

**CONFIDENTIAL**



# **Profile Evaluation System™**

**Prepared for:**

**LMI Canada Inc.**

**Profile Coaching Report**

**on**

**John Sample**

**Regarding the Position of:  
Assistant Store Manager**

**Normative Pattern Used:  
Entry Level Manager**

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**Mental Aptitudes**

| DIMENSION           | DESCRIPTION           | Stanine |   |   |   |   |   |   |   |   | DESCRIPTION |                 |
|---------------------|-----------------------|---------|---|---|---|---|---|---|---|---|-------------|-----------------|
|                     |                       | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |                 |
| Mental Alertness    | A1 gradual            |         |   |   |   |   |   | 7 |   |   |             | rapid           |
| Business Terms      | A2 low                |         |   |   | 4 |   |   |   |   |   |             | high            |
| Memory Recall       | A3 low                |         |   |   |   | 5 |   |   |   |   |             | high            |
| Vocabulary          | A4 low word knowledge |         |   |   |   |   | 6 |   |   |   |             | high vocabulary |
| Scanning Accuracy   | A5 low perception     |         |   |   |   |   |   |   | 8 |   |             | high perception |
| Mechanical Interest | A6 low                |         |   |   |   |   |   |   |   | 9 |             | high            |

**Personality Dimensions**

| DIMENSION          | DESCRIPTION      | Stanine |   |   |   |   |   |   |   |   | DESCRIPTION |                  |
|--------------------|------------------|---------|---|---|---|---|---|---|---|---|-------------|------------------|
|                    |                  | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |                  |
| Nervous Tension    | D1 restless      |         |   |   |   |   |   | 7 |   |   |             | calm             |
| Character Strength | D2 flexible      |         |   |   |   |   |   |   |   |   | 9           | traditional      |
| Work Habits        | D3 spontaneous   |         |   | 3 |   |   |   |   |   |   |             | plans ahead      |
| Sociability        | D4 reserved      |         | 2 |   |   |   |   |   |   |   |             | outgoing         |
| Emotional Maturity | D5 impatient     |         |   |   |   | 5 |   |   |   |   |             | tolerant         |
| Dominance          | D6 cooperative   |         |   |   |   |   | 5 |   |   |   |             | assertive        |
| Competitiveness    | D7 team oriented |         |   |   |   |   |   | 7 |   |   |             | winning oriented |
| Stamina            | D8 sensitive     |         |   |   |   |   |   |   | 8 |   |             | tough minded     |
| Naivete            | D9 trusting      |         |   |   |   |   |   |   |   |   | 9           | skeptical        |
| Motivation         | D10 security     |         |   |   |   | 5 |   |   |   |   |             | recognition      |

**Validity Scales**


| DIMENSION    | DESCRIPTION   | Stanine |   |   |   |   |   |   |   |   | DESCRIPTION |             |
|--------------|---------------|---------|---|---|---|---|---|---|---|---|-------------|-------------|
|              |               | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |             |
| Distortion   | V1 very frank |         | 2 |   |   |   |   |   |   |   |             | exaggerates |
| Equivocation | V2 low        |         |   | 3 |   |   |   |   |   |   |             | high        |


Summary

|  |  |  |  |   |  |
|--|--|--|--|---|--|
| Validity Scale Number 1<br>Frankness<br><div style="border: 2px solid black; padding: 2px; display: inline-block;"><b>90%</b></div>  |  | Validity Scale Number 2<br>Equivocation<br><div style="border: 2px solid black; padding: 2px; display: inline-block;"><b>90%</b></div> |  | Recommendation<br>Norm Suitability Score<br><div style="border: 2px solid black; padding: 2px; display: inline-block;"><b>75%</b></div> |  |
| Special Messages<br>None computed.   |  |  |  |   |  |
| Coaching Combinations  |  | Training Analysis  |  | Dimensions Found Outside Normative Patterns   |  |
| MID & HIGH A1 HIGH D2<br>HIGH A1 (HIGH D1 or HIGH D5)<br>HIGH A1 MID & HIGH D1 LOW D3<br>HIGH A1 A5<br>LOW D3 HIGH A1<br>HIGH D1 D7<br>MID D5<br>HIGH D2 D8<br>HIGH D2 D9<br>LOW D3 D4 HIGH D8 D9<br>HIGH D7 D8 D9<br>LOW D4 HIGH D7 |  | Organizational Skills<br>Communication Skills  |  | D1 Nervous Tension<br>D2 Character Strength<br>D3 Work Habits<br>D4 Sociability<br>D8 Stamina<br>D9 Naivete<br>D10 Motivation           |  |
| Compute Job History and Interview Results for the areas below. Sum the three scores to obtain the final results.   |  |  |  |   |  |
| Job History<br><div style="border: 2px solid black; width: 80px; height: 20px; margin: 5px auto;"></div>   |  | Interview results<br><div style="border: 2px solid black; width: 80px; height: 20px; margin: 5px auto;"></div>                         |  | Norm Suitability<br><div style="border: 2px solid black; padding: 2px; display: inline-block;"><b>75%</b></div>                         |  |
| Final Results<br><div style="border: 2px solid black; padding: 2px; display: inline-block;"><b>/300</b></div>  |  |  |  |   |  |


