



***Confidential  
Placement Report***

*for*

**Richard Sample  
Operations Manager**

Tuesday, May 11, 2004

**The Payton Company  
4009 Greenhill Place  
Austin, TX 78759  
512-342-8696**

Pattern Date: 5/19/2003 9:26:32 PM

# Introduction

This report provides information about Richard Sample, presented in a manner to help you judge his match with a selected position in your organization. Every employable person will match some positions better than other types of work.

This report reflects the responses provided by Richard Sample when he completed the **Profile XT** assessment. Results are illustrated on a scale from 1 to 10. The darker area on the scale represents the “Job Match” target. The enlarged segment of the scale shows where Richard scored. If the enlarged segment is dark, Richard is in the “Job Match” pattern; if it is light, he is not. Information about Richard is reported in these five categories:

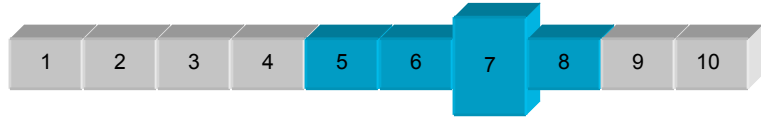
- **Profile for Thinking Style** – Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile for Interests** – Enterprising, Financial/Administrative, People Service, Creative, Technical, and Mechanical.
- **The Total Person** – Additional information regarding Richard and the significance of his scores.
- **Interview Questions** – Suggested interview questions for acquiring additional information that could be helpful in judging suitability for this position.

Please consult the User’s Guide for additional information on using these results in working with Richard.

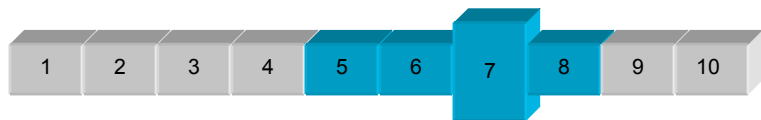
## Profile for Thinking Style

The darker shading represents the Job Match Pattern for the role of Operations Manager. The larger box indicates this individual's score.

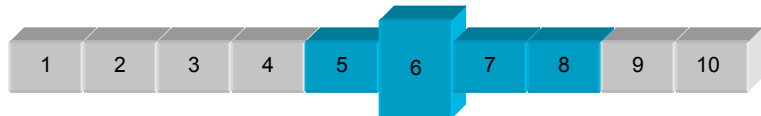
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



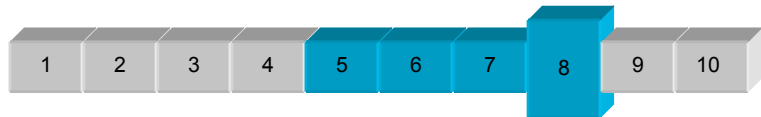
**Verbal Skill** – A measure of verbal skill through vocabulary.



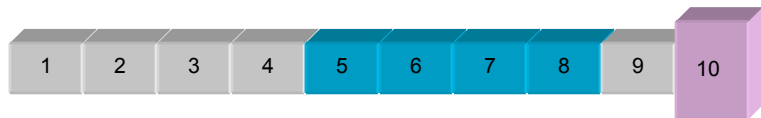
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



**Numerical Ability** – A measure of numeric calculation ability.



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

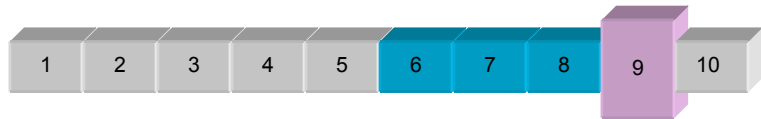


**87%** match with Thinking Style Pattern for the Operations Manager position.

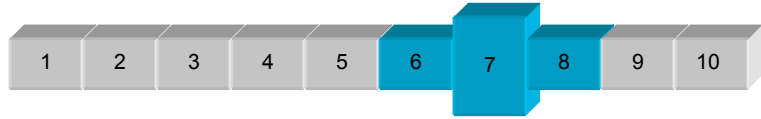
Richard Sample has a **86%** overall match for the Operations Manager position.

