

Achiever

Joe Applicant

japplicant@some-isp.org
555-555-5555

Report Type: Purchasing Agent



For more information contact:
Training Admin
Leadership Management Institute
4567 Lakeshore Drive
Waco, TX 76710
800-568-1241 x211
SDalton@lmi-usa.com

Mental Aptitudes



The Achiever Performance Assessment correlates six cognitive learning skills to create a comprehensive, multi-faceted profile for your candidate or employee to better assist you in determining job fit, training and development needs, and leadership ability with a better coaching tool to improve performance.

Mental Acuity

4-6



- How an Individual Learns
- Learning Speed
- Ability to Critically Think and Solve Problems

Mr. Applicant is low-average in Mental Acuity, indicating he is slower in his thinking, comprehension and reasoning ability than is needed for more difficult tasks. He will need to take time to make a decision or solve a more challenging problem, particularly if the situation involves data which is unfamiliar to him. Some level of supervision and thorough training will need to be available until he is proficient in the job.

4
Fit

Business Terms

5-9



- Understanding of Business Language
- Evidence of Business Experience

Joe has an average understanding of business terminology obtained either on the job or in a business class.

6
Fit

Memory Recall

5-9



- Knowledge of Current Events
- Observation Skills
- Retention of Information

Mr. Applicant has a superior knowledge of events happening in the world around him and should be strongly aware of competitive trends, as well as the economy's effect on business.

9
Fit

Vocabulary

4-7



- Ability to Communicate Orally/Written
- Effectively Convey Thoughts and Ideas

Mr. Applicant's language skills are good and should enable him to communicate effectively with others.

6
Fit

Numerical Perception

7-9



- Visual Acuity Dealing with Numbers and Symbols
- Skill with Detail Work

Joe's superior Numerical Perception score indicates that he can process data quickly and correctly. Joe's decision-making skills are enhanced by his ability to identify critical features in his work.



Mechanical Interest



- Desire to Understand How Things Work
- Willingness to Learn Technical Language
- Skill Operating Equipment

Joe is interested in machines and probably willing to devote extra time to learn the technology used at work. Please note that this aptitude measures interest, not mechanical ability.



Performance Scales



Performance Scales are the values and behaviors that are consistent with successful on job performance in the specific job being assessed. These key values and behaviors not only determine job fit, but also identify areas of need for training, development and coaching to engage employees more effectively for better overall job performance.

Energy

4-7



- Energy Level
- Level of Internalized Tension
- Physical Activity

Mr. Applicant is a very energized individual who takes an active approach to job assignments and other matters. Even though he has a high drive and energy level, he could become less productive and lose his ability to concentrate due to his high degree of tension. This, in turn, could cause errors.

2

Flexibility

4-7



- Adherence to Precedent, Rules, and Policies
- Adaptability to Change
- Reliability and Consistency

Joe is a very quality-minded, reliable individual with a high degree of integrity and strong ethics. He has a strong interest in providing quality service and products to customers, but is not very flexible or adaptable to change. This could cause him to experience difficulty handling multiple job demands and assignments. He tends not to be an innovative, free-thinking person who creates new ways of doing things or new uses for existing applications of products or services, but rather will be one who sticks with proven applications as much as possible. He is likely to agree to change only when he is convinced the change is necessary. Even though the company can trust him and know he will be concerned that customers' needs are being met, they cannot expect frequent, imaginative or fresh ideas from him.

8

Organization

5-8



- Planning and Organizational Habits
- Time Management
- Ability to Multi-task

Mr. Applicant does not exhibit a great deal of interest in planning his time and activities. Although he does have good intentions, his plans are not always thorough and he may not take full advantage of the time and resources he has available to him to reach organizational goals and priorities. A high score in Mental Acuity may compensate for a low score in this dimension.

3

Communication

3-6



- Need for Social Interaction
- Ability to Focus on Listening
- Communication Style

Joe has a closed communication style and will rarely share ideas or knowledge with others. Since he avoids articulating his own feelings and thoughts to others and may feel uncomfortable interacting with people, he will work best in a position free of interpersonal demands.

3
Fit

Emotional Development

4-7



- Sense of Urgency
- Ability to Adjust to Emotional Stress
- Level of Self-esteem

Mr. Applicant has a strong sense of urgency concerning what he desires to see accomplished and expects a great deal from himself and others. Since goals he sets for himself are so high, he may be too self-critical, thus losing confidence. In addition, because his sense of urgency is so great, he may be a little too impatient with others. It should be noted that these traits will normally diminish as individuals advance in age.

