



CONFIDENTIAL MANAGEMENT SUMMARY OF: JAMES APPLICANT  
ABC COMPANY CANDIDATE FOR DIRECTOR OF HUMAN RESOURCES: NOT THE BEST  
FIT

7/3/2014

Upon reviewing his results, we do not believe James Applicant is the best fit for the Director of Human Resources position at ABC Company. While his mental abilities align with the expectations of this role, there are a few behavioral traits that may limit his ability to succeed.

As mentioned, James' strong mental abilities are a good fit for this position. In fact, his problem-solving and deductive reasoning skills place him within the top 11% of the general population. This shows that he is able to take his knowledge of HR functions and regulations and make decisions that will benefit the company and employee, projecting any possible ramifications of such decisions. His strong understanding of business terminology and English vocabulary also reflects his strong communication skills, conciseness, and professionalism when explaining matters to employees in written or verbal forms. James is well aware of what is going on the world around him, enabling him to keep up with changes in regulations or compliance. Additionally, his attention to detail helps him spot minute differences, which may affect corporate policy or procedures.

From a behavioral standpoint, James is exceedingly calm and laid-back, which increases his tendency to procrastinate and "roll with the punches." This will likely cause him to react to situations rather than proactively seek to mitigate any potential issues before they become an issue. Another area of concern is that James also tends to take a reactive approach to organizing and planning. While his strong mental acuity and understanding of prioritization methodologies can help compensate for this weakness, he likely will need to take additional measures to ensure his plans are properly implemented in a timely manner. Both of these traits emphasize the need for goals, deadlines, and objectives to be outlined and kept track of in order to drive his workday and tasks. Since such objectives are often implemented by a manager, and James will be the manager, this may create a lack in the department as a whole.

To his credit, James is an honest, reliable employee who exhibits a strong work ethic and a sensitivity to confidential information. However, we typically see HR managers and directors as personable individuals, yet he is more introverted and reserved. This may cause disconnect between him and employees thus limiting the amount of cohesiveness between the group. With that he handles stress and pressure very well, but may be so blunt and direct that he comes across as intimidating.

While James's mental abilities and leadership knowledge are ideal, his tendencies and personal attitudes are not the best fit.

We believe these results to be 90 to 92.6% accurate as they stand with the data we have. This report is confidential. It is based on test results and other available data. When used in the hiring process, it should count for no more than 1/3 of the overall hiring decision as it is taken into consideration along with the interview, reference check, drug screen, background check, evaluation of the education, skills, and experience of the applicant.



## **Executive Achiever® Assessment Report**

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Report prepared on: **James Applicant**  
Director of Human Resources  
ABC Company  
japplicant@mail.com  
555-555-5555

Report Type: Director of Human Resources - ABC Company

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For more information contact:  
Milt Cotter  
Candidate Resources, Inc  
2100 N Hwy 360 Suite 400B  
Grand Prairie, TX 75050  
972.641.5494 ext 199  
reports@criw.org

**CRI**



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

<b>Section</b>	Aptitudes and Personality Assessment
<b>Section II</b>	Management competencies associated with leadership, planning and implementation
<b>Section III</b>	Personal knowledge of leadership techniques
<b>Section IV</b>	Suggested behavioral interview questions
<b>Section V</b>	Personal Development Plan



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### Mental Aptitudes

#### Mental Acuity



Mr. Applicant is high in Mental Acuity, indicating he is a very fast thinker with a high degree of critical thinking ability. He has excellent problem solving capabilities and can reason through and make good decisions based on knowledge, intuition and reasoning skills. He will not only enjoy, but will require, mentally challenging work for job satisfaction.

#### Business Terms



James has an average understanding of business terminology obtained either on the job or in a business class.

#### Memory Recall



Mr. Applicant has a superior knowledge of events happening in the world around him and should be strongly aware of competitive trends, as well as the economy's effect on business.

#### Vocabulary



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



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### Numerical Perception



James's average Numerical Perception score indicates that he can handle moderate amounts of detail work, but his work should be monitored for accuracy. A vision problem, tension, or carelessness may affect the Perception score. Generally, he will pay close attention to his work and follow directions carefully.

