

# Executive Achiever

**Assessment For: Joe Applicant**  
**Phone: 555-555-5555**  
**Email: japplicant@some-isp.org**

**Company: ABC Company**  
**Report Type: Vice President/Executive**

**Assessment Date: 8/1/2008**

**For More Information**  
**Please Contact:**

**Staci Dalton**  
**Leadership Management Inc.**  
**4567 Lake Shore Drive**  
**Waco, TX 76710**  
**800-568-1241**  
**SDalton@lmi-usa.com**

This report is confidential and is an opinion based on assessment results only. Its contents should contribute approximately 1/3 to developmental discussions since it is only one of several evaluatory and feedback resources.

**Section I** Aptitudes and Personality Assessment

**Section II** Management competencies associated with leadership, planning and implementation

**Section III** Personal knowledge of leadership techniques

**Section IV** Suggested behavioral interview questions

**Section V** Personal Development Plan

----- **Mental Aptitudes** -----

**Mental Acuity**

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant is high in Mental Acuity, indicating he is a fast thinker with an above-average critical thinking ability. Reasoning skills are good and he should have a good ability to make responsible decisions and solve challenging problems within a short period of time.

**Business Terms**

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe has an above-average understanding of business terminology, indicating he has had some exposure to business matters either on the job or in a business class.

**Memory Recall**

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant is very interested in events happening in the world around him and should have a strong knowledge of competitive information and techniques, as well as economic trends which relate to his job.

**Vocabulary**

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant's language skills are above average, enabling him to communicate effectively. He is capable of highly complex interchanges and will exhibit confidence in his ability to interact with others.

**Numerical Perception**

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe's average Numerical Perception score means that he can handle some detail work, but the work should be checked for errors. Poor vision, tension, or carelessness may affect the Perception score.

**Mechanical Interest**

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe shows little interest in machines and may prefer not to work with mechanical equipment. Please note that this mental aptitude measures interest, not mechanical ability.

## ----- Personality Structure -----

### Energy

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant has a good level of energy and takes an energetic approach to work and other matters. He has a high drive level, but is generally able to control energy sufficiently to concentrate and accomplish assignments in a timely, yet effective manner.

### Flexibility

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe has a good sense of integrity and is an ethical individual who is focused on what he wants to accomplish. He will also be flexible and adaptable to change, as well as able to handle multiple job demands and assignments. He is also interested in obtaining customer satisfaction by providing good service. He can be creative or stick with the "tried and true," depending on the circumstances. Even though he will try to generate new solutions to problems, and new ways to use existing applications of products or services, he will be concerned about quality prior to implementing a change. He can be inventive, but will test his new ideas and concepts to be certain any risks involved are minimal.

### Organization

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

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.

### Communication

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is a very interactive collaborator. He seldom tires of interacting with others, and can openly articulate feelings, ideas, concerns and information to others. He may not always be good at listening and taking seriously what other people are saying.

### Emotional Dev

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant has a good level of self-confidence and self-esteem, but not so much as to be unrealistic. He is willing to wait a reasonable time for results without becoming upset or frustrated.

## Assertiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe can take control, maintain order, and express his opinions, but is open to the ideas of others and will not actively seek out conflict. He will attempt to influence and direct others, but not to the point of appearing unnecessarily demanding.

## Competitiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

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.

## Mental Toughness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

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.

## Questioning / Probing

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe has a very trusting nature and tends to accept most instructions, directives and information at face value. Even though he has a positive, enthusiastic attitude, he may be so trusting that he allows others to take advantage. When problem-solving or troubleshooting complex issues, his effectiveness could be reduced by his not probing far enough into the situation to see the whole picture.

## Motivation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is easily motivated when the right rewards are offered. He has good initiative and will take risks when the potential for profit and recognition exists. He is always looking for a chance to obtain recognition for his efforts. He will be willing to put in extra hours and exert greater effort to complete a project successfully, provided he feels he will be rewarded for his efforts. Status and recognition are more important than a steady job or a stable paycheck, even if it means long hours or frequent travel.

----- **Validity Scales** -----

**Distortion**

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant is a secure person who is not afraid to admit his weaknesses. He is also good at assessing his strengths. He tends to be open and frank.

