



ABC COMPANY



Executive Summary

Fred Sample

Facilities Manager

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Partnering With You to Drive Organizational Effectiveness

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POLICY GUIDELINES FOR PERSONNEL ASSESSMENTS

This assessment is designed for use by persons familiar with its compact presentation of information and with its language. To be helpful, this report must be read and applied carefully. Its purpose is to evaluate personnel on important work-related personality factors to aid in the individual's placement, growth, and development. It is only one source of information. It should be used to clarify and confirm other legitimate observations. The statements it contains should be viewed as hypothesis to be validated against other sources of data such as interviews, work history, background checks, biographical data, and other assessment results. This report should not be the sole basis for denying employment or promotion.

This assessment is confidential. It is not intended to be used for candidate or employee feedback. Therefore we request that you:

Share this report only with those who have demonstrated a need to know the results.

Never quote from it or show it to the individual concerned. It can be very helpful for the candidate/employee to receive feedback about this report. However, this information should be provided by the person who conducted the evaluation.

Never reproduce any or all of this report. It is submitted in the strictest of confidence. After review it should be returned to the special file established as a location for these reports.

Please keep in mind the date on which this was written. People do change over time. Personality data is of questionable validity one to two years after it was obtained.

Please call if you have any questions or if you would like to discuss our observations further.

Rick Tiemann
President

SYNOPSIS

Mr. Sample has a good background in sales and possesses all the general characteristics that you would look for in a good salesperson. He seems to be competitive in his approach. He is also personable and outgoing and is probably comfortable engaging in situations and conversations with customers. Customers probably value his personable demeanor. He appears to be willing to look at new alternatives. He may not have the ability or the strategic thinking skills to develop and create those alternatives but can probably execute at an acceptable level.

He appears to possess good organizational and follow-through skills with a degree of conscientiousness that would indicate he is dependable. His scores would suggest he is someone who is comfortable engaging in conversation with people and able to build relationships. He can be sensitive to the needs and concerns of others and it appears he is capable of addressing those in a positive manner. He likely uses this strength to help him build relationships.

On measures of problem-solving and cognitive reasoning, he scored in the low average range as compared to the adult working population. In regards to his innate problem solving scores he scored well below average. His scores indicate someone who is most comfortable with predictable, consistent, and steady environments where concrete decisions need to be made. It is anticipated that his level of comfort and aptitude with ambiguity and abstract reasoning is less than what is required in a senior role. Because he is most comfortable with challenges that are straight forward, realistic, and grounded, an activity which requires judgment around more fluid and dynamic challenges may prove to be difficult for him. His scores on all three assessments are indicative of individuals who have trouble conceptualizing and analyzing complex data in more senior roles. He tends to prefer work which can be accomplished in a more concrete way.

Unless his abstract reasoning scores are an underestimate of his ability to reason and solve problems, tackling mentally challenging work will be difficult for him. Doing a job that demands imagination also may be challenging for him because he tends to focus on the immediate, pragmatic requirements of a situation. He is at his best when keeping things simple and focusing on issues or concepts that are more concrete, straight forward and literal.

It would appear that he tries to maintain a positive and outgoing image and presentation of his capabilities. On the surface, he reports his self perception as someone who has a stable confident demeanor, but when under pressure he may not sustain it. Scores would suggest he may move to be less decisive and find ways to fit in or work towards trying to become all things to all people. The shift in his personality traits from his self assessment scores raise question as to how he deals with conflict. When he gets push back he may find medium ground to fit in and work with others. The possibility exists he may be somewhat indecisive when resistance or obstacles are met and it is questionable if he will stand his ground and push back.

He appears to be sincere and hard working, but there is a concern that the more abstract or conceptual his challenges are, the more difficult it will be for him to manage situations where higher levels of deductive reasoning and conflict management are necessary. These are areas that need to be heavily probed and validated before any offer would be recommended.

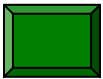
STRENGTHS

Personable
Outgoing
Competitive
Organized
Sales-oriented behaviors
Sales-oriented background

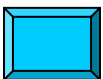
POSSIBLE LIMITATIONS

Analytical Ability
Indecisiveness
Literal in his thinking
May try to become all things to all people

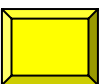
RECOMMENDATIONS



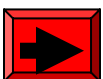
A. "Recommend". See good fit between the individual's experience and the expectations of the role.



B. "Recommend with some reservations". See a level of potential in the individual with specific areas of development to address.



C. "Cautious about recommending". Not enough to disqualify but have clear questions and see a higher degree of potential risk.



D. "Do not recommend". Have reservations and concerns that experience and/or limitations do not appear to be in alignment with job expectations and may be too much to overcome.

Note: Recommendations are based solely on assessment data and should be treated as an additional source of information when making a hiring decision. Please refer to Policy Guidelines on page 2 of this report.

AREAS FOR DEVELOPMENT

- Learning to expand his thinking skills from his more concrete thinking approach to learning how to expand his thinking and approach to things from a different perspective he may find **The Six Thinking Hats** by Edward DeBono helpful. More importantly he could benefit by learning strategies and concepts presented in the book **Teach Yourself to Think**, also by Edward DeBono.
- Learning to expand his thought process and thinking skills from his structured approach to being more creative he may find **Mind Mapping** by Joyce Wycoff and **Lateral Thinking** by Paul Sloane helpful.
- His scores suggest that under pressure he may resort to trying to be all things to all people. If this is true he will run the risk of not holding people accountable and he can have difficulty reprimanding people. Reading the book **The Accountability Revolution** by Mark Samuel can help him be more effective here.
- If he is prone to having difficulty managing conflict or pushing back the book **Managing Differences** by Geri McArdle may give him good insight as to how to handle things more effectively.
- To help him learn to speak up and manage difficult conversations or conflict more comfortably, reading **Crucial Conversations** by Kerry Patterson, or **Verbal Judo** by George J. Thompson and Jerry B. Jenkins would help him learn more about controlling the conversations and thinking on his feet in situations where he is uncomfortable.