



Premium Personality Profile

Joe Sample

Date: 11/11/2014

Time: 12:47 PM

Candidate ID: 10265

Email: N/A

Job Title Applying For: Sample

Organization: Connect Testing

To ensure you are obtaining the full benefits available to you from the use of this assessment, please read the information contained in this report carefully. By using the information provided in this report, you are acknowledging that you understand the general guidelines for interpreting the assessment results.

While this assessment was designed to help assess various aspects of personality and/or skills, the report results are presented in terms of probabilities. False Positives and False Negatives are expected. PsyMetrics and the test developer are not liable for test taker behaviors.

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What this Assessment Measures

The HR Testing Library offers employers the ability to create assessments that measure the specific skills and behavioral dispositions required of any job. This "custom" approach to talent assessment ensures organizations are only testing for those skills and behaviors that are relevant to the job, therefore increasing validity while at the same time reducing test administration time significantly.

Based on a careful evaluation of the job being filled and a review of the assessments offered through the HR Testing Library, the following skills and/or behaviors were selected as important for job success.

The areas assessed by this Profile are:

Achievement Drive	Achievement Drive measures the degree to which the individual is likely to be competitive and driven to be the best. This characteristic is important for jobs where the attainment of established goals and benchmarks are important (e.g., sales jobs). It is also important for jobs where there may be competition within departments or between coworkers and positions where the individual is expected to grow and advance to higher levels within the organization.
Assertiveness	Assertiveness measures the degree to which the individual is likely to assert him/herself, speak his/her mind and enjoy taking control or the lead in group situations. This characteristic is important for jobs where a strong personality is a plus (e.g., most sales jobs and managerial positions).
Flexibility	Flexibility measures the degree to which the individual is likely to be able to adapt to change and is more open minded than stubborn. This characteristic is important for fast paced jobs where priorities often shift. It is also important for organizations that are in transition or are expecting changes that will affect work duties and responsibilities.
Helping Disposition	Helping Disposition measures the degree to which an individual is friendly and is likely to go out of his or her way to assist or help customers and/or co-workers. This characteristic is important for most, if not all, jobs.
Leadership	Leadership measures the degree to which the individual has the necessary interest, ability and disposition necessary to perform in a leadership capacity. Leadership is important for jobs that require the management of others and/or the coordination of the work of others to accomplish the organization's goals. Supervisors, managers and team or group leaders need leadership characteristics to be successful.
Reliability	Reliability measures the degree to which the individual is likely to be dependable, hardworking and conscientious about the quality of his/her work.
Rules Compliance	Rules Compliance measures the degree to which the individual is likely to follow company policies and adhere to rules and procedures established by management. This characteristic is appropriate for most, if not all jobs, with special emphasis on jobs requiring much trust (e.g., bank teller, cashier) and positions of authority (security guards, police officers).



Self Confidence	Self Confidence measures the degree to which the individual is likely to be self assured, is not overly affected by what others think of him/her, and is confident in his/her decisions and actions. This characteristic is important for jobs that require independent thought, a self-starter attitude, sales and management.
Team Player	Team Player measures the degree to which the individual is likely to cooperate in all aspects of his/her work relationships including working in harmony with others to achieve a common goal. This characteristic is important for jobs requiring interaction and cooperation among coworkers.
Trustworthiness	Trustworthiness measures the degree to which the individual is likely to be honest and trusting of others. This characteristic is important for most, if not all jobs with special emphasis on cash handling jobs and jobs involving confidential or sensitive information.

Candidness of the Premium Personality Profile Results

This Profile includes a candidness check to determine the degree to which the individual may have exaggerated his/her responses in order to present themselves more favorably. The results of this validity check with interpretation is presented on the following page.

Interpreting the Profile Results

The following page also presents the Total Score Summary and Total Score Interpretation. This is followed by the Score Profile. The Score Profile includes the scores for all of the scales. The scores are presented in terms of percentiles. The percentile indicates how the candidate scored relative to all other individuals who have taken the assessment. For example, if a candidate's score on a particular scale shows as the 75th percentile, this indicates he/she scored better than 75% of all other people who have completed that scale.

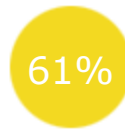
The pages that follow the Score Profile provide detailed interpretations for each of the scales, as well as, management strategies and follow-up interview questions one can ask the candidate to obtain more insight with respect to areas needing development.