**Equivocation**

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

He has scored within our acceptable equivocation range.

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## Score Sheet

### Vice President/Executive

Mental Aptitudes												
		1	2	3	4	5	6	7	8	9		
MENTAL ACUITY	Slow Learn	[X.....]									Fast Learn	
BUSINESS TERMS	Uninformed	[...X.....]									Knowledgeable	
MEMORY RECALL	Unaware	[X.....]									Aware	
VOCABULARY	Limited	[...X.....]									Strong	
NUMERICAL PERCEPTION	Imprecise	X				[.....]					Accurate	
MECHANICAL INTEREST	Indifferent	X									Interested	
Personality Dimensions												
		1	2	3	4	5	6	7	8	9		
ENERGY	Restless	[X.....]									Calm	
FLEXIBILITY	Flexible	[.....X...]									Rigid	
ORGANIZATION	Disorganized	X			[.....]						Planful	
COMMUNICATION	Reserved	[.....]								X	Interactive	
EMOTIONAL DEV	Impatient	[...X...]									Tolerant	
ASSERTIVENESS	Cooperative	[X.....]									Authoritative	
COMPETITIVENESS	Team Player	[X.....]									Individualist	
MENTAL TOUGHNESS	Sensitive	X	[.....]								Tough	
QUESTIONING /PROBING	Trusting	X			[.....]						Skeptical	
MOTIVATION	Security	[.....]								X	Recognition	
Validity Scales												
		1	2	3	4	5	6	7	8	9		
DISTORTION	Frank Answer	[.....X.....]									Exaggerates	
EQUIVOCATION	Choose Alter.	[.....X...]									Choose Middle	

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

**NOTE:** Areas with dots and brackets ([.....]) are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual.

**AREAS OF CONCERN -** Scores of 1 OR 2 in any of the following dimensions:

*Energy, Flexibility, Emotional Development OR  
Mental Toughness are areas of concern.*

## Section Two - Management Competencies

### Accountability/Ownership

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant has some desire to be accountable for his own actions. He probably takes the initiative and assumes personal accountability for goals, outcomes and deadlines, but it may be helpful if he develops the ability to plan farther in advance as he strives to reach goals and meet deadlines. He probably enters into self-appraisal, and unless he is highly competitive and wants to do everything himself, he is probably willing to share information and responsibility with others.

### Challenge the Status Quo

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is willing to challenge the status quo if, after careful thought, he is convinced that a new way of doing things is necessary. Once he is absolutely convinced that traditional ways of thinking and working need to change, he is generally willing to make a change.

### Collaboration/Integration

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Joe is probably motivated to succeed, but also willing to celebrate the success of others when that success occurs independent of his own work. He may need to remember to share the glory for accomplishments he had a part in achieving, but becoming even more willing to think collaboratively and striving to integrate his own work with that of others in the organization will further enhance his performance in this competency.

### Creativity/Innovation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Mr. Applicant has the ability to "think outside the box" and is willing to experiment with new ideas and approaches. He will want to keep the company leading-edge and will translate new ideas into business opportunities whenever he sees the chance to do so. In his desire to see the organization advance in the marketplace, he will also be willing to share ideas with others when it will benefit the organization, and will offer honest feedback and ways to build on others' ideas.

## Customer/Market Oriented

① ② ③ ④ ⑤ **⑥** ⑦ ⑧ ⑨

He has some understanding of the business climate, customers, competitors and factors that drive the company forward, but may benefit from developing an even greater strategic understanding of the customer/market. He probably understands the importance of providing courteous and attentive service to customers or clients, but may not always utilize his resources well. Enhancement in this competency can be realized by developing good planning skills and better understanding the more complex needs of his customers.

## Energy/Enthusiasm

① ② ③ ④ **⑤** ⑥ ⑦ ⑧ ⑨

Joe will exhibit some enthusiasm toward his job, but would benefit from becoming even more positive and enthusiastic. Developing a positive attitude will strengthen his ability to become an inspiration to others through his own diligence and hard work, and will increase his desire to help others through difficult times.