## Profile for Behavioral Traits

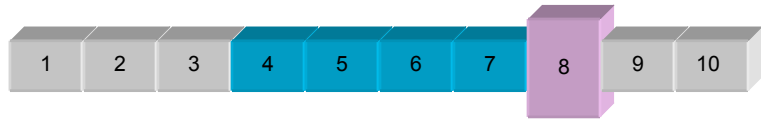
**Energy Level** – Tendency to display endurance and capacity for a fast pace.



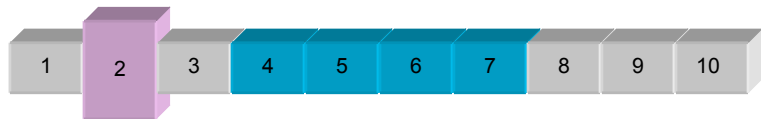
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



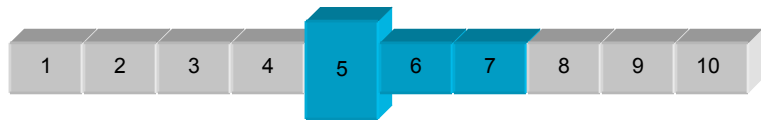
**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



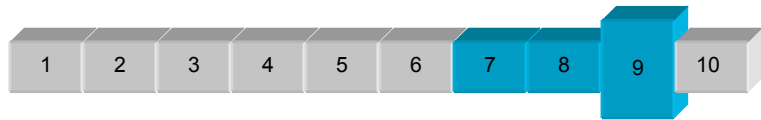
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



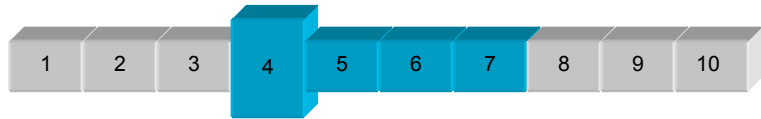
**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



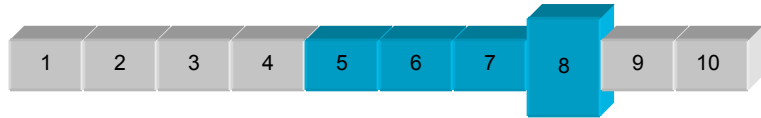
**Decisiveness** – Uses available information to make decisions quickly.



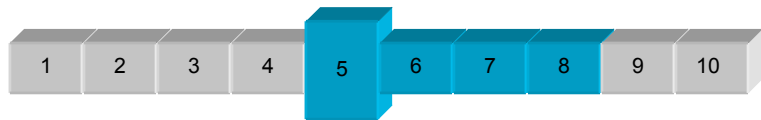
**Accommodating** – Tendency to be friendly, cooperative, agreeable. To be a team person.



**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.



**86% Behavioral Traits Pattern match for the Operations Manager position.**

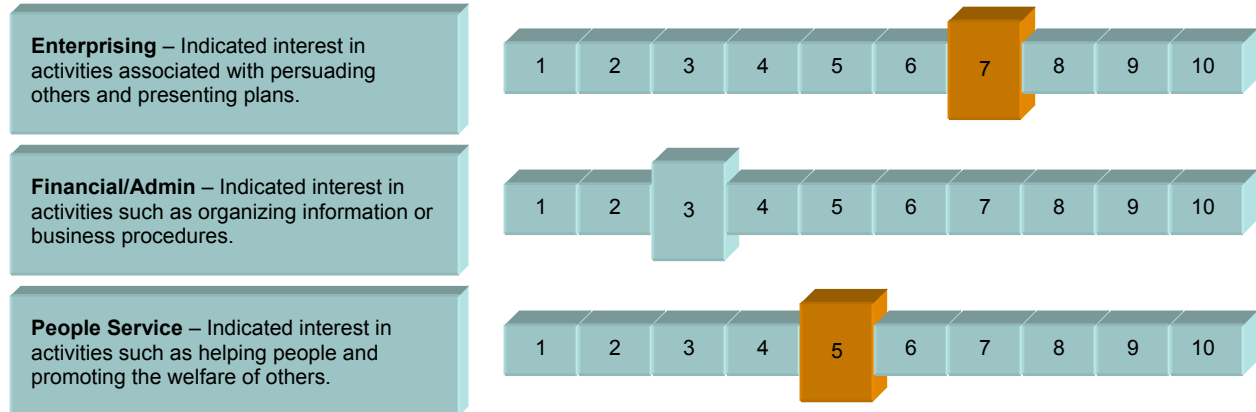
**Richard Sample has a 86% overall match for the Operations Manager position.**