Total Score Summary



Caution



Average



High

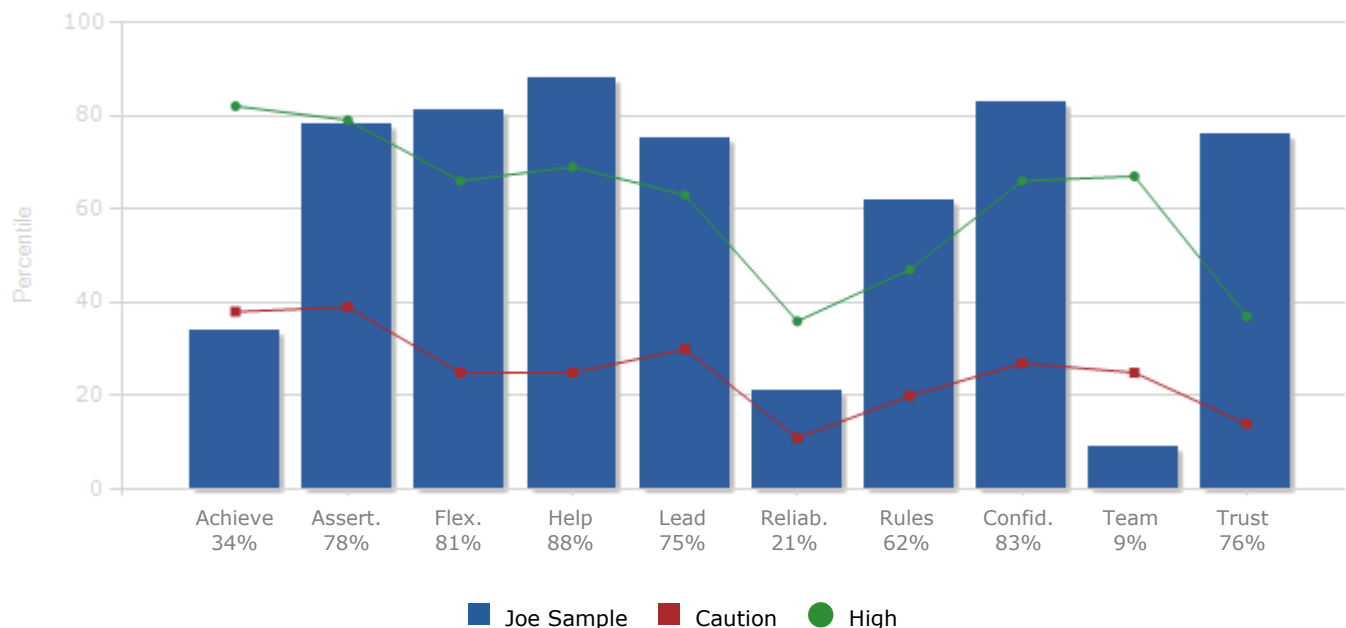
Total Score Interpretation

This candidate's total Profile score falls within the Average range. This candidate generally demonstrates average to moderate levels of the behaviors/skills assessed by this Profile. Review the individual scale details to better understand strengths and potential shortcomings. The candidate's total score is consistent with that of most other candidates.

Score Validity

Candidness: High - The candidate's responses are likely to be an accurate representation of his/her attitudes and behaviors.

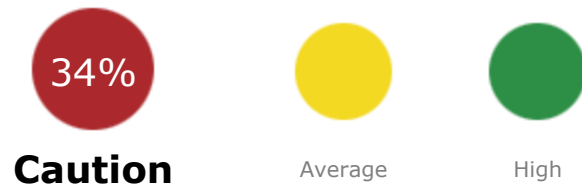
Score Profile



The bar graph above shows the candidate's score pattern across all the dimensions assessed by this profile. The pages that follow offer detailed insight into each dimension score.



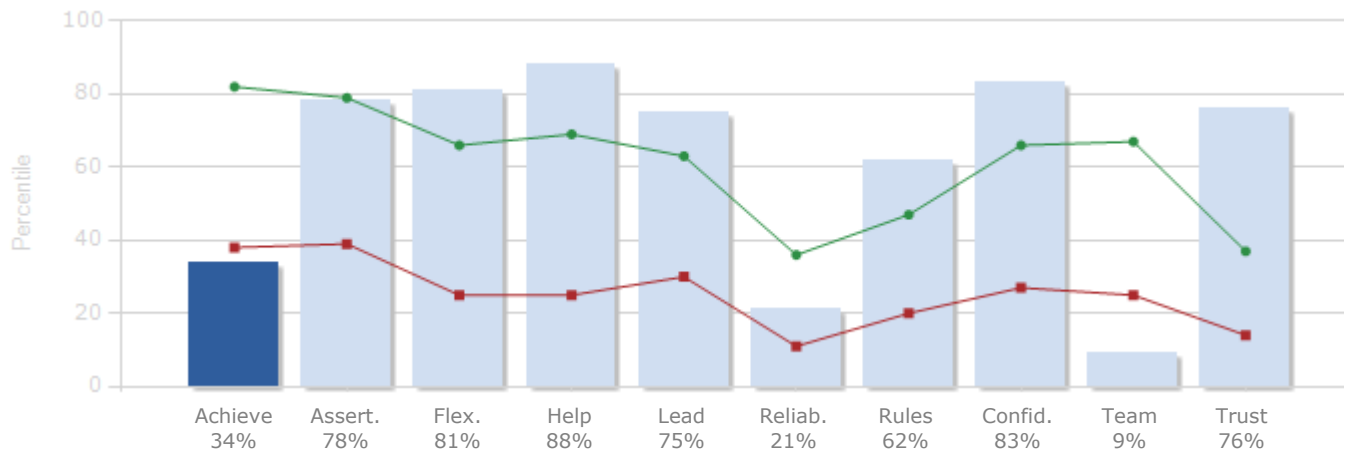
Achievement Drive



Score Details

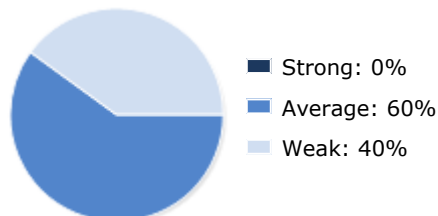
Achievement Drive measures the degree to which the individual is likely to be competitive and driven to be the best. This characteristic is important for jobs where the attainment of established goals and benchmarks are important (e.g., sales jobs). It is also important for jobs where there may be competition within departments or between coworkers and positions where the individual is expected to grow and advance to higher levels within the organization.