1

Assertiveness

5-7



- Desire for Authority and Control
- Decision Making Style
- Attitude Towards Confrontation

Joe will express his opinions and effectively and professionally defend his decisions and ideas when challenged, but is also willing to consider the ideas of others. He will have the ability to influence others and direct their activities without appearing too aggressive or overbearing.

6
Fit

Competitiveness

5-7



- Need for Individual Achievement
- Team Compatibility
- Response to Incentives

Mr. Applicant is a team player with a sense of competitiveness, but he encourages synergism. He is able to envision the whole project when working, not just the part he is playing. He has a competitive spirit, but will encourage and work towards goals which are team-oriented. Although he wants to excel, he may be reluctant to compete just to achieve his own goals and desires.

5
Fit

Mental Toughness

5-7



- Attitude Towards Criticism
- Level of Empathy
- Stamina and Endurance Levels

Joe is a very sensitive person who is concerned about the needs of others. He prefers working in a comfortable environment free from criticism, rejection, etc. Criticism can hurt his feelings and he may allow emotions to take over when making good business decisions.

2

Question/Probing

4-7



- Willingness to Ask Questions
- Degree of Shrewdness
- Level of Trust in Others

Joe does not place a lot of trust in others and will probe into matters in order to better understand instructions, directives or information. He is cautious and analytical, which makes him a good trouble shooter when resolving problems. Underlying skepticism, however, could endanger good collaborative efforts.

7

Fit

Motivation

4-6



- Motivated by Security vs. Recognition
- Willingness to Take Risks
- Desire for Change

Security, rather than recognition for achievement, is Mr. Applicant's primary motivator on the job. He appreciates working for a company which can provide him income security, long-term benefits and predictable working hours in a stable environment free from risks. He will put in occasional long hours and extra effort to complete a project successfully, but will do so more out of a feeling of insecurity rather than a desire to be recognized for achievements.

3

Validity

Distortion

1-6



- Willingness to be Candid About Strengths and Weaknesses
- Desire for Social Conformity

Mr. Applicant is reasonably fair in assessing his strengths and weaknesses. He has some characteristics that he is not completely happy with and tends not to show others. The validity may be slightly affected by his indirect answers.

6
Fit

Equivocation

1-6



- Ability to Follow Instructions
- Indicates the Ability to Commit to an Opinion or Viewpoint

He has scored within our acceptable equivocation range.

4
Fit



Mental Aptitudes

Provides distinct measurements of cognitive ability assessing how an individual will approach job functions from a mental standpoint.

	Mental Acuity	Slow To Learn					4	5	6						Fast to Learn	
	Business Terms	Uninformed						5	6	7	8	9			Knowledgeable	
	Memory Recall	Unaware						5	6	7	8	9			Aware	
	Vocabulary	Limited					4	5	6	7					Strong	
	Numerical Perception	Imprecise									7	8	9			Accurate
	Mechanical Interest	Indifferent							5							Interested

Performance Scales

Provides measurements of behavior representing an individual's primary personality traits and how they typically behave.

	Energy	Restless		2			4	5	6	7					Calm
	Flexibility	Flexible					4	5	6	7	8			Rigid	
	Organization	Disorganized			3			5	6	7	8			Planful	
	Communication	Reserved					3	4	5	6					Interactive
	Emotional Development	Impatient	1					4	5	6	7				Tolerant
	Assertiveness	Cooperative							5	6	7				Authoritative
	Competitiveness	Team Player							5	6	7				Individualist
	Mental Toughness	Sensitive			2				5	6	7				Tough
	Question/Probing	Trusting						4	5	6	7				Skeptical
	Motivation	Security				3			4	5	6				Recognition

Validity Scales

Provides measurements of internal validity providing insight into the accuracy of the individual's responses to the Performance Scales.

	Distortion	Frank Answer	1	2	3	4	5	6					Exaggerates
	Equivocation	Chose Alternate	1	2	3	4	5	6					Chose Middle

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

AREAS OF CONCERN: Scores of 1 OR 2 in any of the following dimensions: *Energy, Flexibility, Emotional Development OR Mental Toughness.*

NOTE: Blue blocks are of primary importance as they represent the desired range for that characteristic. Scores within that range, or with no range identified, have a white circle. Scores outside the desired range will have a gray circle.

Introduction

This report section evaluates Joe's traits in five key areas of leadership:



- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Joe may or may not be one of the better people employed in a specific organization. If Joe is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.

