



# XYZ COMPANY



## Management Overview

Michela Sample

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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**

Ms. Sample's intellectual reasoning and problem solving skills are extremely high. She scored a 9 on a scale of 1 to 10 on her problem solving test. On her reasoning test she was in the 95th percentile on her linguistic scale, and the 90th percentile on her quantitative scale placing her in the 95th percentile compared to all managers. These extremely high scores are indicative of someone who prefers to deal at an intellectual level and is able to grasp complicated concepts and ideas very quickly. In addition, she thinks very quickly on her feet and processes information faster than most people. This may work against her if she is not careful to recognize that most others do not think and reason as quickly as she does. As well, she may become overly impatient with people who do not move or think as quickly as she does. Because her ego and energy level are also extremely high she may have a tendency at times to talk down to people because of her intellectual superiority or because she may have trouble with the balance of power and may tend to challenge those above her if she does not hold them in high regard.

In her interpersonal and social skills she is forceful and assertive. She can be seen as engaging and outgoing, and warm and friendly but her main objective may be more concerned with controlling her environment and she comes across as strong and confident. She may experience trouble working with people as they may not know exactly how she will respond. She can be very warm and compassionate and then turn and become aggressive and controlling.

Ms. Sample prefers to be the center of attention and may become petulant if social feedback is lacking. She prefers more of a casual, informal atmosphere and feels the lines of authority should be loosely defined. She has a preference for being open and communicative. She has a high need for being accepted as well as being the center of attention. This may cause her to be overly blunt at times and she may say things that should or would be better held back and discussed at a different time.

Furthermore, she likes to have the last word. There may be a degree of naivety in her social skills and she may not be aware she is having a negative affect on the relationship with others. Because she prefers to have the last word, and is strongly opinionated she may not hear what others have to say.

Ms. Sample has a high energy level to go along with her high ego. She is aggressive and challenging in most things she does. She has a competitive drive and desire to achieve. She bores easily and is impatient, wanting things to happen immediately. She has a high degree of confidence. She can accomplish whatever

she sets her mind to and does not like to be told no, what she cannot do, or that it will not work.

Ms. Sample is not satisfied with the status quo and likes challenges. She is not afraid of risk or the unknown and prefers a lively, fun loving environment in which to work. She is practical and logical and able to analyze and evaluate the situation. The degree to which she bores easily, likes for things to happen quickly and becomes impatient could create long term situations or problems because she may not take the appropriate time necessary to plan ahead or ask enough questions or do enough research to gain a thorough understanding. Her preference is one that wants results and decisions now and then move on. She may not spend enough time in any one area to become an expert or proficient but will be defended against anyone who would question her along these lines.

Ms. Sample likes to juggle lots of balls and may take on more than what she can realistically handle. She does not care much for standards and procedures unless she can have input. She is not as absorbed in the details as she should be. This is not because she is not capable or lacks the intellectual ability to do so but she prefers to spend time focusing on the social aspects of her role rather than the task part of her role. Her high energy level and impatience make it hard for her to sit for long periods of time in deep thought and concentration. Time management and project management will be areas she needs to focus on.

Ms. Sample's scores relating to her ability to handle pressure and manage stress reflect someone who is able to manage their feelings and control their emotions. For the most part she is probably able to do this as she sees herself being emotionally stable. However, other aspects of her results show her to be highly impatient with a strong degree of self confidence which indicates someone who may be strongly defended against seeing herself at being at fault. She has some tendencies to be defiant toward power and authority. She does not like to be in a position where she feels she is in a weak position and is uncomfortable being viewed as being weak as well. Therefore, she may fear that unless she is controlling she will end up being controlled by others and unless she is not strong and forceful she will not receive the support she needs. Therefore, she can be seen as argumentative when her views are directly challenged.

To manage this person effectively clear limits and expectations must be laid out and adhered to with an understanding that one must be prepared for her to test them.

