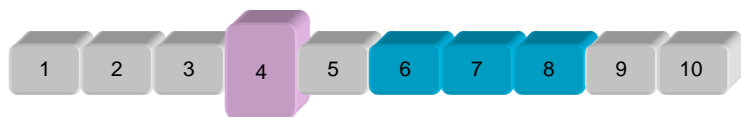
**Energy Level** – Tendency to display endurance and capacity for a fast pace.



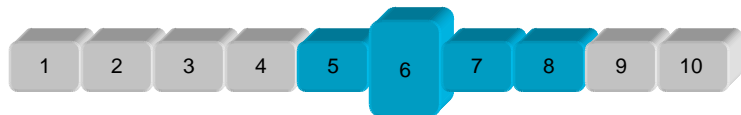
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



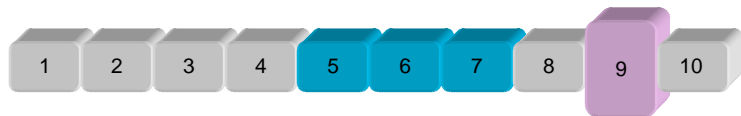
**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



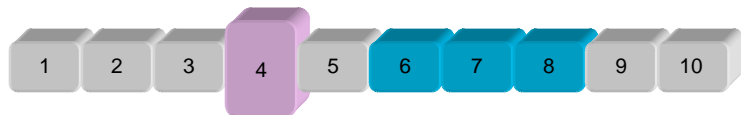
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



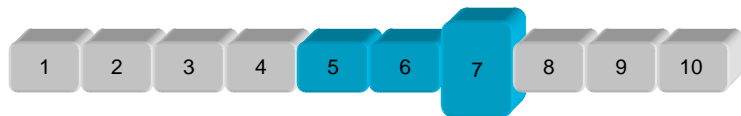
**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



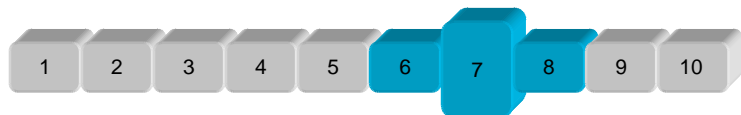
**Decisiveness** – Uses available information to make decisions quickly.



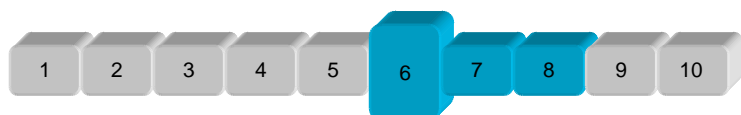
**Accommodating** – Tendency to be friendly, cooperative, agreeable. To be a team person.



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



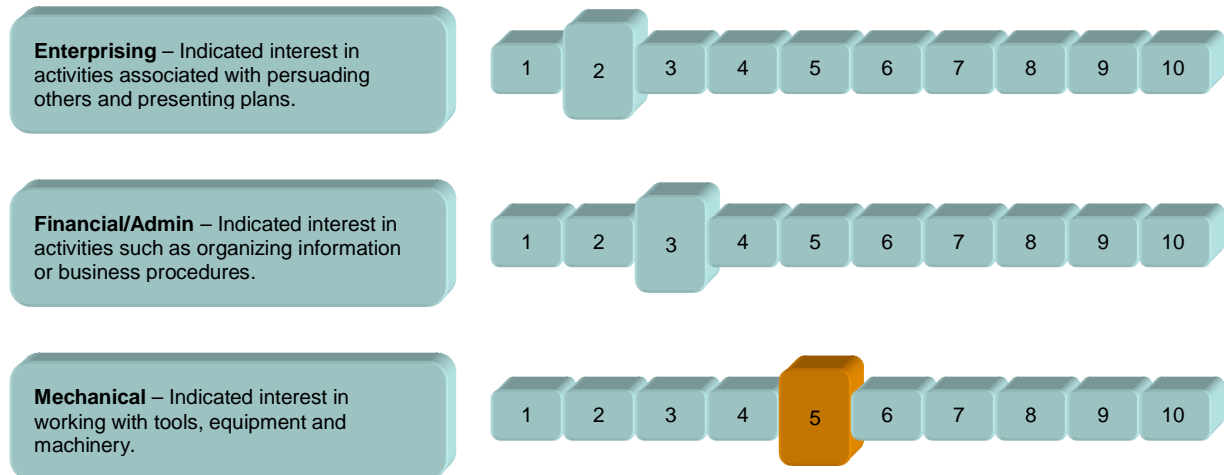
**Objective Judgment** – The ability to think clearly and be objective in decision-making.



