

PROFILES

# **The Profile**

INTERNATIONAL



## **Confidential Coaching Report**

for

**Kenneth Sample**

Manager Profile Sample

Monday, January 29, 2001

**Profiles International, Inc.**

**5205 Lake Shore Dr.**

**Waco, Texas 76710**

**254-751-1644**

Pattern Date: 6/4/1999 4:42:04 PM

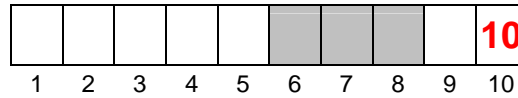
## Profile for Thinking Style

### Scale Name

(Scale Description)

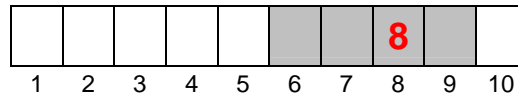
### Learning Index

(An index of expected learning, reasoning and problem solving potential.)



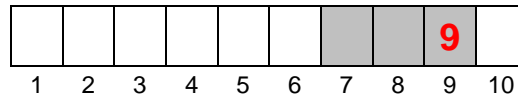
### Verbal Skill

(A measure of verbal skill through vocabulary.)



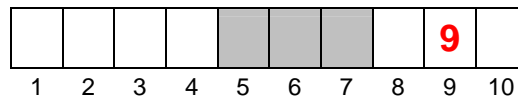
### Verbal Reasoning

(Using words as a basis in reasoning and problem solving.)



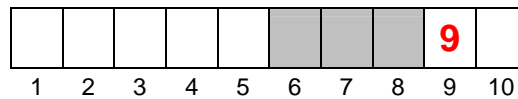
### Numerical Ability

(A measure of numeric calculation ability.)



### Numeric Reasoning

(Using numbers as a basis in reasoning and problem solving.)



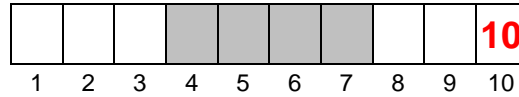
## Profile for Occupational Interests

**Scale Name**

(Scale Description)

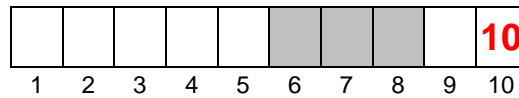
**Enterprising**

(Indicated interest in occupations where they use persuasiveness and enjoy presenting plans.)



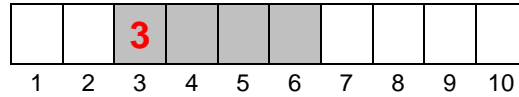
**Financial/Administrative**

(Indicated interest in occupations that work with financial data, business systems, administrative procedures, etc.)



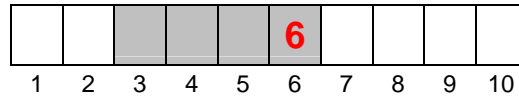
**People Service**

(Indicated interest in occupations that help people and they are concerned with the welfare of others.)



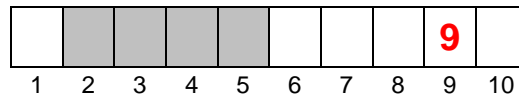
**Technical**

(Indicated interest in occupations that center on scientific and technical activities, research and intellectual skills.)



**Mechanical**

(Indicated interest in occupations that work with tools, equipment and machinery.)



**Creative**

(Indicated interest in occupations where they are imaginative, original and aesthetic.)



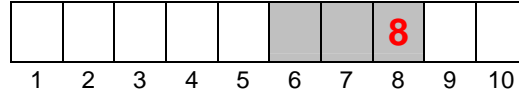
## Profile for Behavioral Traits

**Scale Name**

(Scale Description)

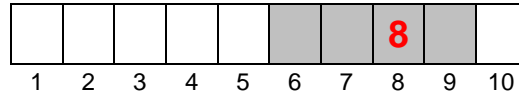
**Energy Level**

(Tendency to display endurance and capacity for a fast pace.)



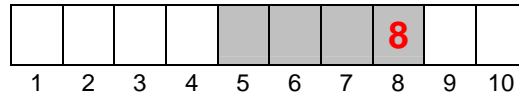
**Assertiveness**

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



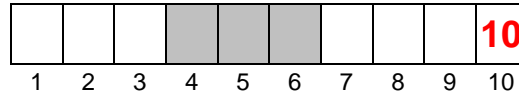
**Sociability**

(Tendency to be outgoing, people-oriented and participate with others.)



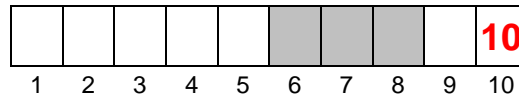
**Manageability**

(Tendency to follow policies, accept external controls and supervision and work within the rules.)



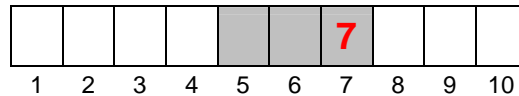
**Attitude**

(Tendency to have a positive attitude regarding people and outcomes.)