Joe Sample scored in the **34th** percentile on Achievement Drive (Caution), meaning Joe scored lower than 66 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Achievement Drive behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Achievement Drive.

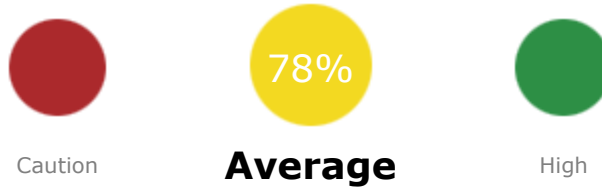


Expected Job Behaviors

- Individuals who score in this range will demonstrate few competitive behaviors.
- They are generally not motivated by monetary gain.
- They tend to be content regardless of performance level.
- They are likely to be cooperative and will compromise.



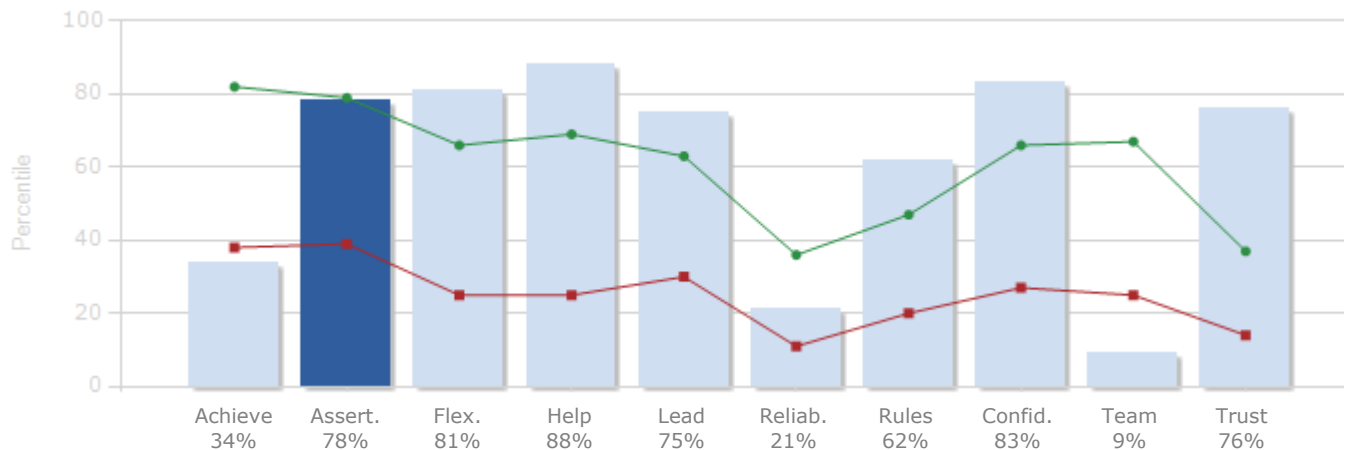
Assertiveness



Score Details

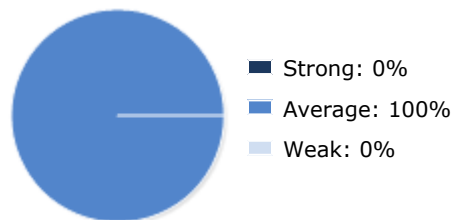
Assertiveness measures the degree to which the individual is likely to assert him/herself, speak his/her mind and enjoy taking control or the lead in group situations. This characteristic is important for jobs where a strong personality is a plus (e.g., most sales jobs and managerial positions).

Joe Sample scored in the **78th** percentile on Assertiveness (Average), meaning Joe scored better than 78 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Assertiveness behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Assertiveness.



Expected Job Behaviors

- Does not normally engage in overly controlling behaviors.
- Is not overly persistent with other people.
- This individual's assertiveness score is consistent with most other candidates.
- Tends to show an even-tempered demeanor when it comes to assertiveness.
- On occasion can be expected to speak his/her mind.