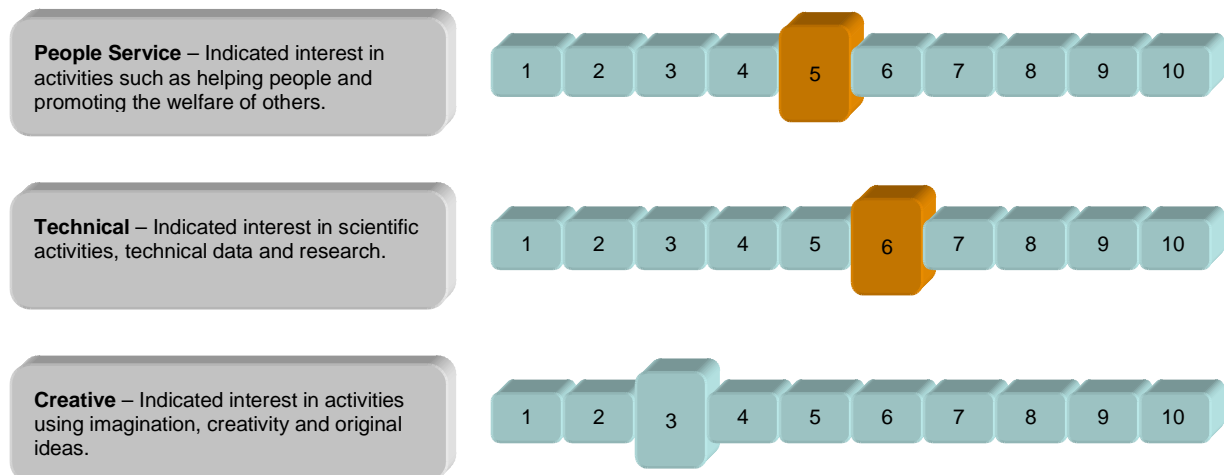
## Profile for Interests

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

### Top three Interests for this position



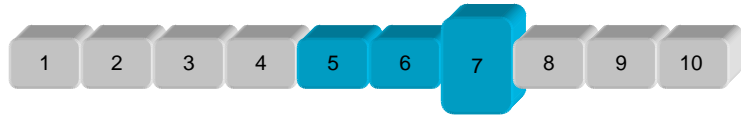
### Interests not relevant to this Position



## A Profile of the Total Person

### Thinking Style

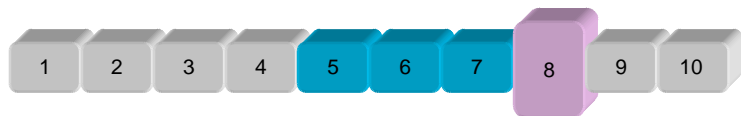
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



**Job Pattern 5-7      Score 7**

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

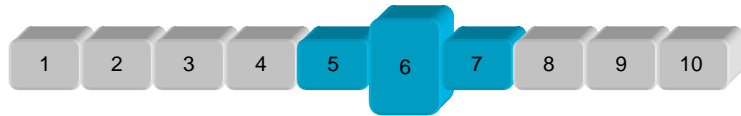
**Verbal Skill** – A measure of verbal skill through vocabulary.



**Job Pattern 5-7      Score 8**

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

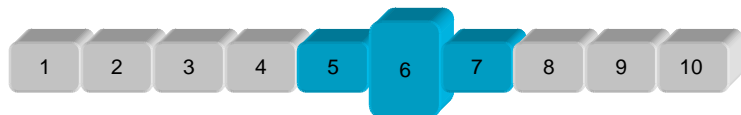
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



**Job Pattern 5-7      Score 6**

- o He demonstrates adequate and, in some areas, good verbal skill; certain areas and complexities will need training.
- o Mr. Sample probably will assimilate information with success commensurate with the general population.
- o Mr. Sample is proficient in the use of words and language.
- o John would not be expected to have any difficulty in effectively communicating thoughts and ideas to others.