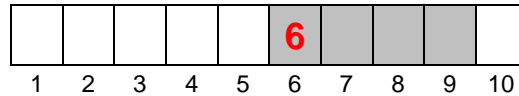
**Decisiveness**

(Uses available information to make decisions quickly.)



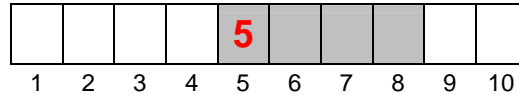
**Accommodating**

(Tendency to be friendly, cooperative, agreeable. To be a team person.)



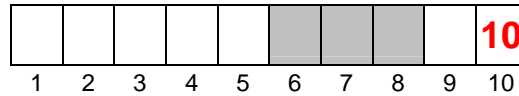
**Independence**

(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.)



## Coaching Comments

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

### THINKING

**Learning Index** (Pattern 6-8) — **Score: 10** — On the Learning Index scale Mr. Sample is above the designated job profile for this position. This suggests that his assimilation of new information is greater than the position typically requires and that he may experience boredom from the requirements of the job. Discussions with him should explore the possibility the position may not be sufficiently challenging to maintain his interest and/or level of performance.

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- • Encourage his input in business discussions, as he is inclined to apply good number and verbal sense to problem solving. However, consider the effectiveness of his communication of ideas to others, as he may "talk over the heads" of his peers.
  - Mr. Sample is highly responsive to training at many levels of complexity. However, this efficient pattern of assimilating information can be the cause of frustration for him if there is little challenge in the training process. Maintain challenging opportunities in training so that he may achieve even higher goals.
  - Kenneth will attain skills more readily than most of his coworkers. Offer a challenging training experience to avoid boredom. Adapt the training experience so that high achievers are rewarded with early dismissal or granted extra duties to achieve higher success ratings.
  - In the training experience, he may initially excel, but a drop in performance can set in if the experience is not sufficiently challenging. A self-paced training program that adapts to the abilities of each participant will not only challenge him, but also make efficient use of his training time.

## Coaching Comments

**Numerical Ability** (Pattern 5-7) — **Score: 9** — On the Numerical Ability scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his computation of data is more proficient than the position typically requires and that he may not be sufficiently challenged to maintain his interest and/or level of motivation.

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- • In calculating complex figures, he is quite proficient. However, Kenneth may require instruction on the efficient manner of communication appropriate to convey clear meaning to those with less of a grasp of this kind of information.
  - He may express frustration with those who are not as proficient in solving numerical data. Provide your attention to his feelings, but relate the necessity of being diligent and understanding of others.
  - Under stress, Mr. Sample will make decisions based on numerical information with accuracy and speed. However, it may be necessary to observe his level of patience with peers, due to the fact that such a high proficiency is not typical or required of successful individuals in this field.
  - Highly proficient in numerical calculation, Mr. Sample should have no difficulty in his duties; but observe the potential for downward trends in motivation, if he requires a challenge in this area.

**Numeric Reasoning** (Pattern 6-8) — **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.

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- • To avoid miscommunications, when Kenneth is expressing complex numerical information, coach him on proper communication techniques that emphasize a common level of expression.
  - 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.
  - When making budgetary decisions, Kenneth 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.
  - 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.

## OCCUPATIONAL INTERESTS

Mr. Sample's interest pattern focuses on the Enterprising, Financial and Mechanical theme. The main emphasis here is on industrial management, business ownership and selling and influencing people. Basically, this is the profile of a person who is driven toward success in sales, management and industrial positions. Activities combining all three would be ideal.

## Coaching Comments

### BEHAVIORAL TRAITS

**Manageability** (Pattern 4-6) — **Score: 10** — On the Manageability scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his preference for operating within a routine procedural fashion is greater than the position typically requires and that he may become frustrated by the need for flexibility inherent with this position. Discussions with him should determine the extent of his potential frustration and ability to adapt.

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- Mr. Sample demonstrates a preference for procedural methods and following strict policies. Encourage independence by assigning projects that rely on initiative and creative problem solving. Expertise in self-reliance may increase his confidence in making independent decisions.
  - He may experience frustration working in an unstructured environment. Encourage him to maintain open communication with you or other team members in order to foster his development into a more independent employee.
  - Kenneth may expect his supervisors to provide clearly stated guidelines for his behavior and task management. Encourage creativity and independence, possibly assigning him to a co-worker more proficient in self-reliance.
  - To encourage Kenneth to develop creative ways to solve problems and complete tasks, assign projects that require him to work out of procedural norms. He is uncomfortable in unstructured environments and you must foster a willingness to "work outside the box." Provide positive feedback for his efforts to develop his confidence in this area.

**Attitude** (Pattern 6-8) — **Score: 10** — 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.

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

## Coaching Comments

**Objective Judgment** (Pattern 6-8) — **Score: 10** — On the Judgment scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his decision-making process involves less of a perspective for the "big picture" than the position typically requires.

Discussions with him should explore the possibility the position may be too challenging for him to maintain his level of performance which may lead to his frustration.

