



Report designed for

Sally Sample

ProfileXT[®]

Performance Model Comparison

Performance Model: Technical Support Consultant
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Profile for Thinking Style

When viewing the scales on this page and the next, the darker shading represents the Job Performance Model for the role of Technical Support Consultant. The larger box indicates the 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.

Distortion for this assessment is within the acceptable range.

Profile for Interests

The Interests section assesses the relative interests between the six interest areas: Enterprising, Financial/Administrative, People Service, Technical, Mechanical, and Creative. For the Job Match Performance Model of Technical Support Consultant, the top three interests, presented in order, are Mechanical, Financial/Administrative, and Enterprising. The top three interests for Sally are Enterprising, People Service, and Creative. Ms. Sample shares one of these interest areas: Enterprising.

Top Interests for Sally Sample



Enterprising

Indicates interest in activities associated with persuading others, sales, and presenting ideas.



People Service

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



Creative

Indicates interest in activities using imagination, creativity, and original sales ideas.

 = Match

Top Interests for this Performance Model



Mechanical

Indicates interest in working with tools, equipment, and machinery.



Financial/Administrative

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



Enterprising

Assertiveness

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



Behavioral Considerations

- Ms. Sample can make decisions, enforce company policies and act with authority. She should be capable of making unpopular decisions when necessary.
- Sally is highly motivated by situations in which she is held accountable for results. She is motivated by power and authority.
- She has a strong need to make decisions and determine outcomes.
- Ms. Sample has a strong need to be in charge, to be the leader.

Management Considerations

- Ms. Sample tends to take charge in a group. Encourage her participation as a peer within the group and foster her ability to be patient with the opinions of others. Training in active listening may enhance her ability to cooperate with her team.
- She expresses a preference for influencing the decisions of others. Act as a role model in your capacity as a group leader, demonstrating an authoritative yet democratic leadership style. Provide feedback concerning the effectiveness of your style and why it works in certain situations.
- If necessary, give Ms. Sample the opportunity to act as a follower from time to time. Provide constant feedback in private and mentor her ability to sometimes let go of her control and responsibility for the actions and decisions of others.
- Sally may have a tendency to insist on leading others. This may need to be tempered with a willingness to allow others a certain amount of control. Training that focuses on control issues may reveal a way to do this. Offer her the opportunity to lead the group as a reward for successful participation in such training.

Additional Considerations

Ms. Sample scored above the Performance Model for this position in the Assertiveness scale. She may find the environment of this position challenging in the area of how much control is appropriately exerted over others. While talking with her, determine her ability to practice greater diplomacy in her interpersonal relations.

Attitude

Tendency to have a positive attitude regarding people and outcomes.



Behavioral Considerations

- Ms. Sample may be slow to show a positive attitude regarding risk, changes in policies and guidelines, and unexpected challenges.
- She may be less easily misled than others.
- Sally may tend to be more vigilant and on-guard than others.
- Ms. Sample may be inclined to assume a negative position and become critical of others.

Management Considerations

- Ms. Sample demonstrates a tendency to be guarded when interacting with others. If necessary, build her basic trust with informal group activities to ease her doubt about the motivations of others. These activities can be as simple as lunchtime office meetings and informal discussions.
- Sally may demonstrate a distrustful attitude about her co-workers, customers, or her work. If necessary, provide her with an appropriate amount of time to discuss her feelings, but redirect her by displaying a calm and cooperative demeanor. Stress the necessity to focus on the tasks at hand and to accept responsibility for her own work.
- She may have a tendency to blame others for outcomes that are her responsibility. Should this become an issue, suggest discussion for a later time to address her negative attitude, then give feedback on her performance and how to make positive steps toward more productive behavior.
- Sally may express doubts about the outcome of some projects, appearing pessimistic. While maintaining an empathetic manner, confront her on alternative solutions and how she may contribute to the group's success.

Additional Considerations

On the Attitude scale Ms. Sample is below the designated Performance Model for this position. This suggests that her general response to others will be pessimistic compared to the most successful individuals in this position. Discussions with her should explore the possibility that for Ms. Sample, the position may be overly challenging and could lead to frustration and a reduction in her level of performance.

Decisiveness

Uses available information to make decisions quickly.



Behavioral Considerations

- Ms. Sample can stand firm on decisions and is not inclined to back down once a decision is made.
- Ms. Sample is decisive and quick to act. She is likely to enjoy positions which require immediate action.
- She is inclined to take decisive action, to move decisions forward.
- Sally is capable of responding to emergencies and resolving problems.

Management Considerations

- It is important that the concept of patience in decision-making be stressed to Ms. Sample. If this is necessary, ask for deliberate and analytical processes in her decisions.
- Ms. Sample may require training in how to be more deliberate if her quick decision-making becomes a problem. Emphasize the importance of analyzing information more thoroughly.
- If unnecessary risk is to be avoided, stress that sometimes the importance of deadlines is outweighed by the level of consequence inherent with making uninformed decisions.
- Sally may appear too spontaneous in her decision-making. If this is the case, counsel her on the need to avoid unnecessary risk with cautious and deliberate decisions.

Additional Considerations

On the Decisiveness scale, Ms. Sample is above the designated Performance Model for this position. This suggests that she may act without a thorough understanding of the related details. Discussions with her should determine the extent of her spontaneity in decision-making, and consider if her effectiveness could be enhanced by more deliberation.

Objective Judgment

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



Behavioral Considerations

- Ms. Sample uses judgment that may become more subjective when she feels pressured.
- Ms. Sample may tend to make less thoughtful decisions if she allows personal biases and opinions to replace sound judgment.
- Her judgment will be much more intuitive when addressing critical independent decision making responsibilities.
- Ms. Sample tends to be a subjective thinker and emphasizes personal opinions more than factual data.

Management Considerations

- Ms. Sample may require greater structure in her decision-making process. Coach her to avoid making assumptions and to be thorough in gathering appropriate details in order to make more informed decisions.
- Coach her on investigating a variety of information sources when making decisions. Emphasize dealing with facts and other objective data before acting on any assumptions.
- Coach Ms. Sample on how to be more objective when making decisions. Training should emphasize the step-by-step process of logical reasoning.
- Sally may require direction to take more time to gather information to make sound decisions. Review her efforts, guiding her on avoiding snap-judgments and making informed decisions.

Additional Considerations

On the Judgment scale Ms. Sample is below the designated Performance Model for this position. This suggests that her decision-making process is less objective than the position typically requires and that she could have a problem with the pragmatic nature of the job. Discussions with her should explore the possibility that for Ms. Sample, the position could lead to frustration and a reduction in her level of performance.