The Distortion Scale Score on this assessment is **9**. The Distortion Scale deals with how candid and frank the respondent was while taking this assessment. The range for this scale is 1 to 10, with higher scores suggesting greater candor.

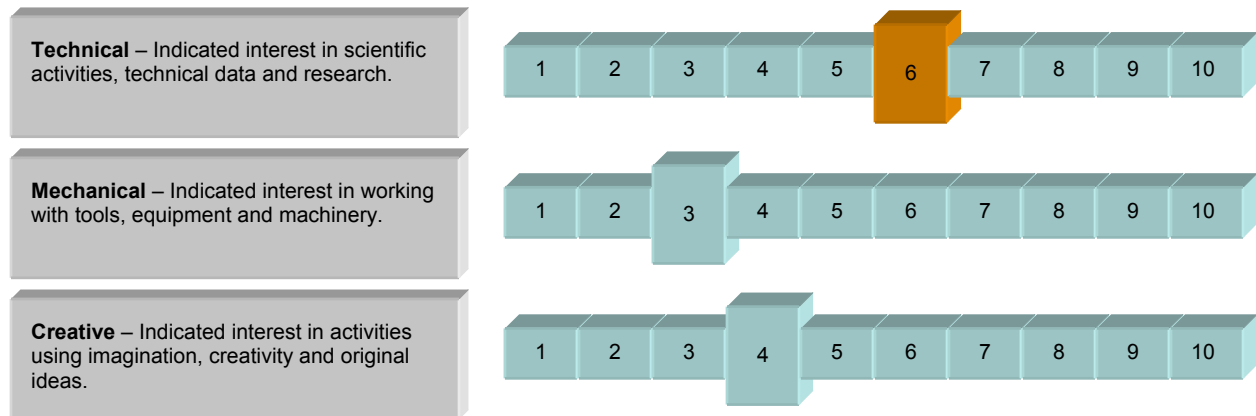
## Profile for Interests

For the Job Match Pattern under consideration, the top three interests in descending order are: **Enterprising, Financial/Admin** and **People Service**. The other three interests have no impact on this position. The top three interests for Richard in descending order are: **Enterprising, Technical** and **People Service**. **Mr. Sample shares two of these interest areas: Enterprising and People Service**

### Top three Interests for this position



### Interests not relevant to this Position



When the top three interests are in common, the Job Match Percentage is greater than if there are fewer than three in common.

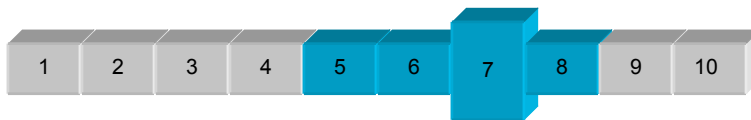
**Richard Sample has an 85% match with Interest Pattern for the Operations Manager position.**

**Richard Sample has an overall match of 86% for the Operations Manager position.**

## The Total Person

This part of the report discusses the results for Richard Sample on each of the scales in all three sections. The reported scores relate to the working population in general, and not to any specific Job Match Pattern.