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- Train him on how to gather information of a subjective manner, like the opinions of team members and subordinates, in order to make decisions that require more intuition on his part.
  - Offer Kenneth more opportunities to make snap decisions based on intuition. Begin with low risk decisions and allow time for him to gain more confidence in this less objective manner of decision making, typical of this position.
  - Coach Mr. Sample on the techniques of probing others for information, how to assimilate this information holistically and make a decision based on his overall impressions rather than on simple or basic facts.
  - Mr. Sample has a tendency to rely more on objective data when making decisions. He needs practice and guidance in using a more intuitive approach. Focus training on looking at information in a more holistic and general way, emphasizing a more personal approach to decision making.

## A Profile of the Total Person

### THINKING STYLE

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

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- Mr. Sample's capacity to adapt intellectually is very strong.
  - He is quite capable in the area of flexible problem solving.
  - Kenneth should be a rapid and effective learner.
  - Mr. Sample demonstrates the ability to learn easily and to apply the requirements of a new job situation.

**Verbal Skill** (A measure of verbal skill through vocabulary.)

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

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

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- One of Kenneth's strengths is in the area of information gathering.
  - He will communicate verbally with others effectively.
  - Mr. Sample demonstrates a good range of vocabulary and an excellent capability for verbal expression.
  - Mr. Sample will assimilate verbal information well above the average individual.

**Numerical Ability** (A measure of numeric calculation ability.)

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- Mr. Sample's analysis of business-related numbers should be sharp and on target.
  - He excels in a job that requires the accurate application of mathematical procedures in order to make correct decisions.
  - Kenneth is quick in mentally determining correct mathematical solutions to problems.
  - Mr. Sample is capable of precise numerical accounting even under the pressure of strict time constraints.

## A Profile of the Total Person

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

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

### OCCUPATIONAL INTERESTS

Mr. Sample's interest pattern focuses on the Enterprising, Financial and Mechanical theme. The main emphasis here is on industrial management, business ownership and selling and influencing people. Basically, this is the profile of a person who is driven toward success in sales, management and industrial positions. Activities combining all three would be ideal.

### BEHAVIORAL TRAITS

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

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- Mr. Sample has an unusually high energy level and probably would not enjoy sedentary work.
- Mr. Sample is a self-starter, an energetic personal producer with a high sense of urgency.
- He would very likely enjoy positions which call for a high energy level, fast work pace and critical deadlines.
- Mr. Sample enjoys a quick pace and a fast track. He has a strong focus on critical deadlines and timely results.

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

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- Mr. Sample has a strong need to be in charge, to be the leader.
- He has a strong need to make decisions, to determine outcomes.
- Kenneth is highly motivated by situations in which he is held accountable for results. He is strongly motivated by power and authority.
- Mr. Sample can make decisions, enforce company policies and act with authority. He is quite capable of making unpopular decisions when necessary.

## A Profile of the Total Person

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

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- Mr. Sample is quick to initiate relationships and fit in with all types of people.
  - He spends a great amount of time interacting with people, engaging them in conversation and being concerned with interpersonal relationships. He would find it extremely difficult to work in isolation from other people.
  - Mr. Sample's sociability is highly compatible with establishing a network of contacts. He is open to others, approachable and quick to share feelings and ideas.
  - Kenneth is highly inclined to promote the benefits of teamwork; he likes to confer with others, to involve the team in the discussion of how things will be done.

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

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- He has a highly positive attitude concerning organizational constraints and restrictions.
  - Kenneth readily accepts authority and rules with a cooperative and friendly interpersonal style.
  - Mr. Sample's need for autonomy and independence is superseded by his respect for authority.
  - Mr. Sample is highly cooperative, agreeable and quite willing to accept supervision and external controls.

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

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

**Decisiveness** (Uses available information to make decisions quickly.)

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- Mr. Sample is decisive and quick to act. He is likely to enjoy positions which require immediate action.
  - Mr. Sample can stand firm on decisions and may not be inclined to back down once a decision is made.
  - Kenneth is capable of responding to an emergency and resolving problems.
  - He is inclined to take decisive action, to move decisions forward.

## A Profile of the Total Person

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

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- Mr. Sample promotes the benefits of teamwork and cooperation. He is usually willing to share resources and information.
  - Mr. Sample tends to have a cooperative outlook, generally prepared to help others.
  - He is generally pleasant, friendly and patient, not inclined to show temper or frustration.
  - Kenneth is modest, not inclined to take or to maintain an extreme opinion or position.

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

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- Kenneth is usually satisfied with the status quo. He is comfortable working within the system.
  - Mr. Sample is willing to function in a coordinated, interrelated way, wanting to participate in group decision making.
  - He generally prefers to follow established procedures.
  - Mr. Sample is comfortable with the normal restraints of organizational life.

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

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- Mr. Sample shows sound judgment under pressure.
  - Kenneth has a consistent tendency to take an objective view and to adjust judgment as needed to reach accurate conclusions.
  - He is highly inclined to make considered judgments, applying experience to current problems and situations.
  - Mr. Sample's judgment and decisions should indicate highly consistent usage of his thinking capabilities.