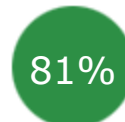
Flexibility



Caution



Average



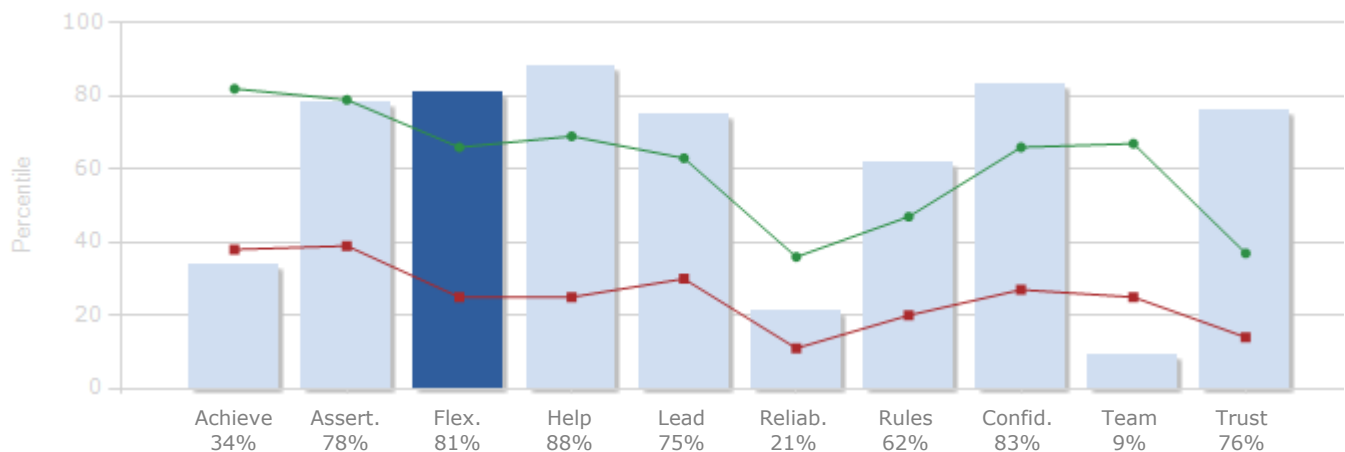
81%

High

Score Details

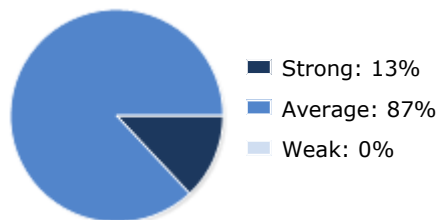
Flexibility measures the degree to which the individual is likely to be able to adapt to change and is more open minded than stubborn. This characteristic is important for fast paced jobs where priorities often shift. It is also important for organizations that are in transition or are expecting changes that will affect work duties and responsibilities.

Joe Sample scored in the **81st** percentile on Flexibility (High), meaning Joe scored better than 81 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Flexibility behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Flexibility.



Expected Job Behaviors

- This individual is willing and able to adapt to change easier than most.
- Goes with the flow.
- He/she is open-minded and cooperative.
- Changes priorities as needed with little resistance.



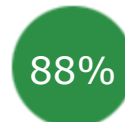
Helping Disposition



Caution



Average

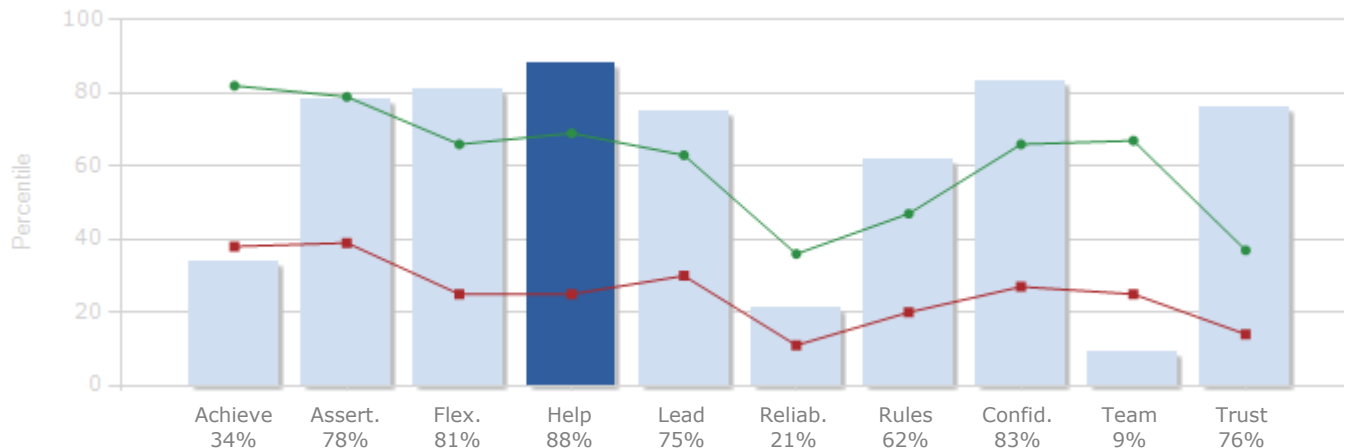


High

Score Details

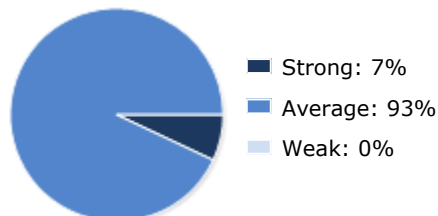
Helping Disposition measures the degree to which an individual is friendly and is likely to go out of his or her way to assist or help customers and/or co-workers. This characteristic is important for most, if not all, jobs.

Joe Sample scored in the **88th** percentile on Helping Disposition (High), meaning Joe scored better than 88 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Helping Disposition behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Helping Disposition.



Expected Job Behaviors

- This individual is friendly.
- Is empathetic and cares about the needs of others.
- Will go out of his or her way to assist or help customers and/or co-workers.
- Will sacrifice self to help others out.