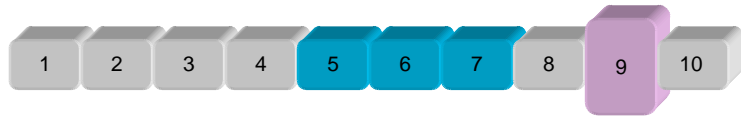
**Numerical Ability** – A measure of numeric calculation ability.



**Job Pattern 5-7      Score 6**

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

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

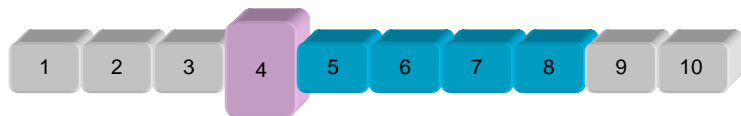


**Job Pattern 5-7**      **Score 9**

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

### **Behavioral Traits**

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

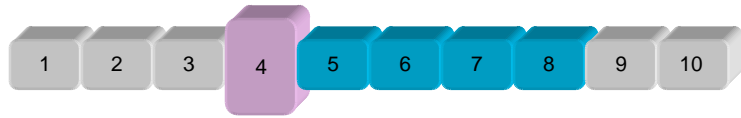


**Job Pattern 5-8**      **Score 4**

- o Mr. Sample is capable of taking action in a timely manner.
- o He is moderately energetic; his work pace will show few peaks and valleys.
- o Mr. Sample generally focuses on timely results.
- o Mr. Sample acts with a sense of urgency under routine conditions.



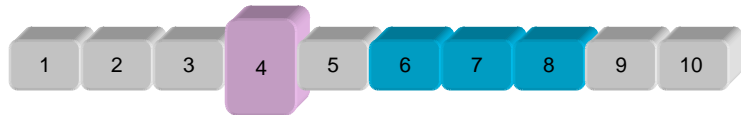
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



**Job Pattern 5-8      Score 4**

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

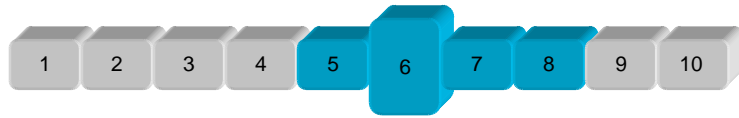
**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



**Job Pattern 6-8      Score 4**

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

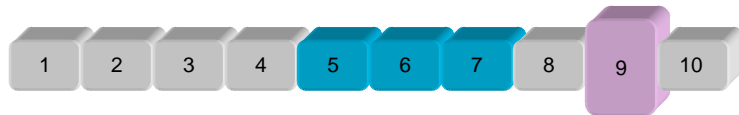
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



**Job Pattern 5-8      Score 6**

- o Mr. Sample is typically willing to accept guidance and suggestions from others.
- o He should be willing to conform to company policies without feeling any loss of personal freedom.
- o Mr. Sample is friendly, accommodating and should be fairly easy to manage.
- o John demonstrates a moderately positive attitude concerning organizational constraints and restrictions.

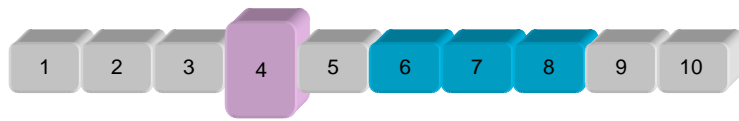
**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



**Job Pattern 5-7      Score 9**

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

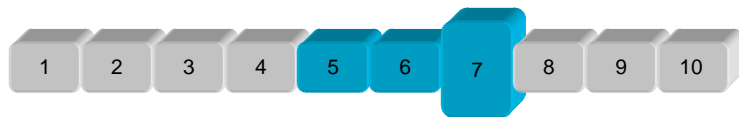
**Decisiveness** – Uses available information to make decisions quickly.



