

# The Personnel Report

prepared for

## ABC Company

JOHN SAMPLE

August 8, 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.*

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## The Executive Group

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## AREAS OF POTENTIAL CONCERN

This profile yielded 7 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 A (Score = 2) **Social withdrawal**

Significant reclusiveness and isolation are suggested, due to a pronounced concern or discomfort about interacting with others. When around other people, personal tension can override other priorities. He is likely to be viewed by co-workers as cold and aloof. These concerns may not be as significant if the job does not involve a lot of interpersonal contact.

2. 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.

3. 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.

## AREAS OF POTENTIAL CONCERN

4. 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.

5. Factor M (Score = 8) **Too impractical**

He seems to feel almost a disdain for practical issues and everyday concerns. His evaluation of an idea or an approach to a problem may have little to do with its actual utility, but instead may depend on idiosyncratic issues.

6. Factor O (Score = 8) **Worrying (above average)**

Excessive worrying about inconsequential issues is suggested, as well as a fear of making mistakes. He may feel compelled to share his poorly defined worries with co-workers. A fear of being blamed may keep him from voicing his ideas.

## AREAS OF POTENTIAL CONCERN

7. Factor Q4 (Score = 8) **Impatience**

Tension may stem from situational factors, but his current ability to meet job demands may be reduced. His level of intensity may keep him from staying productively focused on projects.

# PERFORMANCE FACTORS

## 1. SELF-CONTROL

(Score = 3.4)

This composite estimate of Mr. Sample's behavioral self-control falls in the questionable range, raising concerns about his reliability. He may have trouble complying with some of the basic expectations held by most employers.

## 2. WORKPLACE COPING SKILLS

(Score = 1.8)

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 = 5.8)

He is not particularly introverted or extraverted, and his interpersonal skills are on the whole about average. Please refer to the work-related personality description for specific components.

## 4. INDEPENDENCE (VS. ACCOMMODATING)

(Score = 9.5)

He acknowledges a great deal of interest in guiding events to his own ends. He may strike others as aggressive, willful, or domineering.

# 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, and he tends to do so rather freely. 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 rebelled against the test instructions. 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 high tension level, his inattentiveness, and his worrying.

This is an unusually apprehensive person whose degree of worrying could easily interfere with his productivity. He may need a good deal of reassurance from supervisors in order to do his best. A clear statement of what is expected of him may help offset his tendency to worry that he is not doing enough.

He appears to be more tense than most people. He is likely to be impatient and restless and it may be difficult for him to relax. His level of tension must be understood in the context of his current employment situation; the more important his current job, the more natural it is for him to experience stress-related tension stemming from the extent of his responsibilities. Otherwise, his degree of impatience may be related to problems in his life circumstances, low self-esteem, or personality problems. Any of these could be expected to interfere with job performance on occasion.

The combination of factors that contribute to workplace coping ability produces an unfavorable outlook for this individual. The predictable, steady presentation of self, which allows others to

## **WORK-RELATED PERSONALITY**

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know where they stand, may be an issue. Self-esteem problems may be indicated. Reality may be frustrating enough and disappointing enough that he does not always deal with it directly. Instead, he may seek ways to compensate for his low self-esteem by emotionally escaping from unpleasant prospects.

### **RELATING TO OTHERS**

He is so reserved as to raise questions about his interpersonal effectiveness. His avoidance of others goes beyond a preference for being alone, and may involve problems with personally close relationships. There may be a history of negative interactions with other people. As a result of his social withdrawal, he may be viewed as cold and aloof by others. One must consider the possibility that he will be ineffective at forming and maintaining relationships. On the other hand, there are certain jobs where interpersonal issues are not necessarily a great liability. The fact that he is interpersonally reserved but also frank with others suggests that he may have little experience in groups, or he may naively expect others to value bluntness as he does.

His assertiveness makes him a powerful figure in groups. He likes to stand up for his point of view in whatever circumstances he finds himself. At times his force of will can seem controlling and domineering, while at other times he can seem confident and persuasive. His strengths will be valuable assets if other people in the organization are not threatened by his level of aggressiveness. Otherwise, he will seem like a troublemaker at times. Supervisors will have to contend with the fact that authority over him must be earned, rather than merely designated, and he resents as intrusive anyone trying to take control over his own work from him. His drive to get things done is rarely subordinated to concerns about how he is coming across, which can increase his effectiveness under many conditions. When the support of others is required, however, he may fail to put the necessary time into interpersonal relationship building, and he can find himself in the right but all alone. He can get so caught up in his point of view that he loses track of his impact on others. Supervisors should direct his attention to a consideration of how other people are reacting to him.

In spite of his preference for being alone, and in spite of what others may see as a lack of warmth, 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 is oriented toward working in groups a great deal more than most people. Although he thinks of himself as a team player, there may be reasons to wonder about the extent to which he prefers

## **WORK-RELATED PERSONALITY**

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groups as a way of avoiding possible concerns in the areas of self-esteem, verbal facility, and questionable self-discipline. In a supervisory role, he may have a tendency to "join with" his subordinates, so his own supervisors should be sure to strengthen his identification with the management group to which he belongs. The unusual combination of being group-oriented yet reserved often results in a split between life at work and life after hours. He may well be a person who has learned to work closely with others for some of the reasons outlined above, and then meets his need to be alone by curtailing his social life. There is some conflict in evidence between his interest in working in a group and his assertiveness. It would not be surprising to find him acting in a mild, non-threatening way on the surface, with a stubborn streak emerging when he is asked to change his ways or his ideas.

### **PERSONAL RESPONSIBILITY**

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 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

## **WORK-RELATED PERSONALITY**

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not shown. On the other hand, his performance on this measure may have been affected by other factors, including his impatience, his apprehensions, and his disorderliness.

Compared to most people, he is unusually tough-minded. He is not prone to following his intuitions and instead likes to work with hard data. He does not spend much time on the emotional side of things, which increases his efficiency under most conditions. However, his tendency to view feelings as nonsensical can get in his way at times. For instance, he can get bottled up emotionally and he may need some help in finding suitable avenues of expression. Also, as a manager, he can have a cooling effect on the loyalty and excitement of subordinates, so he may need to be reminded occasionally that most people need to feel that their emotions are respected.

He sees himself as significantly less practical than most people. He does not always monitor the practical consequences of ideas before embracing them. His supervisors should help him develop decision-making protocols, to ensure that his rationales are sensible, and to ensure that he keeps the organization's goals in mind. He may tend to stick with unsuccessful approaches longer than he should if they are appealing in theory.

He likes to say exactly what is on his mind with a bluntness and directness that can sometimes seem naive and indiscreet, but at other times can seem artless and disarming. In groups, for the sake of harmony, he may have to learn to curb his interest in self-expression.

He reports a lively interest in trying new things and considering new ideas. In light of his questionable coping skills, there may be a compensatory aspect to his interest in change, since change implies an escape from dissatisfaction and frustration. Most people as open to change as he is are not as serious as he seems to be. This may mean that, in spite of an overly cautious approach in some areas of functioning, he senses that things can improve, and is trying to explore new alternatives.

### **PROFILE VALIDITY**

With regard to his test-taking attitude, his percentile scores were 28 on impression management, 13 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 8, 46, 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.