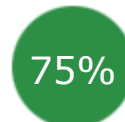
Leadership



Caution



Average

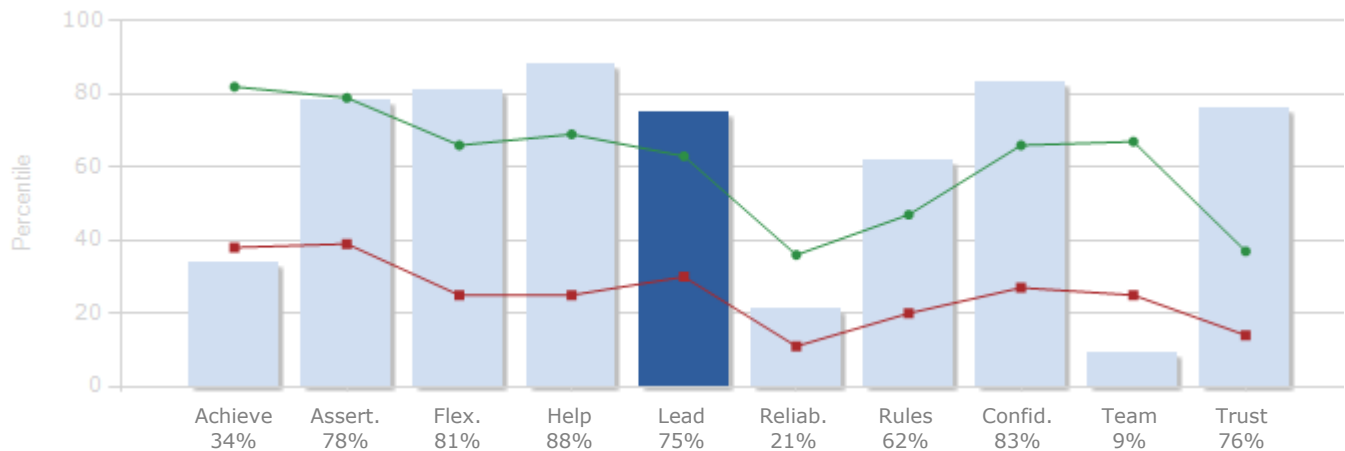


High

Score Details

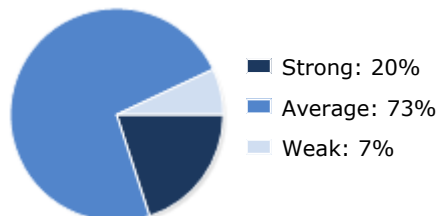
Leadership measures the degree to which the individual has the necessary interest, ability and disposition necessary to perform in a leadership capacity. Leadership is important for jobs that require the management of others and/or the coordination of the work of others to accomplish the organization's goals. Supervisors, managers and team or group leaders need leadership characteristics to be successful.

Joe Sample scored in the **75th** percentile on Leadership (High), meaning Joe scored better than 75 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Leadership behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Leadership.

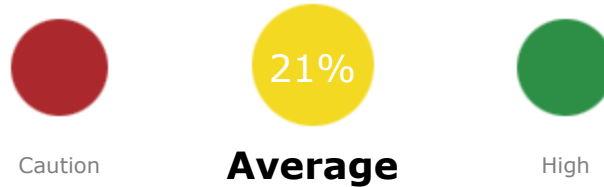


Expected Job Behaviors

- This individual has the interest, ability, and disposition necessary to be effective in a leadership role.
- Is able to coordinate the work of others.
- He/she has the ability to influence others.
- Enjoys being in a leadership role and the responsibilities that come with it.



Reliability



Score Details

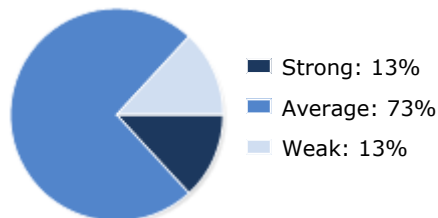
Reliability measures the degree to which the individual is likely to be dependable, hardworking and conscientious about the quality of his/her work.

Joe Sample scored in the **21st** percentile on Reliability (Average), meaning Joe scored lower than 79 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Reliability behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Reliability.

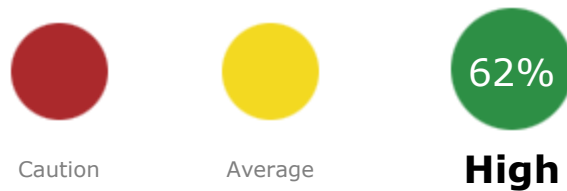


Expected Job Behaviors

- This individual is generally dependable and plans ahead from time to time.
- On occasion, work responsibilities may require some follow-up
- This individual's reliability score is consistent with most other candidates.
- The quality of his/her work is satisfactory.
- Is moderately organized.