**Job Pattern 6-8      Score 4**

- o Mr. Sample may be more inclined to delay important decisions if he feels ill-prepared or disorganized.
- o John tends to be cautious, preferring to wait for more information and advice before taking action.
- o He can be a competent decision-maker when given enough time, but has difficulty taking decisive action under pressure.
- o Mr. Sample is capable of making decisions that arise from day to day.

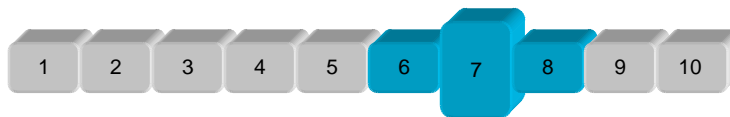
**Accommodating** – Tendency to be friendly, cooperative, agreeable. To be a team person.



**Job Pattern 5-7      Score 7**

- o Mr. Sample tends to have a cooperative outlook, generally prepared to help others.
- o John is modest, not inclined to take or to maintain an extreme opinion or position.
- o Mr. Sample typically recognizes the need to work with others and he is usually willing to share resources and information.
- o He is generally pleasant, friendly and patient, not inclined to show temper or frustration.

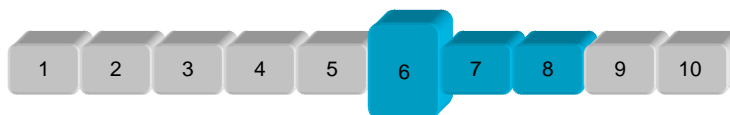
**Independence** – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



**Job Pattern 6-8      Score 7**

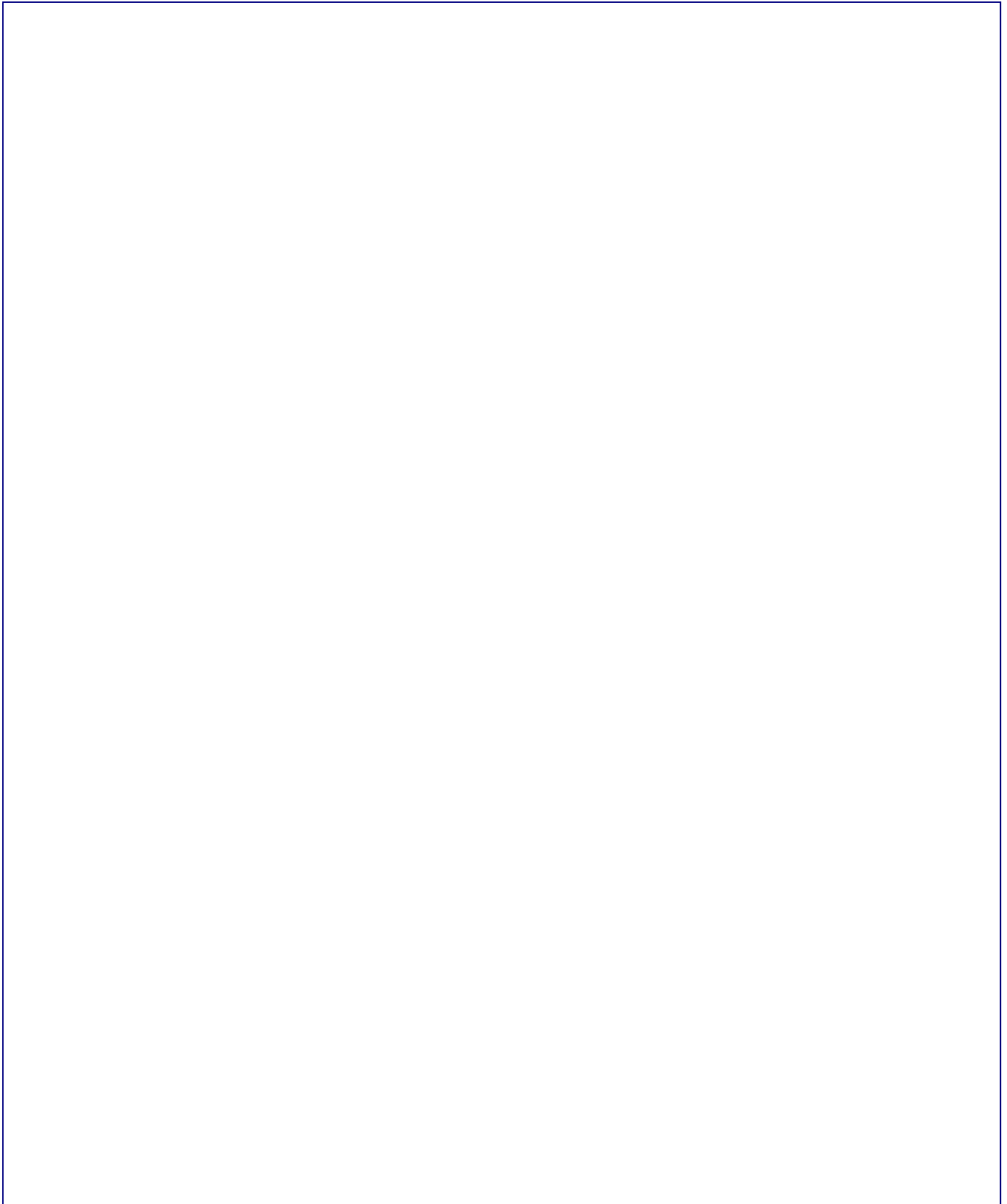
- o John appreciates some opportunity to challenge the status quo and to cause a change in something.
- o He is usually comfortable handling new problems independently.
- o Mr. Sample has a moderate need for freedom from controls, close supervision and organizational constraints.
- o Mr. Sample prefers to carry out important tasks with minimal supervision. He can be counted on to meet his commitments without close supervision.