Summary Report



Joe's Training & Development Needs are:

- **Planning** - learn how to better plan and organize required job functions, activities and requirements.
- **Organizing** - learn how to organize and make better use of time and assets required to successfully perform the job or job requirements.
- **Staffing** - learn how to make better staffing selections as well as how to train, motivate and lead others.
- **Coaching** - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.
- **Facilitating** - learn how to better monitor the achievements of others versus the plan, job description and/or job functions and requirements.

Introduction



This report section evaluates Joe's traits in key areas of sales:

- Persistence and consistency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Developing rapport
- Identifying need or desire
- Presenting product/service to fill prospect's needs
- Dealing with objections
- Closing the sale
- Learning speed & efficiency
- Changing, growing and learning new concepts and ideas

Areas with good sales traits are highlighted with traits identified in which training or development would be beneficial.

Joe may or may not be one of the better people employed in a specific organization. If Joe is a top performer in your organization, when compared to top performing salespeople across America and Canada, this report segment may still highlight areas where development could make the individual a still better salesperson. Therefore, this Sales Traits Assessment should be reviewed in light of "what could make a good salesperson even better" with understanding that within human beings, there is always room for improvement.

Summary Report



Joe's sales potential includes the following strength(s):

- Persistence and consistency
- Ability to command respect
- Identifying need or desire
- Dealing with objections
- Closing the sale

Yet, further development in the following critical area(s) will be beneficial:

- Learning speed and efficiency
- Ability to meet and communicate effectively with people.
- Setting goals to win, excel and achieve
- Changing, growing and learning new concepts and ideas

Joe could also benefit from further training in:

- Developing rapport
- Presenting product/service to fill prospect's needs

Introduction



Success in any business will largely be determined by how wisely an organization invests in its Human Capital Infrastructure.



When hiring a new employee or promoting a current employee, investing in a well thought out interviewing process is a critical point of action in terms of impacting the productivity and profitability of your organization!

Utilizing these assessment results enables all who are involved in the interviewing process to better evaluate the candidate's cognitive traits and knowledge, as well as their performance traits to more effectively determine job and cultural fit, as well as training and development needs.

In hiring the right person, success hinges on determining the FIT with the job. Therefore, it is recommended that a majority of the interviewer's time be spent on probing key behaviors and values that drive successful performance in the specific job being assessed. When using a behavioral interviewing methodology, a candidate's past behavior is the best predictor of current and future behavior.

Following are the interview questions which an interviewer may choose to use in the candidate interview process. These interview questions are generated to assist the interviewer to probe the aptitude and performance traits that are consistent with successful job performance. You will note that the questions are written in a way that probe past behaviors in previous employment experiences to better determine job fit.

NOTE: In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation. Rather than pursuing behaviors that are rooted in past work experience, the interviewer can probe life experiences that may enable them to probe relevant behaviors and values in performing the job.

Energy

Measurement of the individual's energy and drive as it relates to handling assignments and projects.



Tell me about the most frustrating situation you've been involved with in a job. How did you handle the pressure of that situation?

Interpretive Guide: Is the candidate aware of the problems which can be associated with stress? Does the candidate appear to thrive under pressure?



Tell me about coping skills you have developed to control stress in your life. How did you learn these skills and how have they been effective?

Interpretive Guide: Does the candidate have good coping skills? Does the candidate practice specific methods of controlling stress, or are such coping skills used sporadically? Did the candidate fidget and move around a lot during the interview?



Describe for me what steps you take to meet a deadline which initially seems impossible to meet.

Interpretive Guide: Are the steps the candidate takes to meet deadlines logical and consistent? Is the candidate able to handle the pressure of deadlines appropriately?

Flexibility

Measurement of the individual's level of flexibility, creativity, integrity and adaptability to change.



Tell me about a time you found yourself in a set of circumstances in which you had to make a decision on a matter with no guidelines or precedents to follow. Describe the circumstances and how you dealt with them.

Interpretive Guide: Did the candidate exhibit good judgment in his or her decision-making? Was the decision based on facts or emotions? Did the final decision exhibit good leadership skills?



Tell me about a time in a previous job when your employer or supervisor asked you to do something unethical. How did you handle the matter?

Interpretive Guide: Did the candidate take a firm stand on personal values and principles? Did the candidate take appropriate, mature action? Did the candidate exhibit good judgment in the method in which he or she handled the situation? Was there any indecision on the part of the candidate?