### Validity and Recommendation

The validity scores of John Sample's Profile Evaluation reflect his attitude toward test taking. The first score is distortion, which was designed to measure John's frankness in reporting information about himself. The second score is equivocation, which measures the extent of his acceptance of the test taking task of choosing extremes, which are in most instances polar opposites. Too many "in between" or "neutral" responses would impair the statistical accuracy of John's test. If either validity scale falls below 80% the accuracy of the results would be reduced and this report would be considered invalid.

Validity Scale Number 1  
Frankness 

Validity Scale Number 2  
Equivocation 

The objective of this profile evaluation is to measure John Sample's job suitability as a Entry Level Manager. Mr. Sample's recommendation score has been measured against your Entry Level Manager job normative pattern, then displayed as a percentage of job suitability. If you have several candidates for this position, you may wish to use the recommendation as a guide for comparison.

Recommendation  
Norm Suitability Score 

Any score falling under 70% could suggest that other factors of Mr. Sample's candidacy as Entry Level Manager should be considered as well. The other two-thirds of the selection process, 1) the confirmed Known Factors and 2) your determination of Team Compatibility during a series of interviews, should carry an equal value to this profile. Any decision should be based equally on all three areas.

**NOTE:**

When properly implemented and utilized in conjunction with other hiring and interviewing tools, this profile will strengthen the employer's position to ensure that applicants and employees are treated fairly without regard to race, color, religion, sex, or national origin. Achievement Tec., Inc. will defend the validation of the profile evaluation Program system™ booklet's contents.

This report is confidential. It is an opinion based on test results and other available data. The accuracy of the scoring input for these test results are the responsibility of the client. Leadership Management®, Inc. accepts no responsibility when given incorrect information.

### Coaching Combinations

In most profile evaluation results there exists a series of combinations derived from the relationship between seemingly unrelated traits of our personality and mental attitudes. Often these combinations provide a more accurate indication of the individual than just the scores by themselves. In fact, strengths in some dimensions may compensate for weaknesses in others. Of course the opposite may also be true, which means that a negative combination may offset a positive trait to some degree.

#### MID & HIGH A1 HIGH D2

| Dimension          | Description | Stanine |   |   |   |   |   |   |   |   | Description |
|--------------------|-------------|---------|---|---|---|---|---|---|---|---|-------------|
|                    |             | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Mental Alertness   | A1 gradual  |         |   |   |   |   |   | 7 |   |   | rapid       |
| Character Strength | D2 flexible |         |   |   |   |   |   |   |   | 9 | traditional |

Even with this higher score in Mental Alertness, you may have found John Sample to be set in his ways and slow to respond to change. He usually will hate to make mistakes and will stick to the tried and true. As a result, John may be difficult to communicate with at times.

#### HIGH A1 (HIGH D1 or HIGH D5)

| Dimension          | Description  | Stanine |   |   |   |   |   |   |   |   | Description |
|--------------------|--------------|---------|---|---|---|---|---|---|---|---|-------------|
|                    |              | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Mental Alertness   | A1 gradual   |         |   |   |   |   |   | 7 |   |   | rapid       |
| Nervous Tension    | D1 restless  |         |   |   |   |   |   | 7 |   |   | calm        |
| Emotional Maturity | D5 impatient |         |   |   |   | 5 |   |   |   |   | tolerant    |

With this higher score in Mental Alertness, and the balance in both Emotional Maturity and Nervous Tension, John Sample could be successful as an Entry Level Manager.