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



**Job Pattern 6-8      Score 6**

- o Mr. Sample should use judgment that reflects a balance of common sense and practical experience.
- o John generally makes sensible, on the spot judgments.
- o Mr. Sample's judgment and decisions should indicate generally consistent usage of his thinking capabilities.
- o Mr. Sample should emphasize logical deduction more than intuition in his thinking.



## 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 INDUSTRIAL PRODUCTION MANAGER position. Note that John shares ONE top interest with the requirements of this position.

**TOP THREE areas of interest for John Sample.**

**Technical**

Indicated interest in scientific activities, technical data and research.

**People Service**

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

**Mechanical**

Indicated interest in working with tools, equipment and machinery.

**TOP THREE areas of interest for the position of INDUSTRIAL PRODUCTION MANAGER.**

**Enterprising**

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

**Financial/Admin**

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

**Mechanical**

Indicated interest in working with tools, equipment and machinery.

Mr. Sample's results are focused in the Technical, Mechanical and People Service themes on the ProfileXT. This is the pattern of an individual who is most at home in an information or data-oriented environment. He is drawn toward technical and industrial work: anything that has to do with technical ideas, product or resource production, public service to some extent or methodology applied to data and information. His People Service orientation indicates that he likes to work with people in terms of service/consultation or individual development. Together, these interests signify motivation for utilizing technical information in an applied fashion for the betterment of others.

With Technical as his primary area of interest, Mr. Sample is likely to seek out activities that involve research, theories and the application of technical information. These kinds of activities are most effective in driving forward his performance. Secondly, he is motivated by the interaction with others that comes with service to an interpersonal cause as demonstrated by his interest in People Service activities. Helping others or providing them with services may help to energize him in what he does at work. Finally, his interest in Mechanical activities rounds out his profile. It promotes a concentration in opportunities to get involved directly, getting his "hands dirty" with an objective that is tangible, practical and functional. While not the focus of his interest profile, Mechanical is a factor nonetheless.