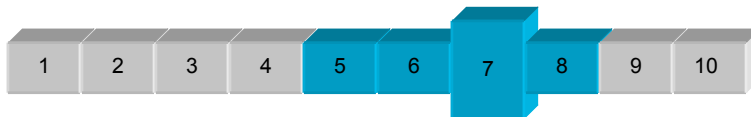
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



**Job Pattern 5-8      Score 7**

- Richard generally learns by paying attention to detail.
- Mr. Sample handles fairly complex tasks with relative efficiency; he has strong problem-solving abilities.
- His assimilation of new information will be better than most individuals in the general population.
- Mr. Sample is an effective learner in most situations.

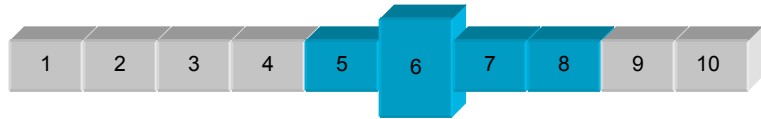
**Verbal Skill** – A measure of verbal skill through vocabulary.



**Job Pattern 5-8      Score 7**

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

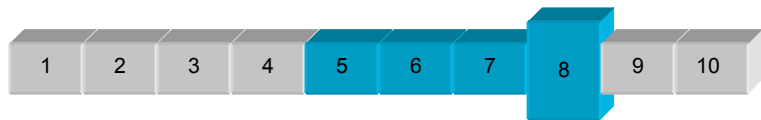
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



**Job Pattern 5-8      Score 6**

- Richard would not be expected to have any difficulty in effectively communicating thoughts and ideas to others.
- He demonstrates adequate and, in some areas, good verbal skill; certain areas and complexities will need training.
- Mr. Sample is proficient in the use of words and language.
- Mr. Sample probably will assimilate information with success commensurate with the general population.

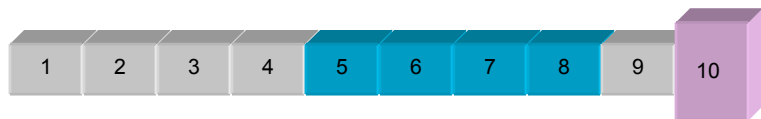
**Numerical Ability** – A measure of numeric calculation ability.



**Job Pattern 5-8      Score 8**

- Mr. Sample has a sound understanding of basic mathematical processes and is able to mentally figure some numeric combinations.
- He should be competent in making mental estimations involving numerical data.
- Richard shows strong potential for developing existing skills with numbers.
- Mr. Sample can build on a basic numerical foundation as the particular calculations required in performing the job become familiar.

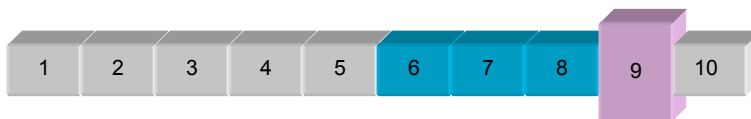
**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.



**Job Pattern 5-8      Score 10**

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

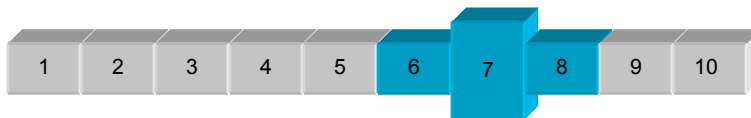
**Energy Level** – Tendency to display endurance and capacity for a fast pace.



**Job Pattern 6-8      Score 9**

- Mr. Sample has an unusually high energy level and probably would not enjoy sedentary work.
- Mr. Sample enjoys a quick pace and a fast track. He has a strong focus on critical deadlines and timely results.
- 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.

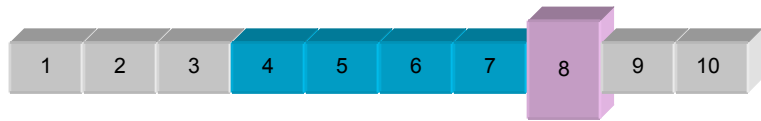
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



**Job Pattern 6-8      Score 7**

- He typically uses direct statements and seems to enjoy the opportunity to lead others.
- Mr. Sample is motivated by situations in which he is held accountable for results.
- Mr. Sample is willing to be assertive, to be more of a leader than a follower.
- Richard can be a moderately assertive leader who gets results.