## Strategic Thinking

① ② ③ ④ ⑤ **⑥** ⑦ ⑧ ⑨

Mr. Applicant is able to analyze the organization's strengths, weaknesses and competitive position in the marketplace to some degree, but could benefit from becoming even more aware of changes in the marketplace. This will enable him to develop objectives and strategies based on long-term perspectives and help him visualize future opportunities and threats the organization is likely to face. While he is able to identify some companies which could benefit from the organization's products and services, becoming more aware of competitive and market trends will enhance his ability in this competency area.

### Management Competencies Scoresheet

Accountability/Ownership	①	②	③	④	⑤	<b>⑥</b>	⑦	⑧	⑨
Challenge the Status Quo	①	②	③	④	⑤	<b>⑥</b>	⑦	⑧	⑨
Collaboration/Integration	①	②	③	<b>④</b>	⑤	⑥	⑦	⑧	⑨
Creativity/Innovation	①	②	③	④	⑤	⑥	<b>⑦</b>	⑧	⑨
Customer/Market Oriented	①	②	③	④	⑤	<b>⑥</b>	⑦	⑧	⑨
Energy/Enthusiasm	①	②	③	④	<b>⑤</b>	⑥	⑦	⑧	⑨
Strategic Thinking	①	②	③	④	⑤	<b>⑥</b>	⑦	⑧	⑨

## **Section Three - Leadership Knowledge**

### **Attitude/ Leadership Personality**

Mr. Applicant has some understanding of the attitude a leader must display in order to be successful, but would benefit from developing an even stronger understanding. He realizes that a positive outlook and a healthy level of self-confidence are positive traits for a leader to possess. When faced with obstacles or other problems in business, he has some understanding of the need to get past them and move on. Defining for himself what the word "leadership" means, and increasing his understanding of his own strengths and weaknesses will further benefit him.

**Books** *The New Supervisor-Skills for Success* by Bruce Tepper  
*Effective Coaching* by Marshall J. Cook

### **Time Management**

Joe has a healthy understanding of the importance of planning. He utilizes planning tools to keep himself organized, and generally has his priorities in line. Good time management is important to him, but he leaves enough leeway to deal with interruptions or changes, when necessary. He spends a good amount of time planning, but not to the extreme.

**Books** *Time Management for Busy People* by Roberta Roesch  
*Time Management* by Marc Mancini

### **Planning**

He has some understanding of the planning process and the purpose and meaning of planning, as well as where goals, standards or objectives come into play in the planning process. It would be beneficial to him, however, if he developed an even stronger understanding of the responsibility planning bears with it, as well as its significance in the overall success of the organization.

**Books** *Effective Performance Management* by Sheila J. Costello  
*Performance Management* by Robert Bacal

### **Organizing**

Mr. Applicant has a strong understanding of organization as it relates to leadership. He understands that organizing involves people, processes and tools, and perceives the difference between organizing and planning. Since he understands what encompasses organizing, he is capable of organizing projects and activities in an effective manner.

**Books** *Getting & Staying Organized* by Corinne R. Livesay  
*Goal Management at Work* by R. Hans Hilgermann

### **Staffing**

Joe has a strong understanding of the staffing process in leadership, as well as the principal focus of staffing. He knows the difference between aptitudes and behaviors, as well as the difference between skills and competencies. This knowledge and understanding of the staffing process will enable him to better understand the problems involved in employee selection, as well as the role training and development of employees plays in this leadership process.

**Books** *Motivation at Work* by Jane & Vincent Miskell  
*Hiring the Best* by Ann M. McGill

### Leading

Mr. Applicant has a strong understanding of what comprises good leadership. He understands the importance of a leader empowering his workforce and acting as a coach and mentor of others. He realizes how important motivation is in the leadership process and understands the various steps involved in managing a diverse workforce.

**Books** *Assertiveness Skills* by Nelda Shelton & Sharon Burton

*Managing Conflict at Work* by Jim Murphy

### Facilitating

He has a very strong understanding of facilitation and control in the leadership process. He is able to define what problems are and have devised some methods of effective problem-solving. He understands the purpose of policies, rules and regulations in providing a nourishing environment for growth for team members, and can balance the need to impose discipline, guidelines and procedures in the workplace with the need to value employees and encourage creativity.

