

The Personnel Report

prepared for

ABC Company

ALAN SAMPLE

June 26, 2006

This report is designed for use by persons familiar with its compact presentation of information and its language. Its purpose is to evaluate personnel on important work-related personality factors. Please note that personality test data are of questionable validity one or two years after they were obtained.

*The information contained in this report should be treated **confidentially and responsibly**. Final decisions about applicants or employees should be based on several sources of input, such as actual experience, background investigation, and personal interview.*

This report should not be the sole basis for denying employment or promotion. This is not intended to be used for applicant or employee feedback. For assistance or consultation, please call the Executive Group at 219.477.6378.

© 1987, 1994, 2001 Michael Karson All rights reserved

The Executive Group

Linking Human Capital with Strategic Intent

80 E US Hwy 6 – Valparaiso, IN 46383

Phone 219-477-6378 – Fax 219-477-6379

assessment@theeg.com – www.theeg.com

AREAS OF POTENTIAL CONCERN

This profile yielded 2 areas of potential concern that need to be evaluated and understood before making a decision. More than one risk factor is quite unusual, so these should be considered carefully, especially in light of the demands and responsibilities of this particular job.

1. Factor C (Score = 3) **Low frustration tolerance**

He may become easily overwhelmed by the challenges of the day, and sometimes unable to function effectively under moderate levels of stress or frequently changing priorities. He can get upset over relatively small issues at the office, and may have difficulty "bouncing back" the next day after being upset.

2. Factor F (Score = 2) **Low energy**

He can be somber and pessimistic about what life can offer. This can lead to progressively lower standards of performance, and can have a negative effect on others.

PERFORMANCE FACTORS

1. SELF-CONTROL

(Score = 6.3)

Mr. Sample scored above average on this composite estimate of behavioral self-control. He understands what is expected of him, even if his coping skills do not always prove sufficient.

2. WORKPLACE COPING SKILLS

(Score = 3.5)

His score on this global factor is below average, implying potential concerns in his capacity to adjust to job demands. There may be gaps in his ability to function in a stable, predictable manner.

3. INTERPERSONAL SKILLS

(Score = 4.1)

He is a fairly introverted person who may prefer work that does not emphasize engaging others. Please refer to the work-related personality description for specific components.

4. INDEPENDENCE (VS. ACCOMMODATING)

(Score = 3.2)

He does not acknowledge much interest in guiding events to his own ends. He probably strikes others as accommodating and agreeable.

WORK-RELATED PERSONALITY

PERSONAL ADAPTABILITY

Problems in coping are likely to interfere with Mr. Sample's ability to meet job demands under many circumstances. Apparent strengths described below may be intermittent, while any reported weaknesses must be taken very seriously. He may require an extraordinarily good fit between his personality and the job in order to succeed. Successful past experience in a similar position may help him on the job, but extensive training and supervision may be necessary.

His workplace coping ability is below average as a result of situational stressors and mediocre personal resources. He does have above average habit strengths to fall back on upon occasion. However, the possibility of intermittent disruptions in functioning has to be considered, especially when unexpected demands are made on him. No significant problems with tension are immediately apparent, although he does seem to be somewhat more impatient than the average person.

RELATING TO OTHERS

Mr. Sample appears to be an unusually submissive and humble person, rarely taking active control of situations. He tends to experience things as happening to him, rather than as happening because of him. Other people may not always be inclined to take him into account in their own plans, as he does not always come across as someone to be reckoned with. His tendencies toward passivity can lead to an attitude of resentment toward the people and events he feels he cannot control.

He is a cautious person who shies away from the spotlight and is thus suited to work that minimizes the need to take center stage. Unsettling feelings of self-consciousness may also come to him when he is required to initiate social contacts, so he will probably do his best if he is not often called upon to meet new people or to develop relationships beyond routine interaction.

He scored about average on warmth and working in groups. He is no more inclined to spend time alone than the average person. He is about as much a team player as most people.

PERSONAL RESPONSIBILITY

WORK-RELATED PERSONALITY

--CONTINUED--

He seems to be reasonably aware of and interested in meeting the expectations of others, as he is concerned about living up to conventional standards of behavior. His understanding of societal norms has led to his developing a reliable and normative presentation of self. However, his usually adequate conventionality may occasionally be disrupted. For example, with 2 areas of potential concern, he is likely to find himself in situations that involve his issues, thereby undermining his otherwise good functioning.

He is an unusually somber, serious person whose pessimistic outlook can color his judgment, as he rarely imagines things going smoothly. His minimal interest in fun-loving activities suggests a disheartened mood. His pessimism can dampen the enthusiasm of those around him, especially if he is in a position that requires others to get positive support out of him for their ideas. Outside of the risk of his energy level dropping to a level that would interfere with his output, he can generally be counted on not to get caught up in impulsive decision-making or fanciful expectations. Although he may lack the optimism and excitement to be optimally effective in a growth enterprise, he may be well-suited to "holding the fort" under adverse conditions.

He is not a particularly orderly person. He does not always bother with details, and careful analysis may not appeal to him. His focus on the big picture can sometimes generate big ideas, but he does not always follow through with the finishing touches that can lead to their adoption. He may have a tendency to make decisions before all the facts are in. His potential for developing poor work habits can lead to wasting a lot of time. As a manager, he may need to work on a tendency to leave well enough alone; a management by objectives approach may be useful to him, since it would force him into a more orderly style, and would impose a hands-on interest in subordinates.

PROBLEM-SOLVING AND COMMUNICATION

He demonstrates above average verbal facility, with a capacity for grasping concepts and processing complicated information. It is somewhat unusual to find someone this intelligent not being more assertive than he is. He may lack confidence in the quality of his ideas. He may need to be actively sought out if his good ideas are to enter the discussion. When he does express himself, his discomfort with the assertive role can make him blurt out whatever he is thinking, not always taking other people's reactions into account.

He is no more sensitive and thin-skinned than most people, and no more tough-minded either. He does not avoid expressing his feelings, but neither is he particularly interested in doing so.

WORK-RELATED PERSONALITY

--CONTINUED--

He seems to be about as practical as most people, and reasonably likely to keep an eye on the pragmatic consequences of ideas before embracing them. He is objective and pragmatic in his thinking, rarely giving undue heed to his subjective responses.

His preference is for direct, forthright communication where all parties are open, honest, and even blunt. He may need some supervision around negotiating encounters where it is not desirable to put all the cards on the table. His artlessness can be a strength in conversations with supervisors and colleagues, in other words, in situations where information is more important than tact.

He reports being about as interested as most people in trying new things and considering new ideas.

PROFILE VALIDITY

With regard to his test-taking attitude, his percentile scores were 72 on impression management, 4 on the tendency to answer true-false items "true," and 51 on the tendency not to answer some items that most subjects do answer. His raw scores were 14, 39, and 1, respectively. The validity scales indicate that he paid attention and understood the items. Apparently, he did not try to present himself in a particularly good or bad light. Therefore, the information in this report is likely to be accurate.

PRIMARY PERSONALITY FACTORS

1 2 3 4 5 6 7 8 9 10

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