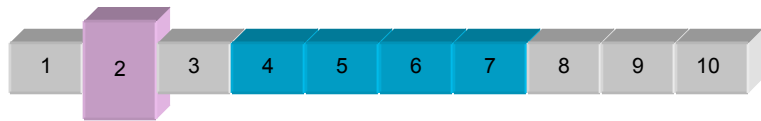
**Sociability** – Tendency to be outgoing, people-oriented and participate with others.



**Job Pattern 4-7      Score 8**

- Richard 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.
- 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 is quick to initiate relationships and fit in with all types of 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.

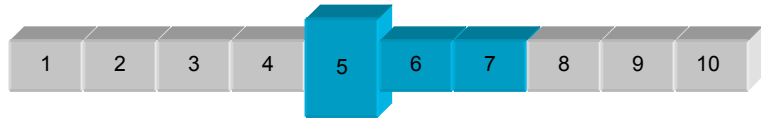
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



**Job Pattern 4-7      Score 2**

- Mr. Sample demonstrates a generally negative attitude regarding authority. He could be a challenge to supervise.
- Richard tends to relate to authority in a suspicious, defensive manner.
- He is quick to take and maintain a defensive position. He could be difficult to deal with once his mind is made up.
- Mr. Sample's attitude is more negative than positive. He could be difficult to satisfy.

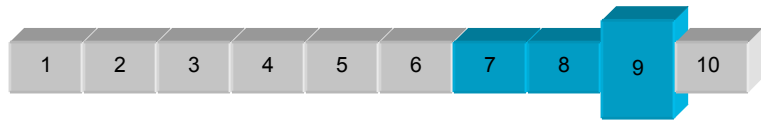
**Attitude** – Tendency to have a positive attitude regarding people and outcomes.



**Job Pattern 5-7      Score 5**

- Mr. Sample's assessment of others may occasionally be more critical and negative than positive and optimistic.
- His attitude is moderately compatible with confronting interpersonal problems and frustrations.
- Richard can become impatient, sometimes and/or fault-finding with others who do not conform to his expectations
- Mr. Sample expresses guarded optimism and trust; his attitude toward some people can be more negative than positive, when under stress.

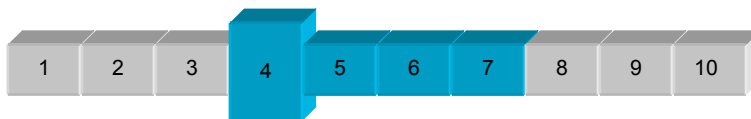
**Decisiveness** – Uses available information to make decisions quickly.



**Job Pattern 7-9      Score 9**

- Mr. Sample stands firm on decisions and is not inclined to back down once a decision is made.
- He is typically confident of his decisions; Richard does not spend too much time analyzing a problem.
- Richard responds quickly to an emergency, displaying a sense of urgency.
- Mr. Sample is readily decisive, quick to act and prefers positions that require immediate action.

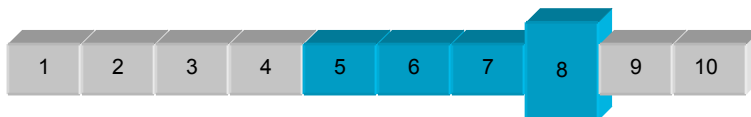
**Accommodating** – Tendency to be friendly, cooperative, agreeable. To be a team person.



**Job Pattern 4-7      Score 4**

- He tends to be agreeable, cooperative, good-natured. Richard is fairly easy to please.
- Richard can be slower than others to avoid arguments, disagreements and/or conflict.
- Mr. Sample tends to use a positive, informal approach. He will generally demonstrate a willingness to listen.
- Mr. Sample can become defensive whenever someone tries to take advantage of him.