### Mechanical Interest



James is extremely interested in machines and the inner workings of mechanical devices. He probably enjoys working with machines and because of this, would be willing to put forth effort to understand information regarding such devices. This aptitude, however, measures only interest, not mechanical ability.

## Personality Dimensions

### Energy



Mr. Applicant is a calm individual with a low energy level. He will handle environmental pressure well, but may lack the inner tension to energetically tackle assignments or projects. This score should be checked against the distortion score, as individuals who distort often depict themselves as being more calm than they actually are.

### Flexibility



James is a very quality-minded, reliable individual with a high degree of integrity and strong ethics. He has a strong interest in providing quality service and products to customers, but is not very flexible or adaptable to change. This could cause him to experience difficulty handling multiple job demands and assignments. He tends not to be an innovative, free-thinking person who creates new ways of doing things or new uses for existing applications of products or services, but rather will be one who sticks with proven applications as much as possible. He is likely to agree to change only when he is convinced the change is necessary. Even though the company can trust him and know he will be concerned that customers' needs are being met, they cannot expect frequent, imaginative or fresh ideas from him.



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### Organization



Mr. Applicant does not exhibit a great deal of interest in planning his time and activities. Although he does have good intentions, his plans are not always thorough and he may not take full advantage of the time and resources he has available to him to reach organizational goals and priorities. A high score in Mental Acuity may compensate for a low score in this dimension.

### Communication



James has a closed communication style and will rarely share ideas or knowledge with others. Since he avoids articulating his own feelings and thoughts to others and may feel uncomfortable interacting with people, he will work best in a position free of interpersonal demands.

### Emotional Development



Mr. Applicant has a very high self-esteem and an extreme degree of self-confidence. He believes in himself and is very self-reliant. He has the ability to handle a great deal of pressure and seldom loses his patience with others, but may be overly tolerant at times and lack a sense of urgency. This score should be checked against the distortion score, as individuals who distort often portray themselves as more patient than they actually are.

### Assertiveness



James is an assertive, authoritative person. He enjoys control and responsibility, and will attempt to influence others and direct their activities to achieve results. He does, at times, consider the ideas of others, but will not hesitate to express his own ideas and concerns.



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### Competitiveness

1	2	3	4	5	6	7	8	9
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Mr. Applicant is a team player with a sense of competitiveness, but he encourages synergism. He is able to envision the whole project when working, not just the part he is playing. He has a competitive spirit, but will encourage and work towards goals which are team-oriented. Although he wants to excel, he may be reluctant to compete just to achieve his own goals and desires.

### Mental Toughness

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

James has a mentally tough attitude towards life. He can handle criticism, rejection and other negative aspects of the job without becoming discouraged. Since he is so tough-minded, however, he may appear insensitive towards customers, group members or others.

### Question/Probing

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

James tends to accept most instructions, directives and information at face value, seldom questioning or probing to better understand the situation. He appears to have a very positive, enthusiastic working attitude and is trusting of others. If problem-solving or troubleshooting complex issues, his effectiveness could be reduced by his limited probing skills.

### Motivation

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Being motivated by recognition for his achievements, James is willing to take risks if the potential for profit and recognition exists. He will also take quick, decisive personal action on important goals, work long hours and put forth extra effort if he believes rewards for doing so will be made available to him.



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### Validity Scales

#### Distortion



Mr. Applicant is reasonably fair in assessing his strengths and weaknesses. He has some characteristics that he is not completely happy with and tends not to show others. The validity may be slightly affected by his indirect answers.

#### Equivocation



He has scored within our acceptable equivocation range.