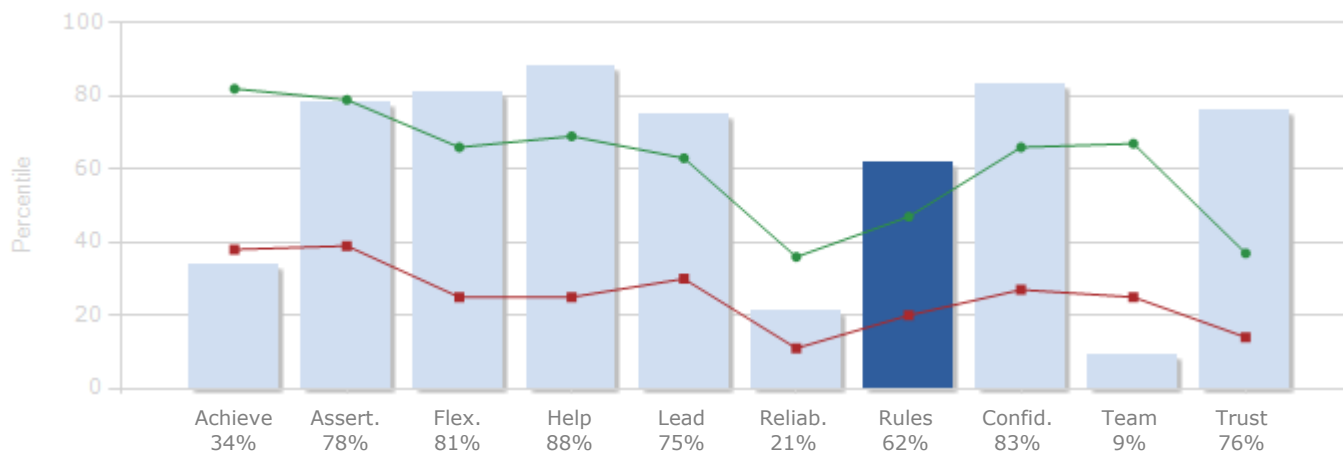
Rules Compliance



Score Details

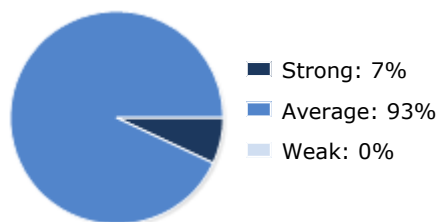
Rules Compliance measures the degree to which the individual is likely to follow company policies and adhere to rules and procedures established by management. This characteristic is appropriate for most, if not all jobs, with special emphasis on jobs requiring much trust (e.g., bank teller, cashier) and positions of authority (security guards, police officers).

Joe Sample scored in the **62nd** percentile on Rules Compliance (High), meaning Joe scored better than 62 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Rules Compliance behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Rules Compliance.



Expected Job Behaviors

- This candidate will adhere to rules and procedures established by management.
- He/she is not likely to bend rules to achieve goals.
- He/she can be relied upon to enforce assigned policies.
- Tends to stick to the rules.



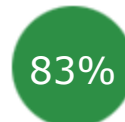
Self Confidence



Caution



Average

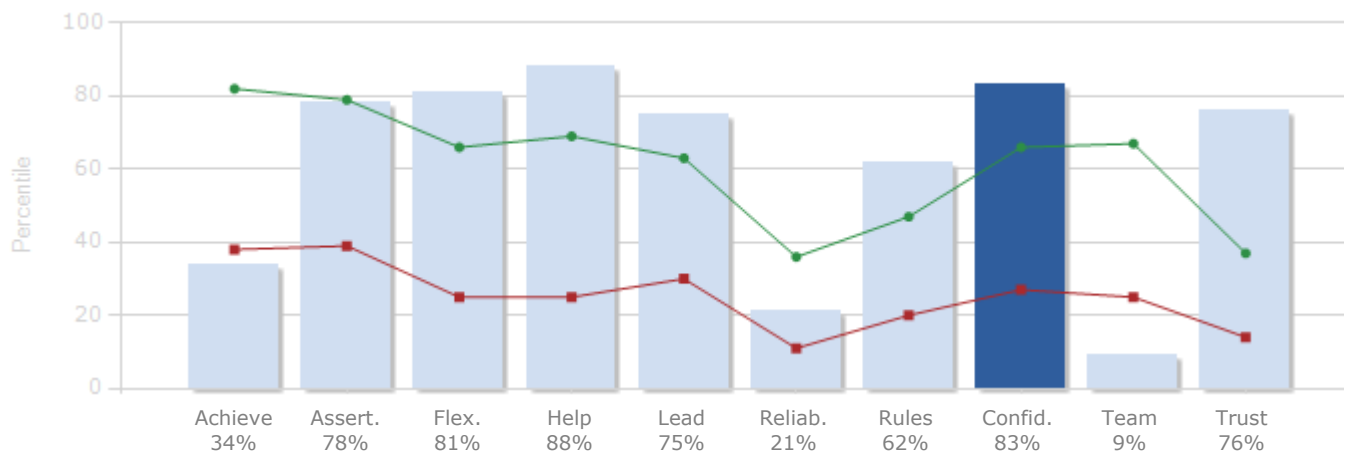


High

Score Details

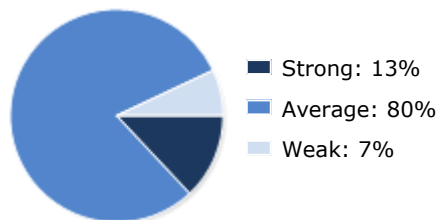
Self Confidence measures the degree to which the individual is likely to be self assured, is not overly affected by what others think of him/her, and is confident in his/her decisions and actions. This characteristic is important for jobs that require independent thought, a self-starter attitude, sales and management.

Joe Sample scored in the **83rd** percentile on Self Confidence (High), meaning Joe scored better than 83 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Self Confidence behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Self Confidence.

