

The Personnel Report

prepared for

RST, Inc.

Ted Sample

June 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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PRIMARY PERSONALITY FACTORS (DRIVERS)

| | | 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 |

Scores in the generally most desirable range for driver positions fall in the shaded areas. Scores outside the shaded areas may indicate a mismatch with the driver position.

RST DRIVERS SCALE

This special scale combines the factors from the validation study that distinguished the best drivers. This score is one of several aspects of The Personnel Report related to performance ratings, and not a composite of all the predictive features of the report. It should be applied to potential employees only if they would otherwise likely be hired, since it was developed on employees who were, in fact, hired. In most cases, scores above 4.5 suggest that the candidate will resemble the top drivers in the validation study, provided that no issues are raised in other areas, including work history.

The RST Drivers Scale was not computed because of the following:

- Too many Areas of Potential Concern
- Too low a score on Self-Control
- Too low a score on Workplace Coping Skills

Drivers Scale:

Score =

| | | | | | | | | | | |
|---|--------------------------|---|--------------------------|---|---|---|---|---|---|----|
| | Less like top performers | | More like top performers | | | | | | | |
| ↓ | potential concern | ? | desirable | | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

AREAS OF POTENTIAL CONCERN

This section is designed to help you spot certain behaviors that could impact productivity and bring into question someone's ability to perform ANY job. This profile yielded 6 areas of potential concern that need to be evaluated and understood before making a decision. More than one area of concern is quite unusual in successful employees, so these should be considered carefully, especially in light of the demands and responsibilities of this particular job. There should be supportive material from other sources (e.g., background investigation, second interviews, and reference checks) to validate a positive hiring decision.

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 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.

3. 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.

AREAS OF POTENTIAL CONCERN

4. Factor Q3 (Score = 2) **Disorganized**

He is often inconsistent, with below average potential for goal-directed behavior in meeting responsibilities. He may also lack good habits and organizational strengths.

5. Factor Q4 (Score = 9) **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.

6. Factor IM (Score = 1) **Poor impression management**

He is so little concerned with what others think of him, especially under the circumstances of the testing, that his motivation and judgment must be questioned.

PERFORMANCE FACTORS (DRIVERS)

Problem-solving ability: More Concrete More Abstract

Score = 3

| potential concern | | | desirable | | | | | | |
|-------------------|---|---|-----------|---|---|---|---|---|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Scores this low may indicate difficulties solving verbal problems and thinking abstractly.

Self-control: More Casual More Constrained

Score = 2.4

| potential concern | | | ? | desirable | | | | question | |
|-------------------|---|---|---|-----------|---|---|---|----------|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

This composite estimate of Mr. Sample's behavioral self-control falls in the lower range, raising concerns about his reliability.

Workplace coping skills: Less Resilient More Resilient

Score = 2.4

| potential concern | | | ? | desirable | | | | | |
|-------------------|---|---|---|-----------|---|---|---|---|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

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.

Interpersonal skills: More Introverted More Extraverted

Score = 4.3

| questionable | | | ? | desirable | | | questionable | | |
|--------------|---|---|---|-----------|---|---|--------------|---|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

He is a somewhat introverted person.

Independence: More Accommodating More Independent

Score = 5.8

| questionable | | | desirable | | | | questionable | | |
|--------------|---|---|-----------|---|---|---|--------------|---|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

He is a reasonably subdued, accommodating person who may be comfortable going along with the expectations of others.

Tough-mindedness: More Intuitive More Practical

Score = 7.4

| questionable | | | | desirable | | | | | |
|--------------|---|---|---|-----------|---|---|---|---|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

He may be reasonably comfortable with feelings.

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.

He appears to be much 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 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. He has a tendency to be wary of others when he is under stress, or when he is "pushed," but not necessarily to the extent that he strikes others as being basically suspicious and blaming. His resistance to automatically trusting most people makes him someone who is hard to take advantage of.

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.

WORK-RELATED PERSONALITY

--CONTINUED--

He is somewhat more assertive than the average person, and control over his own work is likely to appeal to him. His assertiveness will be a strength in most situations, especially when his objectives align with the organization's, as occurs in most contact outside the company. Within the organization, he may occasionally seem stubborn, especially if he feels like other people are trying to get control of his domain. 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.

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. His desire to control his environment and the flow of events around him may be limited to his own work; at any rate, he would seem to lack the social boldness that usually accompanies the dominant role in a group.

Self-sufficiency is indicated to some degree. This is typically an asset, especially as in this case where it is not so pronounced as to signal problems with being a team player or excessive frustrations around collaborating with others.

PERSONAL RESPONSIBILITY

One reason people do what others expect of them is because they are inclined to follow rules. Mr. Sample is not quite as identified with following rules as most people, so his own interests may come before those of the organization when the two are in conflict. Many of the trivial tasks of work life, normally taken for granted, may become optional in his mind. These might include attendance and identification with the company, although it is more likely to involve paperwork and other responsibilities that are not particularly gratifying in and of themselves. His supervisors should set clear objectives and priorities.

He shows evidence of a good supply of energy and, in general, an ability to summon its reserves when necessary. His vitality, at its best, can foster an atmosphere of optimism, and can spark enthusiasm in those around him. While it may be true that he does not always consider all the practical consequences of his actions, at least he is inclined to try

WORK-RELATED PERSONALITY

--CONTINUED--

doing something rather than missing opportunities while waiting for just the right moment. On occasion, however, some people will think him excitable.

At times, he may get so disorganized as to lose track of his priorities. Largely without the sets of orderly habits that can sustain one's direction and focus, his initiative and drive can become diffused and scattered. His ideas, even the good ones, may often come to nothing when he fails to put the finishing touches on them that can make the difference. Supervisors may have to put in a great deal of time helping him get organized, developing a regimen with him, and helping him prioritize demands on his time. He may lack many of the behaviors and habit strengths associated with self-control.

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. On the other hand, his performance on this measure may have been affected by other factors, including his impatience, his disorderliness, and his possible attempt to look bad.

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 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 is not particularly forthright and direct in his communications, but neither is he given to keeping such close counsel on what he really thinks that people feel manipulated.

WORK-RELATED PERSONALITY

--CONTINUED--

He reports less interest in trying new things than most people do. Supervisors might want to spend some extra time helping him acclimate to changes. As a manager himself, he may need to be reminded at times that old solutions do not always apply to new problems.

PROFILE VALIDITY

With regard to his test-taking attitude, his percentile scores were 1 on impression management, 33 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 2, 53, and 1, respectively. The validity scales indicate that he paid attention and understood the items. For whatever reason, he acknowledged more negatives about himself than most people do, especially in a personnel selection situation. Consequently, his motivation and judgment must be questioned.