### Executive Achiever

ScoreSheet

Director of Human Resources - ABC Company

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Mental Aptitudes													
		1	2	3	4	5	6	7	8	9			
<b>Mental Acuity</b>	Slow to Learn					[	○	○	○	8	○	]	Fast to Learn
<b>Business Terms</b>	Uninformed					[	○	6	○	○	]	Knowledgeable	
<b>Memory Recall</b>	Unaware					[	○	○	○	9	]	Aware	
<b>Vocabulary</b>	Limited					[	○	○	7	○	]	Strong	
<b>Numerical Perception</b>	Imprecise					[	6	○	○	○	]	Accurate	
<b>Mechanical Interest</b>	Indifferent									9		Interested	

Personality Dimensions													
		1	2	3	4	5	6	7	8	9			
<b>Energy</b>	Restless					[	○	○	○	]	9	Calm	
<b>Flexibility</b>	Flexible					[	○	○	○	8	]	Rigid	
<b>Organization</b>	Disorganized			3		[	○	○	○	]		Playful	
<b>Communication</b>	Reserved			3		[	○	○	○	]		Interactive	
<b>Emotional Develop.</b>	Impatient					[	○	○	○	○	]	9	Tolerant
<b>Assertiveness</b>	Cooperative					[	○	○	7	○	]	Authoritative	
<b>Competitiveness</b>	Team Player					[	○	○	5	○	]	Individualist	
<b>Mental Toughness</b>	Sensitive					[	○	○	○	]	8	Tough	
<b>Questioning/Probing</b>	Trusting	1				[	○	○	○	○	]	Skeptical	
<b>Motivation</b>	Security					[	○	○	○	7	]	Recognition	

Validity Scales											
		1	2	3	4	5	6	7	8	9	
<b>Distortion</b>	Frank Answer						6				Exaggerates
<b>Equivocation</b>	Chose Alternate		2								Chose Middle

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

**AREAS OF CONCERN** - Scores of 1 OR 2 in any of the following dimensions:  
*Energy, Flexibility, Emotional Development OR Mental Toughness* are areas of concern.

**NOTE:** Areas with dots and brackets [ ○ — ○ — ○ ] are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual. Scores within this range are shown with a number inside a blue circle. Those outside the desired range, or with no range identified, will have a number inside a black circle.



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### Management Competencies

#### Accountability/Ownership



Mr. Applicant is willing to be accountable for his own actions and takes responsibility for contributing to the success of the business. He will enter into self-appraisal for personal development. This, in turn, will allow him to use good judgment as he acts independently towards reaching personal and organizational goals. Unless he is highly competitive or extremely reserved, he probably is willing to share information and responsibility, and may involve others in meetings, work processes, etc.

#### Challenge the Status Quo



James has an excellent ability to challenge the status quo. He is willing to challenge traditional ways of thinking and work, especially when he is convinced he is right. He is probably able to develop alternative paradigms or solutions to problems and willing to implement unconventional approaches.

#### Collaboration/Integration



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

#### Creativity/Innovation



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



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### Customer/Market Oriented



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

### Energy/Enthusiasm



James is a positive, enthusiastic individual who demonstrates a positive attitude towards the organization, his customers and work in general. He can get excited about attainable goals he holds himself personally accountable for reaching and is generally willing to help others through difficult times. James's optimism also enables him to cope with the sustained pressure of work or difficult situations over an extended period of time.

### Strategic Thinking



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



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### Leadership Knowledge

#### Attitude/ Leadership Personality

1	2	3	4	5	6	7	<b>8</b>	9
---	---	---	---	---	---	---	----------	---

Mr. Applicant has an excellent understanding of the necessity for a positive attitude and good self-confidence in a leadership role, and continually works to develop and maintain both. He understands the importance of being able to bounce back quickly from problems and other obstacles he may face as a leader, and is able to deal with difficult situations with ease. He has certain ethical standards he keeps and has clearly defined, for himself, what being a leader means.

#### Time Management

1	2	3	4	5	6	<b>7</b>	8	9
---	---	---	---	---	---	----------	---	---

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

#### Planning

1	2	3	4	5	6	7	<b>8</b>	9
---	---	---	---	---	---	---	----------	---

He has a strong understanding of the planning process and the purpose and meaning of planning, as well as where goals, standards or objectives come into play in the planning process. He has a well-developed understanding of the responsibility planning bears with it, as well as its significance in the overall success of the organization.

#### Organizing

1	2	3	4	5	6	7	8	<b>9</b>
---	---	---	---	---	---	---	---	----------

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



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### Staffing



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

### Leading



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

### Facilitating



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



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### Management Competencies & Leadership Knowledge

#### Management Competencies Scoresheet

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

#### Leadership Knowledge Scoresheet

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



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# Interview Questions

## Introduction

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

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

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.