#### HIGH A1 MID & HIGH D1 LOW D3

| Dimension        | Description    | Stanine |   |   |   |   |   |   |   |   | Description |
|------------------|----------------|---------|---|---|---|---|---|---|---|---|-------------|
|                  |                | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Mental Alertness | A1 gradual     |         |   |   |   |   |   | 7 |   |   | rapid       |
| Nervous Tension  | D1 restless    |         |   |   |   |   |   | 7 |   |   | calm        |
| Work Habits      | D3 spontaneous |         |   | 3 |   |   |   |   |   |   | plans ahead |

With this combination you may have found John Sample becomes bored very easily. It may be best that John has several things on the go to keep his job interesting. You may also increase the workload in his position.

**HIGH A1 A5**

| Dimension         | Description       | Stanine |   |   |   |   |   |   |   |   | Description     |
|-------------------|-------------------|---------|---|---|---|---|---|---|---|---|-----------------|
|                   |                   | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |                 |
| Mental Alertness  | A1 gradual        |         |   |   |   |   |   | 7 |   |   | rapid           |
| Scanning Accuracy | A5 low perception |         |   |   |   |   |   |   | 8 |   | high perception |

John Sample has the excellent ability to unify sensations and perceptions into meaningful composites - a process called closure. As a result, he will input and process data more expediently as well as put concepts and situations into perspective quickly. This combination indicates a probability that John handles mathematical calculations very well.

**LOW D3 HIGH A1**

| Dimension        | Description    | Stanine |   |   |   |   |   |   |   |   | Description |
|------------------|----------------|---------|---|---|---|---|---|---|---|---|-------------|
|                  |                | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Work Habits      | D3 spontaneous |         |   | 3 |   |   |   |   |   |   | plans ahead |
| Mental Alertness | A1 gradual     |         |   |   |   |   |   | 7 |   |   | rapid       |

This combination of scores indicates John Sample is a quick thinker and is able to think "on his feet."

**HIGH D1 D7**

| Dimension       | Description      | Stanine |   |   |   |   |   |   |   |   | Description      |
|-----------------|------------------|---------|---|---|---|---|---|---|---|---|------------------|
|                 |                  | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |                  |
| Nervous Tension | D1 restless      |         |   |   |   |   |   | 7 |   |   | calm             |
| Competitiveness | D7 team oriented |         |   |   |   |   |   | 7 |   |   | winning oriented |

With this Nervous Tension score, John Sample's Competitiveness should compensate for his calmness, enabling the accomplishment of set objectives. If this is not the case, perhaps a discussion with John about his low energy drive should take place, and a goal-setting program instituted.

**MID D5**

| Dimension          | Description  | Stanine |   |   |   |   |   |   |   |   | Description |
|--------------------|--------------|---------|---|---|---|---|---|---|---|---|-------------|
|                    |              | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Emotional Maturity | D5 impatient |         |   |   |   | 5 |   |   |   |   | tolerant    |

If John is under 29 years, he is perhaps too tolerant and should be asked these questions: Which do you prefer: a flexible schedule or strict deadlines? Why? When a crisis situation arises, do you leap into action or do you study the situation first? If John Sample is over 50, he is likely an impatient person. Try these questions on him: Do noise and other distractions bother you when you are trying to concentrate? Do co-workers frustrate you when you are working on a difficult project?

**HIGH D2 D8**

| Dimension          | Description  | Stanine |   |   |   |   |   |   |   |   | Description  |
|--------------------|--------------|---------|---|---|---|---|---|---|---|---|--------------|
|                    |              | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |              |
| Character Strength | D2 flexible  |         |   |   |   |   |   |   |   | 9 | traditional  |
| Stamina            | D8 sensitive |         |   |   |   |   |   |   | 8 |   | tough minded |

John Sample is a very rigid and tough-minded Entry Level Manager and therefore may lack the orientation to see and recognize color, art, and conceptual form. As a result he would not be expected to be aesthetically creative. Assistance in the preparation of documents and correspondence would be beneficial. John is probably not creative and may require help in the presentation and packaging aspects of his position.