Describe how you handled an assignment which you were expected to complete on an expedient basis with little or no direction.

Interpretive Guide: Did the candidate become anxious without specific guidelines to follow? Does the candidate exhibit the ability to make decisions independently? Did the candidate show indecisiveness or was the candidate hesitant to act on his or her own?

Organization

Measurement of the individual's desire to organize assignments and projects to better utilize time and resources.



Tell me about a time you missed a deadline, were late for a meeting or experienced other problems because you did not plan well enough in advance.

Interpretive Guide: Was the candidate on time for this interview? If not, was the excuse justifiable? Does it appear the candidate learned from the experience he or she described in this first question?



Describe how you typically kept yourself organized, and prioritized tasks in your former position. Did you use any planning tools to help keep yourself organized and if so, what were they?

Interpretive Guide: Does the candidate have specific steps he or she takes to stay organized? Does the candidate appear to understand how to prioritize tasks? Does the candidate use planning tools to help stay organized, i.e., a daily planner, computerized schedule, etc?



Tell me about a time, in a previous job, when your ability to "wing it" saved a project from failure. What would the outcome have been had you not been able to improvise?

Interpretive Guide: Has the candidate been able to capitalize on his or her ability to improvise? Does the candidate appear to understand the importance of planning, yet also have the ability to be flexible and change plans, when necessary? Does it appear the candidate takes pride in his or her ability to "change horses in mid-stream?" Is the candidate sharp enough to keep priorities in his or her head without losing sight of them?

Emotional Development

Measurement of the individual's level of patience, self-esteem and confidence.



Tell me about a time in a previous job when you expected too much from yourself. Do you believe you tend to be your own worst critic, at times? If so, in what way?

Interpretive Guide: Does it appear the candidate expects too much from him or herself? Can the candidate handle the frustration of failing to reach goals? Does the candidate set goals which appear to be unattainable, thus setting him or herself up for failure?



Describe a situation in your previous job when you admittedly lost your patience with someone else for something which really wasn't their fault. How did you rectify the situation?

Interpretive Guide: Does the candidate admit that he or she tends to be impatient with others? Did the candidate use sound judgment and maturity to resolve the problem caused by his or her impatience? Does it appear the candidate learned anything from the experience?



Tell me about the most frustrating experience you've encountered, thus far, in your career

Interpretive Guide: Does it appear the candidate is easily frustrated? Is the candidate likely to face the same type of situations which have caused him or her to become frustrated in the past?

Mental Toughness

Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.



Tell me about a time you became very disappointed or discouraged in your past job. What caused these feelings and how did you get past them?

Interpretive Guide: Does it appear the candidate is easily discouraged or disappointed? What coping skills did the candidate exhibit in order to deal with this situation? Is this type of scenario likely to occur in the position for which the candidate is applying?



Describe a time, in a prior job, when you were unjustly criticized. What were the circumstances and how did you react?

Interpretive Guide: Can the candidate handle criticism appropriately? Were the steps the candidate took when unjustly criticized mature and appropriate? Does the candidate appear to understand the difference between constructive criticism and non-constructive criticism?



Tell me about the most unpleasant work environment you've been in thus far. What made the working environment so unpleasant?

Interpretive Guide: Was the work environment unpleasant because of certain people, or because of surroundings, i.e., temperature, lack of privacy, etc.? Are these environmental factors present in this position? Is the candidate capable of dealing with a moderate amount of unpleasantities?

Motivation

Measurement of the individual's achievement orientation and internal motivation to initiate changes and take risks in order to advance.



Tell me about a prior job in which you were highly motivated and enthusiastic about coming to work each day. What one part of the job kept you motivated?

Interpretive Guide: Does the candidate have a clear understanding of what personally motivates him or her? Will these motivating factors be available to the candidate in this position?



We've all had days when we only wanted to do what we had to do and little more. Tell me what, in your prior job, motivated you to do more than was expected.

Interpretive Guide: Does it appear the candidate is able to motivate him or herself easily? Does the candidate expect more in the way of motivating factors than is realistic or available in this position?



In your prior job, what was your greatest worry or fear? How did you deal with that worry or fear?

Interpretive Guide: Does it appear the candidate worries unduly about job security? Are the candidate's worries and fears realistic? Does it appear the candidate has good coping skills to handle stress, worry, fear or change?

Introduction



Investing in training and development is not what is ultimately important, PERFORMANCE is! What is learned through training and development will yield a higher return on investment, resulting in improved job performance!