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### Interview Questions for Energy

**Energy** - Measurement of the individual's energy and drive as it relates to handling assignments and projects.

Very strong  
evidence of skill  
is not present

Strong  
evidence of skill  
is not present

Some  
evidence of  
skill is present

Strong  
evidence of  
skill is present

Very strong  
evidence of  
skill is present

#### Probes

Tell me about a time, in your former job, when you procrastinated and failed to complete a project on time. What were the circumstances and what was the outcome? What did you learn from this situation?

Describe for me a stressful situation in your last job which you handled better than others. Why do you feel you handled the pressure better? Do you tend to handle most stress and pressure in this manner?

How much of the time, in your former job, did you move around versus the amount of time you spent sitting still, perhaps behind a desk? Which do you prefer?

Tell me how you were best motivated to complete tasks in a timely manner in your previous position. Are you usually able to discipline yourself to reach deadlines, or do you appreciate outside pressure?

#### Interpretive Guides

Did the candidate admit to ever having a problem due to procrastinating? Was the candidate able to resolve the issue without serious ramifications occurring? Does it appear the candidate learned from his or her mistake?

Did the candidate disclose coping skills he or she possesses in order to deal with pressure? Does the candidate claim to typically handle pressure better than most? Regarding the situation the candidate described, was it a good example of exemplary stress-coping skills? Did the candidate mention that he or she is involved in action-oriented activities such as sports, exercise, etc., which would help control stress?

Will the candidate typically work behind a desk or in a stationary position, or does the position call for an extremely high energy level? Did the candidate mention that he or she can handle either type of job responsibilities?

Does the candidate require pressure from others in order to complete work on time? Is the candidate able to set personal deadlines and reach them. Does the candidate appear to be "laidback?"






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### Interview Questions for Organization

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

  
Very strong  
evidence of skill  
is not present

  
Strong  
evidence of skill  
is not present

  
Some  
evidence of  
skill is present

  
Strong  
evidence of  
skill is present

  
Very strong  
evidence of  
skill is present

#### Probes

Tell me about a time you missed a deadline, were late for a meeting or experienced other problems because you did not plan well enough in advance.

Describe how you typically kept yourself organized, and prioritized tasks in your former position. Did you use any planning tools to help keep yourself organized and if so, what were they?

Tell me about a time, in a previous job, when your ability to "wing it" saved a project from failure. What would the outcome have been had you not been able to improvise?

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

#### Interpretive Guides

Was the candidate on time for this interview? If not, was the excuse justifiable? Does it appear the candidate learned from the experience he or she described in this first question?

Does the candidate have specific steps he or she takes to stay organized? Does the candidate appear to understand how to prioritize tasks? Does the candidate use planning tools to help stay organized, i.e., a daily planner, computerized schedule, etc?

Has the candidate been able to capitalize on his or her ability to improvise? Does the candidate appear to understand the importance of planning, yet also have the ability to be flexible and change plans, when necessary? Does it appear the candidate takes pride in his or her ability to "change horses in mid-stream?" Is the candidate sharp enough to keep priorities in his or her head without losing sight of them?

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




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### Interview Questions for **Communication**

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

  
Very strong  
evidence of skill  
is not present

  
Strong  
evidence of skill  
is not present

  
Some  
evidence of  
skill is present

  
Strong  
evidence of  
skill is present

  
Very strong  
evidence of  
skill is present

#### Probes

Describe a circumstance in a prior job when a project would have been more successful had communication between the team members working on the project been better. What could or should you have done to have facilitated better communication within the team?

Describe the most common way you communicated with others in your last job. Did you communicate orally or in writing? Did the actual communication come easily? Was it company policy that you communicated in this manner, or your own preference?

Think about an outstanding achievement you reached in your last job, with the help of others. How much of that success do you believe was due to the way you communicated with the others involved?

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

#### Interpretive Guides

Does the candidate understand the importance of team work? Does it appear the candidate has worked well as part of a team in the past? Does the candidate tend to place blame on others for his or her own actions?