**HIGH D2 D9**

| Dimension          | Description | Stanine |   |   |   |   |   |   |   |   | Description |
|--------------------|-------------|---------|---|---|---|---|---|---|---|---|-------------|
|                    |             | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Character Strength | D2 flexible |         |   |   |   |   |   |   |   | 9 | traditional |
| Naivete            | D9 trusting |         |   |   |   |   |   |   |   | 9 | skeptical   |

With this combination, John Sample may be hypocritical, tending only to pay lip service to some traditional rules and regulations. John may have to be reminded occasionally to work within the guidelines set out. A strong job descriptor may prove worthwhile. Also, when given the opportunity to curb their disbelief, skeptics can often see things from new or different perspectives.

**LOW D3 D4 HIGH D8 D9**

| Dimension   | Description    | Stanine |   |   |   |   |   |   |   |   | Description  |
|-------------|----------------|---------|---|---|---|---|---|---|---|---|--------------|
|             |                | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |              |
| Work Habits | D3 spontaneous |         |   | 3 |   |   |   |   |   |   | plans ahead  |
| Sociability | D4 reserved    |         | 2 |   |   |   |   |   |   |   | outgoing     |
| Stamina     | D8 sensitive   |         |   |   |   |   |   |   | 8 |   | tough minded |
| Naivete     | D9 trusting    |         |   |   |   |   |   |   |   | 9 | skeptical    |

If John Sample is expected to work with people to any extent you may experience difficulties. John will prefer to work with details and tasks rather than with others. However, in his position we would expect John to be quite accurate and detail-oriented. If the "people contact" is kept to a minimum John will probably be quite effective.

**HIGH D7 D8 D9**

| Dimension       | Description      | Stanine |   |   |   |   |   |   |   |   | Description      |
|-----------------|------------------|---------|---|---|---|---|---|---|---|---|------------------|
|                 |                  | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |                  |
| Competitiveness | D7 team oriented |         |   |   |   |   |   | 7 |   |   | winning oriented |
| Stamina         | D8 sensitive     |         |   |   |   |   |   |   | 8 |   | tough minded     |
| Naivete         | D9 trusting      |         |   |   |   |   |   |   |   | 9 | skeptical        |

A competitive, tough-minded, and highly suspicious nature could indicate that John Sample may be insensitive toward the feelings of others. You may encounter a stubborn attitude at times as well as strong convictions for things that John truly believes in. Although this approach to his Entry Level Manager function may be desirable, it may be wise to occasionally remind John of this very strong personality trait.

**LOW D4 HIGH D7**

| Dimension       | Description      | Stanine |   |   |   |   |   |   |   |   | Description      |
|-----------------|------------------|---------|---|---|---|---|---|---|---|---|------------------|
|                 |                  | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |                  |
| Sociability     | D4 reserved      |         | 2 |   |   |   |   |   |   |   | outgoing         |
| Competitiveness | D7 team oriented |         |   |   |   |   |   | 7 |   |   | winning oriented |

This combination of scores indicates that although John enjoys competition, he is not a gregarious person by nature.

### Training Analysis

The following Training Analysis is based on combinations in John Sample's Profile Report. Prior to beginning any training it may be advisable to review this quick reference for use in analyzing performance problems.

1. If John has a performance problem, could it be improved through training?
  - a. What is the performance discrepancy?
  - b. Is this discrepancy an important part of John's job?
  - c. Is this problem a skill deficiency?
  
2. If it is a skill deficiency:
  - a. Could John do it in the past?
  - b. Is the skill used often?
  - c. What are your alternatives - is there a simple solution?
  - d. Does John have the ability to improve?
  
3. If it is not a skill deficiency but an attitude problem:
  - a. Are there obstacles prohibiting performance?
  - b. Is John's attitude affecting the job?
  - c. Is the desired attitude difficult to change?
  - d. Is non-performance rewarding?
  
4. What should be done now?
  - a. Which solution has the best value?
  - b. Which result will have the most impact on performance?

#### Organizational Skills

| Dimension   | Description    | Stanine |   |   |   |   |   |   |   |   | Description |
|-------------|----------------|---------|---|---|---|---|---|---|---|---|-------------|
|             |                | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Work Habits | D3 spontaneous |         |   | 3 |   |   |   |   |   |   | plans ahead |

By nature, John Sample has some weak organizational habits. With this score it would be advisable to enroll John in a program to enhance his planning skills. Time management programs are available through a variety of professional training firms.

#### Communication Skills

| Dimension   | Description | Stanine |   |   |   |   |   |   |   |   | Description |
|-------------|-------------|---------|---|---|---|---|---|---|---|---|-------------|
|             |             | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Sociability | D4 reserved |         | 2 |   |   |   |   |   |   |   | outgoing    |

Because of John Sample's very quiet nature, he may find a verbal communications program useful in enhancing his ability to become a more successful Entry Level Manager. Many cities have excellent public speaking programs. Involvement in business associations, particularly at the executive level, would also be beneficial.