**Notice:**

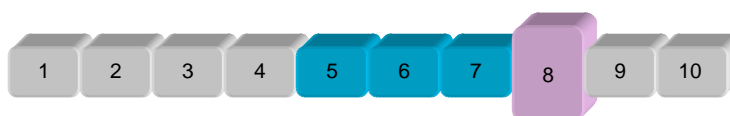
*As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a position provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any test should never make up more than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

## Coaching Comments

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

### THINKING

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

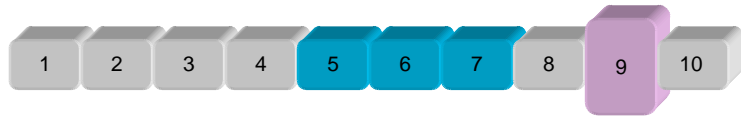


**Job Pattern 5-7**      **Score 8**

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

- o Mr. Sample communicates above the level of most individuals in this position. Monitor his performance in this area, giving feedback and examples of adaptive communication styles that speak to the level of others.
- o If he appears frustrated with the level of verbal ability of the majority of his peers, encourage a more facilitative attitude that adapts to the needs of others.
- o While capable of assimilating verbal information quite well, provide John with feedback concerning his ability to make that information understandable to workers of all verbal skill levels.
- o Although capable of expressing himself with an advanced vocabulary, suggest active listening to others so that he may communicate at the level of his peers.

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



**Job Pattern 5-7      Score 9**

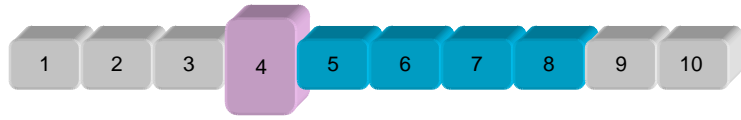
On the Numerical Reasoning scale Mr. Sample is above the job profile for this position. This suggests that his ability to analyze data as part of the decision making process is greater than the position typically requires and that he may not be sufficiently challenged to maintain his interest and/or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

- o Mr. Sample is very capable at assimilating data to make decisions, but may be frustrated by a lack of challenge in this area. Address frustrations and provide ways to challenge his abilities.
- o Mr. Sample is far more proficient in processing numerical information, than is required for this position. He may experience frustration if not sufficiently challenged, but if little opportunity exists to practice this skill, then focusing on his motivational level may be appropriate.
- o When making budgetary decisions, John can rapidly see where resources can be reallocated or redistributed, but may require outside assignments to make use of this ability and avoid a lack in motivation.
- o To avoid miscommunications, when John is expressing complex numerical information, coach him on proper communication techniques that emphasize a common level of expression.



**BEHAVIORAL TRAITS**

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



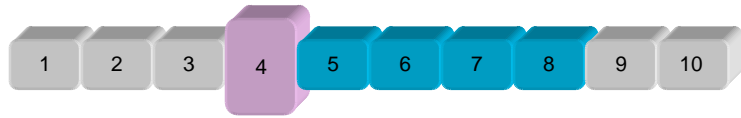
**Job Pattern 5-8**

**Score 4**

On the Energy Level scale Mr. Sample is below the designated Profile for this Job Match Pattern. This suggests that his capacity to endure hard work is less than the position typically requires and that he could have a problem with the high demands of this job. Discussions with him should explore the possibility that for Mr. Sample, the energy required for this position may be above what he is willing to exert.

- o John is likely to lose focus on long-term projects due to a low drive. Provide ways for him to reenergize during periods of hard work. By organizing his time, he can allow short breaks to gather his motivational reserves and reflect on short-term accomplishments while maintaining a steady pace to meet daily goals.
- o Mr. Sample responds less efficiently to the stress of strict deadlines when compared to others who are more successful in this position. Maintain open communication during high stress periods and provide coaching in proven methods for handling stress.
- o He places greater priority on personal time than most who are successful in this position. Reward his efforts to do whatever it takes to get the job done by providing opportunities for self-motivation during non-peak periods of work.
- o Mr. Sample requires the assistance of his supervisors to focus on long-term projects. Provide thorough supervision and set daily goals for fast paced results. Provide encouragement along the way.

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

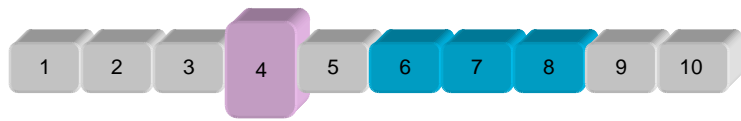


**Job Pattern 5-8      Score 4**

On the Assertiveness scale, Mr. Sample scored below the job profile for this position. He could find the requirements of a strong presence to be overly challenging. Determine his willingness to enhance his confidence and leadership skills in the future.

