

The Personnel Report

prepared for

ABC COMPANY

JOSH SAMPLE

August 7, 2007

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.

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The Executive Group

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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 B (Score = 3) **Verbal facility (below average)**

Poor grasp of concepts and poor verbal reasoning ability is suggested. This employee will likely have difficulty learning new things quickly. He may often make errors due to poor conceptualization. These concerns may not be as significant if the job is highly structured with minimal decision-making required.

2. Factor L (Score = 9) **Suspiciousness**

There is a potential for him to be questioning, blaming, mistrustful, and irritable to co-workers in the work environment. He may assume he is being taken advantage of.

PERFORMANCE FACTORS

1. SELF-CONTROL

(Score = 6.9)

Mr. Sample scored above average on this composite estimate of behavioral self-control. His conduct should generally conform to expectations and rules, other things being equal.

2. WORKPLACE COPING SKILLS

(Score = 4.6)

His score on this global factor is about average. His ability to adjust to job demands in a stable and predictable manner is comparable to most people's, outside of the areas of concern noted on page two.

3. INTERPERSONAL SKILLS

(Score = 3.4)

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 = 7.1)

He acknowledges an interest in guiding events to his own ends. He represents a sense of himself as persuasive and independent.

WORK-RELATED PERSONALITY

PERSONAL ADAPTABILITY

The areas of potential concern identified on page two are combined with below average adaptive potential in this individual. Mr. Sample may not be able to find the coping skills to compensate for deficiencies. In other areas, his personal resilience is below average, so he may have trouble taking job demands and changing priorities in stride, and his apparent strengths may prove to be inconsistent. Successful past experience in a similar position may help him on the job, but extensive training and supervision may be necessary.

He has the potential to respond in an angry manner, although he frequently does so indirectly. He is typically attuned to the power dynamics in most interactions, and he can be very sensitive to both real and imagined slights to his status. He may become extremely interested in the idea of not letting others take advantage of him. The resulting posture would be one of excessive suspiciousness and quickness to blame others. People may try to keep clear of him because of his potentially hostile attitude.

He answered the items on the personality test in a manner substantially different from most people. He may have been too unwilling to commit himself one way or the other. His verbal facility may simply not be strong enough to have enabled him to fully understand all the items. Or, he may have had trouble concentrating due to his low frustration tolerance.

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, so he is probably at his best executing routines and carrying out programmed tasks. However, the possibility of intermittent disruptions in functioning has to be considered, especially when unexpected demands are made on him. No problems with tension are immediately apparent.

RELATING TO OTHERS

He shows a strong preference for minimizing his emotional connection with others. Excessive interpersonal contact in his daily life may lead to strain, and could produce some awkward social retreats. Consequently, he will be more productive if periods of being alone are built into the work. He may be viewed as cool and detached by peers, although a

WORK-RELATED PERSONALITY

--CONTINUED--

limited number of close relationships is certainly possible. In a position of responsibility, his reclusive tendencies will work for him when his priorities remain relatively unaffected by other people's reactions. (He is unlikely to go out of his way to please other people.) On the other hand, he may need to be reminded to "sell" his ideas and his policies, since he does not always put the time into relationships that a strong alliance requires.

In spite of his preference for being alone, Mr. Sample is comfortable with the spotlight on himself, which gives him a chance to satisfy his need to make an impression on other people. People may resent the splash he likes to make partly because he does not always follow through on many of his relationships with the social amenities. Others can be made to feel that they are just an audience for him.

He prefers working alone to working in groups, which may affect his ability to be a team player. In a supervisory role, he may expect subordinates to be as self-sufficient as he tries to be. He may need some training in cultivating and maintaining good working relationships.

He scored about average on assertiveness. He stands up for himself and for his ideas in groups about as much as most people.

PERSONAL RESPONSIBILITY

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. Also, his unusual response style suggests gaps in his predictability.

He scored about average on a measure of his energy levels, suggesting that it is not a problem for him in general to summon up the enthusiasm to be enterprising when necessary. One would not expect him to strike others as immature, nor as being overly weighed down by responsibilities.

WORK-RELATED PERSONALITY

--CONTINUED--

He tends to be orderly and systematic in his approach to problems. He is interested in details and likes to put the finishing touches on his work before letting it go. Occasionally, this can lead to perfectionism, which is generally an asset when time allows for it, but which can also be a drawback when time is short, or when perfectionistic standards are applied to the work of others without due consideration for their feelings. He is likely to have strengths in the areas of planning, precision, and working with details. He is the type of person who usually excels at executing routines and following a regimen, as he is not easily distracted.