**Dimension Descriptions**

**A1: Mental Alertness**

Areas tested in this category include reading and practical, deductive and logical reasoning. A low score in this area does not necessarily indicate an inability to learn, but the respondent may have to concentrate harder on some details

| Dimension        | Description | Stanine |   |   |   |   |   |   |   |   | Description |
|------------------|-------------|---------|---|---|---|---|---|---|---|---|-------------|
|                  |             | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Mental Alertness | A1 gradual  |         |   |   |   |   |   | 7 |   |   | rapid       |

John's Mental Alertness score indicates an astute Entry Level Manager who assimilates new information well on first exposure. John enjoys a mental challenge.

**A2: Business Terms**

Business Terminology measures knowledge and use of terms normally utilized in a business environment. A person's interest in business matters is normally reflected by this measurement.

| Dimension      | Description | Stanine |   |   |   |   |   |   |   |   | Description |
|----------------|-------------|---------|---|---|---|---|---|---|---|---|-------------|
|                |             | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Business Terms | A2 low      |         |   |   | 4 |   |   |   |   |   | high        |

This FOUR in Business Terminology indicates John Sample has had moderate exposure to business and financially-related material. Should greater knowledge be needed, studying a Business Word Guide or business and trade journals will be helpful.

**A3: Memory Recall**

Memory Recall is designed to determine the extent to which the applicant knows and retains information on what is going on in the world around them. This measurement is not only indicative of a person's range of interests, but is also closely related to the applicant's observational skills, attention span, ability to concentrate, and desire to practice.

| Dimension     | Description | Stanine |   |   |   |   |   |   |   |   | Description |
|---------------|-------------|---------|---|---|---|---|---|---|---|---|-------------|
|               |             | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Memory Recall | A3 low      |         |   |   |   | 5 |   |   |   |   | high        |

Possessing an average awareness of what goes on in the outside world and its effect on job environment, John Sample scored in the mid-range on Memory Recall. Should greater awareness be needed of competitive or economic trends, national news programs on TV will be helpful.

**A4: Vocabulary**

This measurement tests the person's knowledge and use of vocabulary. With good vocabulary skills it is easier to understand, communicate, find solutions, command respect and motivate others. Additionally, a strong vocabulary promotes confidence in oral and written form when dealing with others.

| Dimension  | Description | Stanine |   |   |   |   |   |   |   |   | Description |
|------------|-------------|---------|---|---|---|---|---|---|---|---|-------------|
|            |             | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Vocabulary | A4 low      |         |   |   |   |   | 6 |   |   |   | high        |

John Sample's score in Vocabulary indicates he has an above-average mastery of communication in both oral and written form.

**A5: Scanning Accuracy**

This measures the person's ability to handle matching numbers, symbols and signs. This aptitude further measures ability to identify critical features, and focus attention.

| Dimension         | Description | Stanine |   |   |   |   |   |   |   |   | Description |
|-------------------|-------------|---------|---|---|---|---|---|---|---|---|-------------|
|                   |             | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Scanning Accuracy | A5 low      |         |   |   |   |   |   | 8 |   |   | high        |

This Perception score indicates John Sample has an exceptional ability to work rapidly and accurately with figures, invoices, numerical records and general data with a good awareness or perception of what is happening around him.

**A6: Mechanical Interest**

The Mechanical Interest measurement is designed to quickly identify whether the person being evaluated is interested in mechanical devices. This is not a measure of aptitude but instead reflects the respondent's interest level. It measures whether a respondent will spend the time and put forth the effort to understand mechanical devices. For most positions, however, this dimension is not a critical one.

| Dimension           | Description | Stanine |   |   |   |   |   |   |   |   | Description |
|---------------------|-------------|---------|---|---|---|---|---|---|---|---|-------------|
|                     |             | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Mechanical Interest | A6 low      |         |   |   |   |   |   |   |   | 9 | high        |

John Sample has a strong interest in learning about, working with, and explaining the operations of mechanical devices. This is a decided asset to the mechanically-oriented employer.