- o Encouraging Mr. Sample for his input in group discussion can enhance his confidence if applied consistently over time. Assertiveness training will be effective if his improvement is recognized by management.
- o Engage him in casual participation in discussions. To foster assertiveness, it may be necessary to provide an example of your leadership. Make him feel a part of the team and encourage others to do the same.
- o Be observant of when John may be willing to contribute verbally to group processes. Foster this willingness by encouraging his participation. Listen patiently and provide feedback often to guide him towards being more assertive.
- o Provide feedback and reward John's involvement whenever possible. By repeating interactive exercises, he can become more experienced in interpersonal skills. Advise him often in his progress.

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

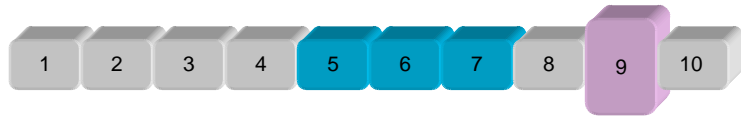


**Job Pattern 6-8      Score 4**

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.

- o Mr. Sample may display frustration in social situations at work. He would rather focus on the task at hand rather than the interpersonal elements of work. Redirect this tendency by engaging and encouraging him in the "people" oriented elements of the job.
- o John appears to be somewhat of a loner, preferring to complete his tasks independently. To engage his participation, give him assignments that require teamwork, beginning with relatively easy tasks. Reward his successes (and near-successes, at first), eventually decreasing the rewards to those times in which he performs exactly as you require.
- o To decrease his tendency to isolate himself, provide opportunities for him to work in small groups. As time passes and his comfort level improves, get him involved with larger groups, or possibly group leadership, if he responds well.
- o Mr. Sample's cool and "business-like" exterior may frustrate others with whom he works. Possibly, his team and team leaders could encourage him to become more engaged in the group dynamic. Reward the team as a unit for improvement in their overall cooperation.

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

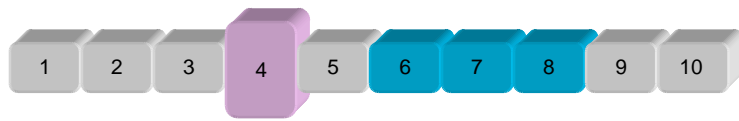


**Job Pattern 5-7      Score 9**

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.

- o 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.
- o Training in more prudent estimations of the motivations of others will enhance his quality of work, as John appears to have a higher than average optimism concerning the motivations of others.
- o John'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.
- o 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.



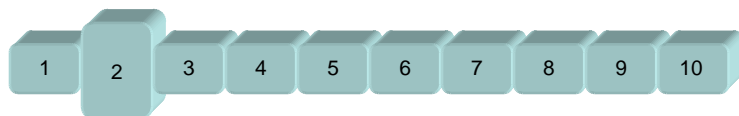
**Job Pattern 6-8      Score 4**

On the Decisiveness scale Mr. Sample is below the designated Job Match Pattern. This suggests that he may respond more deliberately when making decisions than the position typically requires and that he could lack a sense of urgency. Discussions with him might explore the possibility that Mr. Sample may be frustrated with the need for fast-paced decision-making.

- o 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.
- o Build John's enthusiasm to take action by example of your own capacity to act with a sense of urgency.
- o Mr. Sample tends to make decisions patiently, so emphasize the importance of deadlines and making decisions without extended analysis.
- o 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.

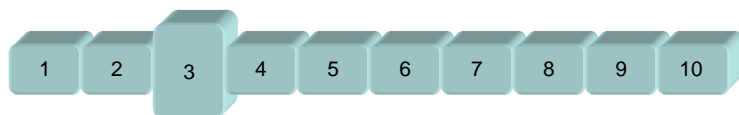
***OCCUPATIONAL INTERESTS***

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



Mr. Sample does not show Enterprising activities as one of his top three interest areas. He may not find activities associated with this theme as motivating as those individuals who have been successful in this position.

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



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