**Books** *Effective Performance Management* by Sheila J. Costello

*Training Skills for Supervisors* by Robert Lucas

### Leadership Knowledge Scoresheet

Attitude/ Leadership Personality	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Time Management	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Planning	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Organizing	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Staffing	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Leading	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Facilitating	①	②	③	④	⑤	⑥	⑦	⑧	⑨

## **Interview Questions**

### Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. 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.

## Interview Questions for Organization

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

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

### Probes

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.

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?

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?

Describe your office or work area in your former job. Was everything neatly put in place, or did you tend to function better in chaotic surroundings?

### Interpretive Guides

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?

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?

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?

Is the candidate fairly tidy, or does the candidate thrive on chaos and disarray? How important is tidiness in this position? Will others come into or see the candidate's office or work area, or is it secluded?

### Interview Questions for Communication

**Communication** - Measurement of the individual's ability to communicate and willingness to share knowledge and team with others to achieve common goals.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

#### Probes

#### Interpretive Guides

Describe a circumstance in a prior job when you or a team member failed to listen attentively and problems arose due to misunderstandings.

Does the candidate have a firm understanding of the importance of listening? During the interview, did the candidate interrupt or appear to not listen to what you were saying? Does the candidate appear enthusiastic and positive, or just loud and boisterous?

Tell me about the most difficult person you've ever dealt with in trying to build rapport. How did you finally break through and get to know that person?

Does the candidate appear to have a skill in developing rapport with strangers? Is the candidate interesting and someone who exhibits interest in others?

Give me an example of a time when someone warned you not to talk so much. How have you learned to control your high level of sociability?

Is the candidate willing to admit that at some time in the past, he or she has been cautioned about talking too much? Does it appear that this is still a problem with the candidate?

Tell me about your communication style. How have you made it serve you? Would you change or improve on your ability to communicate if it were possible?

Does the candidate understand his or her own communication style? Does this style fit into the corporate culture of the company? Does the candidate feel any need to change or improve on his or her communication skills? Are these desired changes logical, mature and do they show good judgment?

## Interview Questions for Mental Toughness

**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.

-----x-----	-----x-----	-----x-----	-----x-----	-----x-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

### Probes

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?

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

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

Tell me about a time when you allowed emotions to play too large a part in a decision you made at work. What was the outcome of the decision? What did you learn from this experience?

### Interpretive Guides

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?

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?

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 unpleasantness?

Does it appear the candidate is overly emotional? Does the candidate understand the problems associated with making decisions based too much on emotion? Was the candidate able to resolve the problem and if so, were the steps he or she took appropriate, logical and mature?

## **Development Suggestions**

### **Introduction**

The following Personal Development Suggestions may assist in prioritizing, enhancing, OR changing developmental actions. They are directed specifically to the individual. Management should review these suggestions, and together with the the participant, consider requirements of current and potential future job opportunities.

These suggestions recommend actions that an individual can take on a daily OR weekly basis to become more productive.

## **Personal Development Suggestions**

### **Organization**

When working with others, your organizational preferences level may be affecting how effectively you work them. You may benefit from the following development suggestions.

### **Seminars / Workshops:**

- Effective Personal Productivity - Lesson 1: The Nature of Productivity.
- Effective Personal Productivity - Lesson 2: Goals Achievement Through Time Management

## **Personal Development Suggestions**

### **Communication**

If your work requires significant interaction with others, your communication style may be affecting your effectiveness. Development of a more productive communication style may greatly increase your success. You may benefit from the following development suggestions:

#### **Seminars / Workshops:**

- Models for Management <sup>TM</sup> by Teleometrics International
- Models for Management - Module 3: Communication and Interpersonal should be of particular interest for those wanting to explore communication style and it's impact on others.
- Effective Personal Productivity - Lesson 4: Improving productivity through communication

## **Personal Development Suggestions**

### **Question/Probing**

When interacting with others in a work environment, consider how your questioning/probing level may affect these relationships. You may benefit from the following development suggestions:

#### **Seminars / Workshops:**

- Models for Management <sup>TM</sup> by Teleometrics International
- Models for Management - Module 3: Communication and Interpersonal Relationships should be of particular interest for those wanting to explore how questioning/probing relates to communication style and effective relationships.