PROBLEM-SOLVING AND COMMUNICATION

He scored well below average on a measure of verbal facility. While this scale is not really diverse enough to constitute an intelligence test, it does measure one cognitive skill, namely, the ability to manipulate verbal concepts. In this area, his thinking may strike others as plodding and concrete at times. He may not always grasp what is expected of him especially if he is told and not shown.

He is a rather tough-minded, no-nonsense individual as compared to most people. His efficiency is rarely affected by emotional concerns in the sense that he does not spend a lot of time wondering how his actions and decisions will feel to himself or to others. He is not so averse to expressing his emotions, however, that he considers feelings to be silly, but he does tend to avoid the emotional side of things. As a manager, he may need some guidance around communicating respect for and attending to the importance of other people's feelings. In a supervisory role, he would be at his best training task performance rather than, say, trying to cultivate an alliance with subordinates.

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.

He is more indirect in his communicative style than most people, meaning he generally prefers the tact and diplomacy of careful conversation to the forthright bluntness of information exchange. Sometimes his tact may be taken for insincerity, especially if it is later discovered that he knew things he was not saying. As a manager, he may need encouragement to talk openly with subordinates, who typically appreciate knowing what is on the boss's mind.

WORK-RELATED PERSONALITY

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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 57 on impression management, 7 on the tendency to answer true-false items "true," and 95 on the tendency not to answer some items that most subjects do answer. His raw scores were 12, 42, and 8, respectively. He answered the items on the personality questionnaire in a different manner from most people, suggesting he was either not paying attention, had difficulty understanding the items, or may have been cautious about committing himself. Further evaluation is recommended to determine the actual reasons. Apparently, he did not try to present himself in a particularly good or bad light.

The Executive Group

Company ATLAS Copco

Name JOHN MOULOSE

Date MAY 14, 2007

Position SERVICE TECHNICIAN

PRIMARY PERSONALITY FACTORS

IM 12 IN 8 AQ 42

Factor	Sten	Left Meaning	Standard Ten Score (STEN)										Right Meaning		
			1	2	3	4	5	6	7	8	9	10			
A	3	RESERVED Unengaging, distant													SOCIABLE Engaging, friendly
B	3	CONCRETE THINKING Hands on learning													ABSTRACT THINKING Independent learning
C	4	EASILY UPSET Job should fit needs													MANAGES FRUSTRATION Can adapt to job
E	6	SUBMISSIVE More passive, humble													ASSERTIVE Competitive, confident
F	5	SERIOUS Sober, somber													ENTHUSIASTIC Happy, lively, energetic
G	6	UNCONVENTIONAL Ignores expectations													CONVENTIONAL Follows rules
H	7	SOCIALLY RESTRAINED Shy, avoids spotlight													SOCIALLY BOLD Needs to impress others
I	3	TOUGH-MINDED Realistic, no-nonsense													SENSITIVE Susceptible to feelings
L	9	TRUSTING Accepting, naïve													SUSPICIOUS Skeptical, blaming
M	5	PRACTICAL Focus on solutions													IMPRACTICAL Focus on ideas
N	8	DIRECT WITH OTHERS Self-disclosing, open													INDIRECT WITH OTHERS Discreet, diplomatic, private
O	4	UNCONCERNED Casual, untroubled													WORRYING Fear of mistakes
Q1	6	RESISTS CHANGE Prefers the familiar													OPEN TO CHANGE Experimenting
Q2	8	WORKS IN GROUPS Collaborative													WORKS ALONE Independent, self-reliant
Q3	8	LESS ORDERLY Can be undisciplined													MORE ORDERLY Perfectionistic
Q4	5	PATIENT Relaxed, calm													IMPATIENT Tense, driven

GLOBAL PERSONALITY FACTORS

EX	3	EXTROVERSION
ER	6	EMOTIONAL RESLIENCE
TM	7	TOUGH MINDEDNESS
IN	7	INDEPENDENCE
SC	7	SELF CONTROL

MECHANICAL CONCEPTS

	Raw Score	Percentile	
INTERRELATIONSHIPS	<u>13</u>	<u>35</u>	%
TOOLS	<u>18</u>	<u>20</u>	%
SPATIAL RELATIONSHIPS	<u>13</u>	<u>35</u>	%
TOTAL	<u>44</u>	<u>25</u>	%

ELECTRICAL APTITUDE

Raw Score	Percentile	
<u>21</u>	<u>7</u>	%