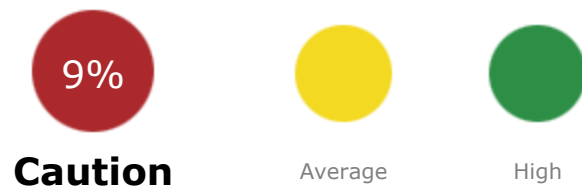


Expected Job Behaviors

- Is self-assured.
- Is confident in his/her decisions and actions.
- Is not overly affected by what others think of him/her.
- Tends to bounce back from disappointments because he/she knows inside that he/she can overcome difficult situations.



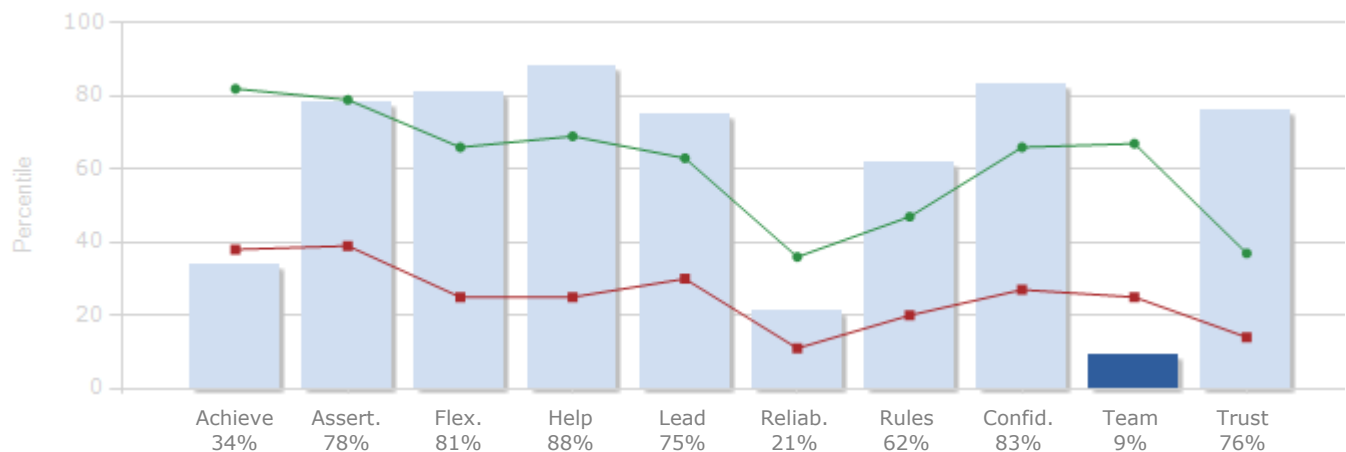
Team Player



Score Details

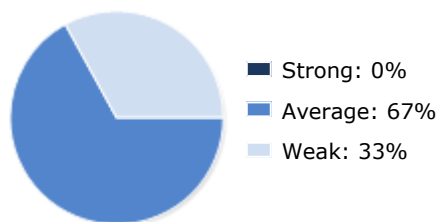
Team Player measures the degree to which the individual is likely to cooperate in all aspects of his/her work relationships including working in harmony with others to achieve a common goal. This characteristic is important for jobs requiring interaction and cooperation among coworkers.

Joe Sample scored in the **9th** percentile on Team Player (Caution), meaning Joe scored lower than 91 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Team Player behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Team Player.



Expected Job Behaviors

- This candidate may have difficulty being a team player, cooperating with others, and working in a team environment.
- Tends to focus on his/her work and usually will not take it upon him/herself to assist other coworkers.
- He/she tends to prefer working alone rather than with others.
- Tends to place more importance on individualism than developing strong team relationships.