Does the candidate understand the importance of communicating with others? Is the approach the candidate has taken in the past to communicate logical and effective? Does it appear the candidate has the ability to be flexible as far as methods of communication are concerned?

Is the candidate willing to give credit to others for his or her success? Does the candidate agree that communication played an important part in his or her success?

Does the candidate understand his or her own communication style? Does this style fit into the corporate culture of the company? Does the candidate feel any need to change or improve on his or her communication skills? Was it difficult to get this candidate to "open up" and talk during the interview?




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### Interview Questions for Emotional Development

**Emotional Development** - Measurement of the individual's level of patience, self-esteem and confidence.

  
Very strong  
evidence of skill  
is not present

  
Strong  
evidence of skill  
is not present

  
Some  
evidence of  
skill is present

  
Strong  
evidence of  
skill is present

  
Very strong  
evidence of  
skill is present

#### Probes

Describe three of your greatest strengths in your previous position. Describe your three greatest weaknesses in that job.

Tell me about a time, in your previous job, when you were too tolerant with yourself and failed to meet a deadline because of it.

We all procrastinate from time to time. Tell me what steps you took, in your previous job, to avoid procrastinating. What specific types of tasks did you find yourself more likely to procrastinate on?

How would you rate yourself, in overall performance, compared to other people you worked with in your previous job who were in the same or similar type jobs?

#### Interpretive Guides

Did the candidate experience difficulty thinking of his or her strengths? Weaknesses? Was the candidate quicker to relate strengths than weaknesses? Were the weaknesses the candidate stated actually traits which could be considered strengths, as well?

Did the candidate deny ever having failed to reach a deadline? Does it appear the candidate understands the reasons behind his or her having failed to meet the deadline? Does it appear the candidate learned from the experience?

What type of tasks is the candidate the most likely to put off handling? Will it be important, in this position, that the candidate complete similar tasks in a timely manner? Does it appear the candidate has developed steps to take to help him or herself avoid procrastinating?

Does the candidate have high self-esteem? Does the candidate rate him or herself to be considerably better than others? When discussing this particular question, did the candidate become more animated and boastful? Does the candidate come across overly confident or egotistical?




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### Interview Questions for Mental Toughness

**Mental Toughness** - Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.

  
Very strong  
evidence of skill  
is not present

  
Strong  
evidence of skill  
is not present

  
Some  
evidence of  
skill is present

  
Strong  
evidence of  
skill is present

  
Very strong  
evidence of  
skill is present

#### Probes

Tell me about a time in a former job when someone accused you of being insensitive. Was the accusation correct and if so, did you do anything to resolve the issue?

Tell me about the most difficult set of circumstances you have been faced with in a job. How did you work through the difficulty?

There are many times when we are faced with making a decision based either on emotional issues, or on facts. Tell me about a time you made a decision based purely on the facts, overlooking the emotional issues, and later regretted your decision. If given the chance, what decision would you make?

Describe for me a person you've worked with in the past who was overly sensitive or emotional. Did you consider this person's sensitivity to be a weakness? How did you react to this person?

#### Interpretive Guides

Does the candidate appear insensitive and uncaring about the feelings of others? Does the candidate appear to take pride in the fact that he or she is less emotional?

Is the candidate capable of persevering in the face of strong obstacles? Did the candidate overcome a great deal of adversity?

Is the candidate willing to admit that emotions play a part in some decision-making? If not, will the candidate be working with, or leading, people who are likely to be more sensitive than he or she?

Is the candidate quick to criticize those who are more sensitive? Is the candidate capable of working with all types of people including those who are more sensitive? Can the candidate incorporate empathy into his or her approach with others?




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### Interview Questions for Questioning & Probing

**Questioning/Probing** - Measurement of the individual's desire to question and probe, rather than accept instructions, directives and information at face value.

  
Very strong  
evidence of skill  
is not present

  
Strong  
evidence of skill  
is not present

  
Some  
evidence of  
skill is present

  
Strong  
evidence of  
skill is present

  
Very strong  
evidence of  
skill is present

#### Probes

Tell me about the last time in a job situation you made the wrong decision. What prompted you to make this decision and what was the final outcome?