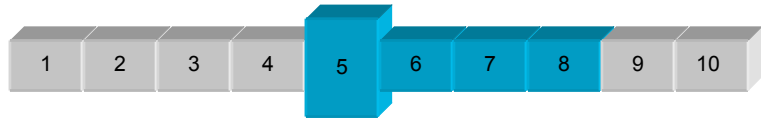
**Independence** – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



**Job Pattern 5-8      Score 8**

- He is highly independent, possibly requiring firm supervision and clearly defined guidelines.
- Mr. Sample prefers to run his own show and will quietly fight being restricted. He can become impatient with the traditionalist view that "we've been doing this for the last ten years, so why should we change?"
- Mr. Sample takes on new developments independently, bringing in co-workers only when absolutely necessary.
- Richard is an independent worker who prefers minimal guidance and coaching.

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





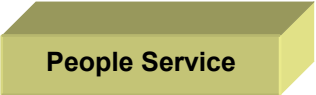
**Job Pattern 5-8      Score 5**

- Richard's judgment is compatible with concrete situations and tangible data.
- Mr. Sample's judgment is compatible with fairly simple, routine problems and decisions.
- Mr. Sample's decisions might not consistently indicate sound judgment and common sense.
- Mr. Sample's conclusions have a tendency to be inconsistent when pressured.



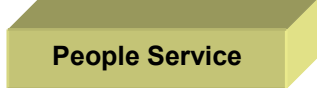
## Occupational Interests

The Interest section assesses the relative interests between the six interest areas. The top three interests for Mr. Sample are shown here, along with the top three interests for the Operations Manager position. Note that Richard shares TWO top interests with the requirements of this position.

**TOP THREE areas of interest for Richard Sample.**

	Indicated interest in activities associated with persuading others and presenting plans.
	Indicated interest in scientific activities, technical data and research.
	Indicated interest in activities such as helping people and promoting the welfare of others.

**TOP THREE areas of interest for the position of Operations Manager.**

	Indicated interest in activities associated with persuading others and presenting plans.
	Indicated interest in activities such as organizing information or business procedures.
	Indicated interest in activities such as helping people and promoting the welfare of others.

Mr. Sample's interest results are focused in the Enterprising, People Service and Technical themes. Enterprising describes activities that involve persuading other people and People Service suggests that this contact with others drives his performance in a positive way. He may be drawn into situations in which he can help people in an advisory capacity. His Technical interests indicate he would prefer an analytically-oriented work setting which also fits with the role of advisor this pattern suggests.

With Enterprising as his primary area of interest, Mr. Sample is likely to seek out activities that involve entrepreneurial pursuits and leadership. His focus, above all other areas of interest, lies in pursuing objectives in the lively world of business. These kinds of activities motivate him most effectively. Secondly, he is motivated by the Technical aspects of a job. Working with data and drawing conclusions from them helps him to maintain a positive level of motivation on the job. Finally, his interest in People Service activities rounds out his profile. This may not be the central focus of his interests, but these activities are likely to enhance the work experience nonetheless.

**Notice:**

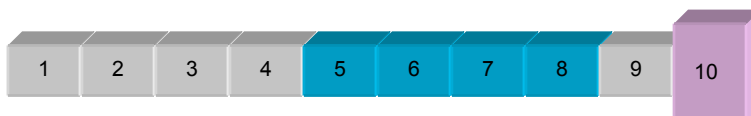
As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a position provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any test should never make up more than a third of the final decision.

## Interview Questions

Richard Sample scored outside the position match pattern in the following areas. When interviewing Richard Sample, you should consider the following information:

### THINKING

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



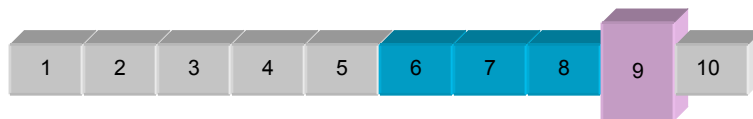
**Job Pattern 5-8      Score 10**

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.