**D1: Nervous Tension**

Nervous Tension stems from the combination of the person's genetic background, environment, and biochemistry. It is the innate energy level that the person exhibits, such as nervous tension, drive and energy.

| Dimension       | Description | Stanine |   |   |   |   |   |   |   |   | Description |
|-----------------|-------------|---------|---|---|---|---|---|---|---|---|-------------|
|                 |             | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Nervous Tension | D1 restless |         |   |   |   |   |   | 7 |   |   | calm        |

A SEVEN usually means that John Sample is a calm person preferring to work in the same area each day, rather than moving about a great deal. John will need to organize his time and check his progress in order to avoid procrastinating on the job.

**D2: Character Strength**

Character Strength measures the strength of conscience in an individual. This is a subconscious dimension which governs behavior.

| Dimension          | Description | Stanine |   |   |   |   |   |   |   |   | Description |
|--------------------|-------------|---------|---|---|---|---|---|---|---|---|-------------|
|                    |             | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Character Strength | D2 flexible |         |   |   |   |   |   |   |   | 9 | traditional |

Entry Level Managers scoring in this range are quite fixed in the way they feel and see situations and may be rule-oriented in their outlook and actions. John Sample prefers to have solid guidelines under which to operate. This rigid outlook can sometimes lead to inflexibility and the inability to adapt to changing situations.

**D3: Work Habits**

This segment measures the person's attitudes about organization and how one's work is best performed. It is also indicative of the general outlook a person has concerning the necessity of planning one's work.

| Dimension   | Description    | Stanine |   |   |   |   |   |   |   |   | Description |
|-------------|----------------|---------|---|---|---|---|---|---|---|---|-------------|
|             |                | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Work Habits | D3 spontaneous |         |   | 3 |   |   |   |   |   |   | plans ahead |

John Sample may feel that planning is a waste of time and will not as a rule bother with it. Entry Level Managers who are spontaneous do not usually plan their time and activities; they prefer to flow with the tide in lifestyle and job performance, but are good improvisers who conform to circumstances as they arise. John will prefer to work on an erratic schedule and will require great latitude in his activities.

**D4: Sociability**

Sociability measures the degree to which an individual has the desire and motivation to interact with others. Some people enjoy interaction with others, while other people would prefer very little interaction.

| Dimension   | Description | Stanine |   |   |   |   |   |   |   |   | Description |
|-------------|-------------|---------|---|---|---|---|---|---|---|---|-------------|
|             |             | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Sociability | D4 reserved |         | 2 |   |   |   |   |   |   |   | outgoing    |

John Sample's Sociability score indicates a reserved Entry Level Manager who is more object-oriented than people-oriented. John prefers working alone, rather than having to do a great deal of interfacing with people during the day. There is a tendency to internalize things and John would benefit from becoming more open and communicative of feelings and concerns.

**D5: Emotional Maturity**

The Emotional Maturity dimension measures ego strength and as such is the key not only to emotional adjustment, but also to how well an individual deals with environmental and situational stress.

| Dimension          | Description  | Stanine |   |   |   |   |   |   |   |   | Description |
|--------------------|--------------|---------|---|---|---|---|---|---|---|---|-------------|
|                    |              | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Emotional Maturity | D5 impatient |         |   |   |   | 5 |   |   |   |   | tolerant    |

If John age falls within the age group of mid-20's to mid 50's, scoring this FIVE in Emotional Maturity indicates John Sample is a person with a good sense of urgency concerning what must be done. While John handles action-oriented tasks promptly, there is a little tendency to become overly impatient for things to happen. If John's age is under 20 or over 60, the qualities ascribed to his Emotional Maturity score may be modified significantly by John's degree of workplace experience.

**D6: Dominance**

Dominance carries the heaviest hereditary rating in the personality dimensions. It is the power dimension of personality and is primarily a measurement of self-assertiveness. This dimension can be augmented or modified through proper training and personal effort.

| Dimension | Description    | Stanine |   |   |   |   |   |   |   |   | Description |
|-----------|----------------|---------|---|---|---|---|---|---|---|---|-------------|
|           |                | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Dominance | D6 cooperative |         |   |   |   | 5 |   |   |   |   | assertive   |

From a Dominance standpoint, John Sample is an individual who can take control and maintain order when the need arises. John will state opinions, but will rarely argue when opposed by others. He can follow orders given by superiors without argument, and can manage equal levels of Dominance.