Tell me what steps you took to gather information needed to solve problems in your last job.

Describe a time when you trusted someone in your last job and should not have. What were the circumstances and what was the outcome? Has that situation changed your outlook on life?

We all assume more than we should, from time to time. Tell me about a time when you assumed too much and problems arose due to your not asking enough questions.

#### Interpretive Guides

Did the candidate learn from his or her mistake? Does the candidate now understand what caused the mistake in order to avoid making the same error again? Was the candidate able to rectify the mistake in such a manner that the outcome was acceptable?

Does the candidate appear to understand how to gather information? Does the candidate have specific steps he or she takes in order to gather information, or is the process more haphazard?

Did the candidate exhibit gullibility and too much trust in the other person? Does the candidate appear to understand the need to be cautiously trusting? Does it appear the situation has unnecessarily jaded the candidate's outlook and attitude about life?

Does it appear the candidate is overly assuming? Since assuming people can sometimes tell more than they should, did the candidate talk extensively about personal matters which had little relevance to the interview or job?



## Executive Achiever

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# Development Suggestions

## Introduction

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

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



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Name: James Applicant  
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**Energy** - Measures drive, energy, stress level and tension, and how an individual copes with stress or pressure.

You handle work-related pressure well and tension usually does not cause a problem, but being calm, you may not approach projects or assignments with as much of a sense of urgency as is needed to complete the job within the prescribed timeframe.

Your self-affirmation sentence:

***"I vigorously undertake each task."***

### Steps to Effect Change

1. If you desire more achievement-oriented behavior, start making up an itinerary one week in advance and begin activities as early in the day as possible. Then, monitor yourself to see that you are following the plan as closely as possible.
2. If you are in a non-changing, lack-of-activity situation for the majority of your day, you may need to create a pattern to force activity on a consistent basis. This arrangement will create greater momentum toward a more active life.



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**Organization** - Measures a person's attitude about organization, planning, how tasks are performed and how one's life is lived.

Planning your time and activities in advance does not come naturally to you. Since your plans are not always thorough, you may not take full advantage of the time and resources you have available to you to reach goals and objectives. A high score in Mental Acuity may help you compensate for a low score in this dimension.

Your self-affirmation sentence:

***"I am organized in my life so I achieve more."***

### Steps to Effect Change

1. Good time and space management calls for a specific activity plan to identify priorities by the day or week. For sixty days, list daily plans on paper, then mentally list the six most important things to be done the following day, ranking them by priority, and the time allotted to each item. You will then have a good grasp of what must be done, prior to beginning each day.
2. To avoid losing track of important details you might need for certain tasks, such as filing your income tax, good recordkeeping is mandatory. Select a certain place to keep important records and discipline yourself to always put important papers in that one location.
3. Daily, weekly and monthly planning - even yearly planning - will help keep you on an organized and productive basis. Set goals and reach them.
4. Avoid any distractions which take you off track. If necessary, tell people around you what you are attempting to accomplish, so you will be less likely to be interrupted.





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**Communication** - Measures introversion vs. extroversion and the ability to meet and deal with people.

Having a closed communication style, you work better if you do not have to constantly interact with strangers. With people you do not know well, you seldom seek feedback, and you do not find it easy to express your own ideas and feelings to them. If you must communicate with others on a regular basis, you will be very cautious and will avoid, if at all possible, upward communication.

Your self-affirmation sentence:

***"I am comfortable interacting with others."***

### Steps to Effect Change

1. It is highly recommended that you take a course in public speaking. More than one course may be required for the introverted individual until self-confidence is taught and a higher score registered on sociability. Motivational tapes, books and programs will help.
2. If you must be around a lot of people during the day, you can gain confidence from role-playing activities in a training course, i.e., rehearsing handling a group, making a presentation, etc. You can also overcome shyness by practicing before family and friends.
3. You might join a social or community service organization and attend weekly, i.e., Lions, Rotary, Kiwanis; interacting with others on a regular basis. A "Toastmaster Club" where you will learn to speak before the group can also be very valuable for you.