The pressure on organizations to improve training and development continues to intensify. Advances in technology, shifts in demographics, and the constant competitive necessity to upgrade workforce skills are challenging every organization.

Utilizing these assessment results provides leadership with credible behavioral information that enables them to take an objective and systematic approach to analyzing and managing the training and development needs of individuals to improve their performance in the workplace. For example, the information provided in the assessment results can assist management in developing and executing a plan to train a new hire during the onboarding process, thereby accelerating their learning curve. It can also prove to be an invaluable tool for management to evaluate and coach current employees to reach their potential.

Engagement is the key. These assessment results can be used as an effective tool to assist management in learning more about their people in their effort to build better employee relationships and employee engagement.

Introduction



For those individuals who seek to achieve higher levels of productivity and success in their jobs and life, and for those employers who desire such for the people they employ, we offer the following suggestions where the person assessed could benefit from growth and development. We trust you will find these suggestions helpful.

Energy

Measures drive, energy, stress level and tension, and how an individual copes with stress or pressure.



You are an energetic individual who approaches tasks in a vigorous manner. Due to your high drive level, you will tackle projects energetically, but could lose your ability to concentrate if tension mounts to an extreme level. Because of your tension level, you need opportunities during the day to move around and expend excess energy.

Your self-affirmation sentence:

"I am relaxed so I achieve more."

Steps to Effect Change

Consider a medical examination to learn whether your tension level needs medical attention. If physically able, beginning a daily exercise program involving the following or similar activities would be wise, if you are not already involved in any of these activities on a regularly scheduled basis:

Running or jogging, aerobic dance, exercise or walking.

Tennis, badminton, volleyball, racquetball

Swimming, golf, bicycling.

If your physical activity is severely limited, schedule breaks for yourself, exercise or use other tension-reducing relaxation techniques. In addition, refraining from stimulants such as tobacco, refined sugar, caffeine, etc., will be helpful.

Other approaches you might consider to deal with tension are biofeedback and/or hypnosis relaxation or meditation therapies of all types, under the guidance of a professional.

Flexibility

Measures the flexibility and integrity orientation of the person compared to rules, laws, guidelines, etc.



You are a very quality-minded, reliable individual with a high degree of integrity and strong ethics. You have a strong interest in living up to your promises, and expect the same from others. Since you are, at times, a little inflexible, you could experience difficulty changing direction in your life, even if such a change appears necessary. You prefer to stick with the "tried and proven" ways of doing things, rather than attempting to handle tasks or resolve problems a new way. You are likely to agree to change only when you are convinced the change is necessary.

Your self-affirmation sentence:

"I am flexible and can adapt to change."

Steps to Effect Change

You need to learn that handling life's ever-changing demands requires that you become more flexible and expedient. This enables you to handle sudden, critical demands placed on you. Outlining "what if" emergency events and role-playing can start you thinking about alternative solutions to common problems or sudden changes in your personal environment.

You need reinforcement discussions when changes occur in your life. You should constantly remind yourself of the need to maintain a flexible, less rigid approach to life.

To develop the confidence to create and implement change, commit to making one minor change in your life each month. For instance, if you always follow a certain routine in the mornings when getting ready for work, reverse two activities. Once you see that minor changes do not cause major problems and may actually be beneficial, you will become more willing to make significant changes when necessary.

Organization

Measures a person's attitude about organization, planning, how tasks are performed and how one's life is lived.



Planning your time and activities in advance does not come naturally to you. Since your plans are not always thorough, you may not take full advantage of the time and resources you have available to you to reach goals and objectives. A high score in Mental Acuity may help you compensate for a low score in this dimension.

Your self-affirmation sentence:

"I am organized in my life so I achieve more."

Steps to Effect Change

Good time and space management calls for a specific activity plan to identify priorities by the day or week. For sixty days, list daily plans on paper, then mentally list the six most important things to be done the following day, ranking them by priority, and the time allotted to each item. You will then have a good grasp of what must be done, prior to beginning each day.

To avoid losing track of important details you might need for certain tasks, such as filing your income tax, good recordkeeping is mandatory. Select a certain place to keep important records and discipline yourself to always put important papers in that one location.

Daily, weekly and monthly planning - even yearly planning - will help keep you on an organized and productive basis. Set goals and reach them.

Avoid any distractions which take you off track. If necessary, tell people around you what you are attempting to accomplish, so you will be less likely to be interrupted.

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