**D7: Competitiveness**

This dimension measures the competitive nature of an individual. This competitive nature is environmentally produced. This measurement evaluates the person as an individual competitor, rather than as part of a team.

| Dimension       | Description      | Stanine |   |   |   |   |   |   |   |   | Description      |
|-----------------|------------------|---------|---|---|---|---|---|---|---|---|------------------|
|                 |                  | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |                  |
| Competitiveness | D7 team oriented |         |   |   |   |   |   | 7 |   |   | winning oriented |

A Competitive person, John's score depicts an individual who will not hesitate to compete against others and enjoys working alone. He is a goal setter who enjoys doing things which will reap greater personal gain and does not enjoy team-oriented tasks.

**D8: Stamina**

Stamina refers to both physical and mental attributes and is a measurement of an individual's vigor or capacity for endurance. "Tender-minded" or "tough-minded" individuals result from their environmental influences.

| Dimension | Description  | Stanine |   |   |   |   |   |   |   |   | Description  |
|-----------|--------------|---------|---|---|---|---|---|---|---|---|--------------|
|           |              | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |              |
| Stamina   | D8 sensitive |         |   |   |   |   |   |   | 8 |   | tough minded |

This Stamina score indicates a tough-minded Entry Level Manager who handles negative events in a very objective manner. Seldom taking anything said personally, John Sample deals with others in a candid, straightforward manner. In extreme cases, John may be perceived as being uncaring.

**D9: Naivete**

This dimension measures the worldliness of an individual. Extreme scores in this dimension may hamper job effectiveness.

| Dimension | Description | Stanine |   |   |   |   |   |   |   |   | Description |
|-----------|-------------|---------|---|---|---|---|---|---|---|---|-------------|
|           |             | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Naivete   | D9 trusting |         |   |   |   |   |   |   |   | 9 | skeptical   |

John will be shrewd and straightforward as he estimates the motives of others. At times John will probably be candid and attempt to discern all details in an interaction in order to adjust to it. These Entry Level Managers prove to be better diplomats by choosing their comments well and by being highly suspicious. However, he may create barriers and rarely trust anyone. It is unlikely that his NINE score would interfere with efficient Entry Level Manager performance.

**D10: Motivation**

Work Motivation is one of the most critical dimensions in the profile evaluation. It describes how a person can best be motivated, which is of primary concern to employers. This dimension outlines the rewards that the business establishment can most appropriately confer. These rewards should be, when possible, what particular individuals consider key to their lifestyles.

| Dimension  | Description  | Stanine |   |   |   |   |   |   |   |   | Description |
|------------|--------------|---------|---|---|---|---|---|---|---|---|-------------|
|            |              | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Motivation | D10 security |         |   |   |   | 5 |   |   |   |   | recognition |

Needing some security within a position, this FIVE score also indicates John Sample responds well to added incentives such as praise or commissions. John dislikes constant change in his environment but will need some innovation and challenge.

**V1: Distortion**

This dimension measures the frankness of the respondent in reporting about himself. Certain questions interspersed through the Profile Evaluation System™ Booklet's Personality Section require the candidate to acknowledge his or her own weaknesses. It is assumed that if the individual answers these questions frankly, they will respond correspondingly to the other questions.

| Dimension  | Description   | Stanine |   |   |   |   |   |   |   |   | Description |
|------------|---------------|---------|---|---|---|---|---|---|---|---|-------------|
|            |               | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Distortion | V1 very frank |         | 2 |   |   |   |   |   |   |   | exaggerates |

John Sample's responses on these particular questions are candid and frank. The majority of his answers will be true to his nature. John has a good deal of ego strength and confidence in himself and his personal attributes. John is willing and able to admit to human frailties, and will be fair in estimating his own strengths and weaknesses.

**V2: Equivocation**

This dimension measures the number of times an individual chooses the middle-of-the-road response (b), rather than either of the two extremes (a or c). It is assumed that the fewer middle-of-the-road responses given, the more accurate the Profile of the individual will be.

| Dimension    | Description | Stanine |   |   |   |   |   |   |   |   | Description |
|--------------|-------------|---------|---|---|---|---|---|---|---|---|-------------|
|              |             | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |             |
| Equivocation | V2 low      |         |   | 3 |   |   |   |   |   |   | high        |

A THREE score of Equivocation means John Sample has accepted the task of choosing extreme responses which are, in most instances, polar opposites. You will find John is secure and confident in the way he feels about himself and his relationship to his environment.