- When making budgetary decisions, can you rapidly see where resources can be reallocated or redistributed?
- Describe your methods for expressing complex numerical concepts to those with less training; how frustrating can this be for you?
- When discussing trends, production values or finances do you seem to understand the conclusions more quickly than the other people involved? Describe a situation when this happened.
- Have you ever drawn conclusions based on numbers, graphs or figures that were quite obvious to you, but others had a hard time following? Describe an example.

**BEHAVIORAL TRAITS**

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

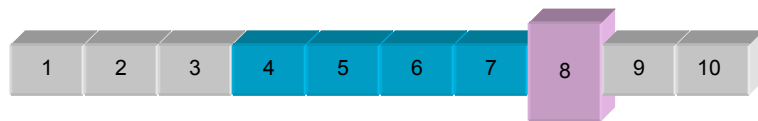


**Job Pattern 6-8      Score 9**

On the Energy Level scale Mr. Sample is above the designated Profile for this Job Match Pattern. This suggests that his drive and enthusiasm is greater than the position typically requires. Discussions with him should explore the possibility the position may not be sufficiently challenging to maintain his interest and/or level of performance.

- Hard work is necessary in order to achieve. Tell me about a time when you had to work very hard to reach your goals and be specific about what you achieved.
- Describe for me a situation you have experienced in which you successfully motivated others to accomplish more work for a deadline.
- Tell me about a time when you were able to provide your own motivation to produce even though you were working alone. How did you manage to motivate yourself?
- Tell me about a time in your background when you were a driving, highly motivated worker.

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

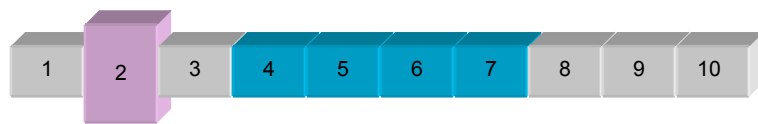


**Job Pattern 4-7      Score 8**

On the Sociability scale Mr. Sample is above the job profile for this Job Match Pattern. This suggests that his cooperative orientation is greater than the position typically requires and that he may find an individualistic and competitive climate overly frustrating. Discussions with him should explore the possibility that he is better challenged by more group oriented work.

- What is your favorite method of acquiring contacts and improving client/co-worker relations?
- What processes are involved if and when you solve interpersonal problems at the office?
- How do you make the best use of your time when you and your co-workers experience a lull in activity at the office?
- Tell me about an experience you have had in which you successfully motivated someone to become more involved with the team.

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



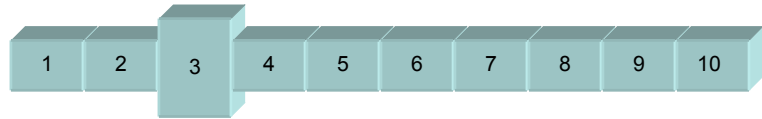
**Job Pattern 4-7      Score 2**

On the Manageability scale Mr. Sample is below the designated Profile for this Job Match Pattern. This suggests that his willingness to follow standard procedures is less than the position typically requires and that he could have a problem with the capability to perform in this area. Discussions with him should determine his potential for frustration within the constraints of this position.

- What is the role of management, in your own words?
- When things go badly at the office, who deserves the blame and why?
- Describe the results of a past conflict with a supervisor. How did it happen, whose "fault" was it, and how was it resolved?
- It is pretty realistic to say that no job is a complete "bed of roses". Tell me about a time when you were able to express your opinions in spite of disagreements or objections.

## OCCUPATIONAL INTERESTS

**Financial/Admin** – Indicated interest in activities such as organizing information or business procedures.



Administrative duties are preferred most by those who match the Interest Pattern for this position. However, the activities associated with the Financial/Administrative theme are not among Mr. Sample's primary three interest themes and may not motivate him as much.

- If you work for extended lengths of time on detailed paperwork, how do you maintain your focus for the task at hand?
- What is most frustrating for you about doing paperwork or keeping records organized?
- How do you feel about work that requires lots of administrative details?
- How do you encourage yourself to keep interested when working with numbers and data, especially in a records-keeping role?