



Scoreboard

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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

5-7



- Energy Level
- Level of Internalized Tension
- Physical Activity

Energy and drive to get the job done -- High tension; will become stressed after sitting still for long periods of time. Will need some mobility to relieve tension, which may cause work errors.

3

Flexibility

4-8



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

Level of flexibility, creativity, integrity and adaptability to change -- Dependable and honest; will follow company guidelines, yet can also adapt to changes and be creative.

6

Fit

Organization





4-7



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

Desire to organize assignments to better utilize time and resources -- Extremely disorganized; needs help laying out priorities. Needs a position not heavily detail-oriented.

1

| | |
|--|--|
| Communication | 3-6 |
|  <ul style="list-style-type: none">• Need for Social Interaction• Ability to Focus on Listening• Communication Style | <p>Ability to communicate and willingness to share knowledge with others to achieve common goals – Extremely outgoing; enjoys and needs constant interaction with people during the day. Will also need to develop good listening skills for better communication.</p> <p>9</p> |
| Emotional Development | 4-7 |
|  <ul style="list-style-type: none">• Sense of Urgency• Ability to Adjust to Emotional Stress• Level of Self-esteem | <p>Level of ego and confidence -- Strong sense of urgency towards accomplishing tasks, but seldom to the point of becoming overly impatient. Self-confident enough to handle herself well.</p> <p>4 Fit</p> |
| Assertiveness | 1-5 |
|  <ul style="list-style-type: none">• Desire for Authority and Control• Decision Making Style• Attitude Towards Confrontation | <p>Cooperativeness versus the tendency to be opinionated – Can deal firmly with matters to a moderate degree, but will generally respect authority and accept directives without argument. Can direct those with equal or less dominance, but could have difficulty controlling highly assertive people.</p> <p>4 Fit</p> |
| Competitiveness | 3-5 |
|  <ul style="list-style-type: none">• Need for Individual Achievement• Team Compatibility• Response to Incentives | <p>Desire to compete against others and win vs. desire to work as part of a team -- Desires to excel, but through a team effort, rather than individually.</p> <p>4 Fit</p> |

Mental Toughness 4-6



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

Ability to handle negative aspects of job as well as ability to exhibit empathy towards others -- Sensitive and empathetic to people's needs, but can take criticism and other negative aspects of job too personally and become unduly discouraged. If injured, may take more time than average to return to work.

2

Question/Probing 4-6



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

Desire to question and probe, rather than accepting things at face value -- Tendency to accept any answer as the right one. Will not question to better determine what is being said to her.

2

Motivation 1-4



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

Achievement orientation and internal motivation to initiate changes and take risks in order to advance -- Highly recognition-motivated. Could be a turnover risk unless allowed to reap rewards for hard work in the form of commissions, bonuses and other remunerative rewards.

9

Validity

Distortion

1-6



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

Proper vs. improper reporting -- Gave good, frank answers about self.

3
Fit

Equivocation

1-6



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

Certainty of personal response -- Accurate; represented self clearly and consistently.

2
Fit



Performance Scales

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



| | | | | | | | | | | | |
|-----------------------|--------------|---|---|---|---|---|---|---|---|---|---------------|
| Energy | Restless | | | 3 | | 5 | 6 | 7 | | | Calm |
| Flexibility | Flexible | | | | 4 | 5 | 6 | 7 | 8 | | Rigid |
| Organization | Disorganized | 1 | | | 4 | 5 | 6 | 7 | | | Planful |
| Communication | Reserved | | | 3 | 4 | 5 | 6 | | | 9 | Interactive |
| Emotional Development | Impatient | | | | 4 | 5 | 6 | 7 | | | Tolerant |
| Assertiveness | Cooperative | 1 | 2 | 3 | 4 | 5 | | | | | Authoritative |
| Competitiveness | Team Player | | | 3 | 4 | 5 | | | | | Individualist |
| Mental Toughness | Sensitive | | 2 | | 4 | 5 | 6 | | | | Tough |
| Question/Probing | Trusting | | 2 | | 4 | 5 | 6 | | | | Skeptical |
| Motivation | Security | 1 | 2 | 3 | 4 | | | | | 9 | 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.

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