## **CASE STUDY**

This is a Product Manager for a large manufacturing firm on the East coast. The client liked her high energy, enthusiasm, background and accomplishments and her industry knowledge. Therefore, they thought they could overlook some of the characteristics that appeared to be problematic. Subsequently they moved to hire her and made her an offer to come to work for them. Exactly two weeks to the day, the Human Resource Manager contacted us and said, "The things that you told us would begin to happen have already begun to happen. Now, how do we handle things?"

As we tried to create a self-development plan to help work through the issues, the areas of concern began to become more dynamic. Within an eight-month time period she had alienated many of the workers within their organization and the company moved to terminate her.

While there are many positive attributes to this individual's profile, the negative components that come out make her someone who is difficult to manage. She is extremely bright and enthusiastic with a lot of energy and drive, so that other components of her personality become problematic. First, her reasoning and problem solving scores are so high that she thinks faster than most and tends to be condescending in her words and actions. Second, her assertiveness is so extreme that anyone that moves to challenge her finds someone who tends to challenge and push back. In addition, her level of openness and lack of understanding of social etiquette is so high that she thinks without speaking and engages conversation without well-planned thoughts or choice of words. Her aggressive, assertiveness and orientation toward being open and direct are all so high that she has trouble managing her words, feelings and emotions. Next, her level of unconventional mindset appears to be problematic as well because she is not one to be inclined to respect lines of authority or rules and regulations. She is more inclined to set her own. Many other component pieces, while not showing to be extremely problematic individually, when in combination create a dynamic that can be unmanageable in the workforce.

# PRIMARY PERSONALITY FACTORS

		1	2	3	4	5	6	7	8	9	10		
A	<b>RESERVED</b> Unengaging, distant							<b>X</b>				<b>SOCIABLE</b> Engaging, friendly	A
B	<b>LOW VERBAL FACILITY</b> Poor grasp of concepts									<b>X</b>		<b>HIGH VERBAL FACILITY</b> Good grasp of concepts	B
C	<b>EASILY UPSET</b> Job should fit needs									<b>X</b>		<b>MANAGES FRUSTRATION</b> Can adapt to job	C
E	<b>SUBMISSIVE</b> More passive, humble										<b>X</b>	<b>ASSERTIVE</b> Confident, competitive	E
F	<b>SERIOUS</b> Sober, somber							<b>X</b>				<b>ENTHUSIASTIC</b> Happy, energetic	F
G	<b>UNCONVENTIONAL</b> Ignores expectations		<b>X</b>									<b>CONVENTIONAL</b> Follows rules	G
H	<b>SOCIALLY RESTRAINED</b> Shy, avoids spotlight								<b>X</b>			<b>SOCIALLY BOLD</b> Needs to impress others	H
I	<b>TOUGH-MINDED</b> Realistic, no-nonsense			<b>X</b>								<b>SENSITIVE</b> Susceptible to feelings	I
L	<b>TRUSTING</b> Accepting, naïve	<b>X</b>										<b>SUSPICIOUS</b> Skeptical, blaming	L
M	<b>PRACTICAL</b> Focus on solutions		<b>X</b>									<b>IMPRACTICAL</b> Focus on ideas	M
N	<b>DIRECT WITH OTHERS</b> Self-disclosing, open			<b>X</b>								<b>INDIRECT WITH OTHERS</b> Discreet, diplomatic	N
O	<b>UNCONCERNED</b> Casual, untroubled		<b>X</b>									<b>WORRYING</b> Fear of mistakes	O
Q1	<b>RESISTS CHANGE</b> Prefers the familiar								<b>X</b>			<b>OPEN TO CHANGE</b> Experimenting	Q1
Q2	<b>WORKS IN GROUPS</b> Collaborative		<b>X</b>									<b>WORKS ALONE</b> Not a team player	Q2
Q3	<b>LESS ORDERLY</b> Can be undisciplined					<b>X</b>						<b>MORE ORDERLY</b> Perfectionistic	Q3
Q4	<b>PATIENT</b> Relaxed, calm							<b>X</b>				<b>IMPATIENT</b> Tense, driven	Q4