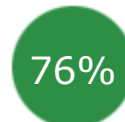
Trustworthiness



Caution



Average

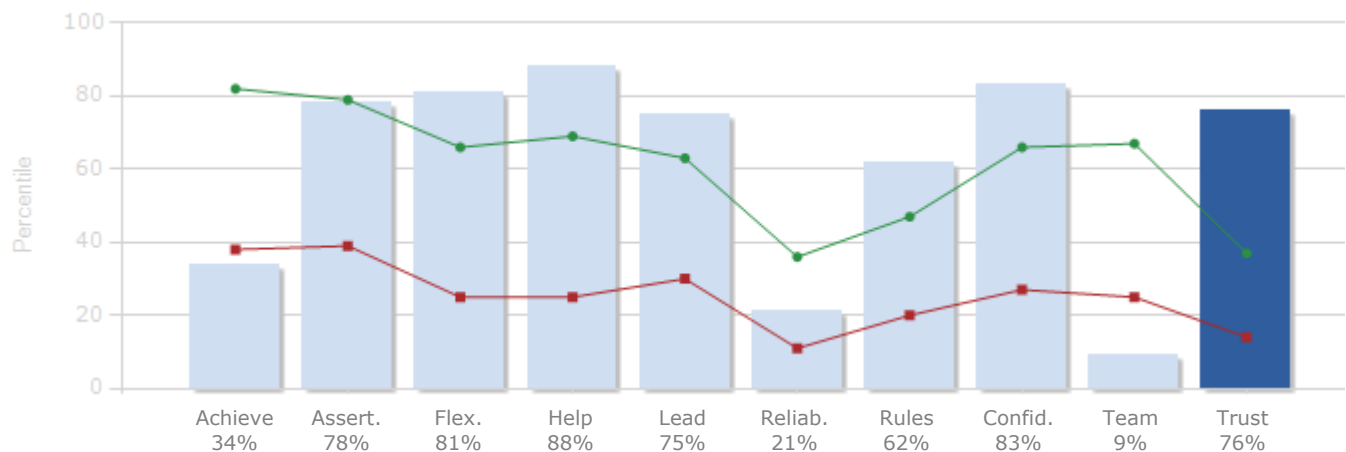


High

Score Details

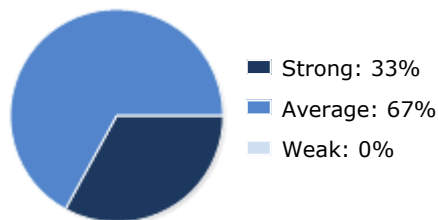
Trustworthiness measures the degree to which the individual is likely to be honest and trusting of others. This characteristic is important for most, if not all jobs with special emphasis on cash handling jobs and jobs involving confidential or sensitive information.

Joe Sample scored in the **76th** percentile on Trustworthiness (High), meaning Joe scored better than 76 percent of other candidates who have completed this assessment.



Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Trustworthiness behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Trustworthiness.



Expected Job Behaviors

- This individual is likely to be candid and trustworthy.
- Is not likely to steal from his/her employer.
- Is trusting of others.
- Can be trusted with confidential information.



Management Strategies

This section of the report offers suggestions for developing or managing the candidate based on his/her Profile responses. The diagram below also offers a graphical representation of the areas covered by the Profile. The smaller the area, the more coaching/development might be required.

Achievement Drive

- This candidate's training needs to focus extensively on building a competitive spirit within self and when competing to achieve business results.
- Competitive situations need to be built into his/her training.
- These need to include setting and reaching personal goals as well as broader company goals.
- Goal attainment and success in competitive exercises and events need to be rewarded.
- This individual is ideal for team-oriented tasks as their lack of competitiveness lends itself to cooperative situations.



- Achievement Drive 34%
- Assertiveness 78%
- Flexibility 81%
- Helping Disposition 88%
- Leadership 75%
- Reliability 21%
- Rules Compliance 62%
- Self Confidence 83%
- Team Player 9%
- Trustworthiness 76%

Assertiveness

- Candidates who score in this range from time to time may not be as assertive as they should be for certain positions. Past situations when they lacked assertiveness should be brought to their attention.
- Develop a specific action plan to enhance assertiveness.
- Develop strategies during training, focusing on specific instances where he/she can improve and giving them the tools to do so.
- May want to consider assigning the individual to job responsibilities where assertiveness is not a priority.



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Flexibility

- This individual works well in a fast paced, changing environment.
- Recognize when he/she changes priorities for the benefit of the team or department or another individual.
- His/her level of flexibility may be ideal for team-oriented tasks and environments where dealing effectively with various personality types is critical.
- Monitor to make sure his/her flexible demeanor does not result in taking on additional tasks that may get in the way of accomplishing individual goals or objectives.



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Helping Disposition

- This candidate is ideal for working environments where empathy and caring behaviors are important.
- This individual tends to be caring and sensitive. His/her feelings tend to be hurt easier than most. Harsh criticism should be avoided.
- His/her willingness to help sometimes results in him/her taking on the work of others or being overly generous with customers.
- Work with the individual to find a balance between being overly helpful and being productive.



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Leadership

- Give the individual the opportunity to take a leadership role. Recognize and praise positive performance in this area.
- This individual's ability to influence others is one of his/her strengths. Engage the individual in work that requires influencing tactics.
- He/she should be considered for taking the lead in team exercises/projects.
- Sometimes these individuals use their influencing abilities for self- gain rather than for the benefit of the organization. If this occurs, take appropriate corrective action.



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Reliability

- This individual may need some supervision and an occasional push to be more organized, and thoughtful about his/her work.
- He/she should be guided when developing training plans and setting goals.
- The importance of consistency, punctuality and reliability to be successful need to be stressed and tied into his/her daily routines.
- When he/she exhibits reliable, conscientious behaviors, reinforce them through praise and appreciation and other rewards that may motivate the individual.



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Rules Compliance

- This individual can generally be counted on to follow set objectives and directives. Provide him/her with clear goals and expectations.
- Engage them in tasks where following strict rules and procedures are essential.
- Count on this individual to enforce your direction and objectives with other employees.



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Self Confidence

- Maintaining high levels of confidence require continuing to build self-esteem levels. Continue to point out and reinforce the candidate's positive decisions, behaviors and performance through praise and appreciation.
- Minimize negative comments and criticisms. Focus on the positives. High levels of self-confidence sometimes come with a stubborn demeanor that may be exaggerated by negative comments.
- While being self-confident is important for business success, care must be taken to make sure the individual's high level of confidence does not diminish the importance of considering the advice of others, including managers.
- While this individual's level of confidence and perceived control is a definite strength, be aware that at times it may also raise some difficulties associated with over confident behaviors.



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Team Player

- The importance of teamwork and interpersonal relationships need to be emphasized particularly if this candidate performs in a team environment.
- Specific expectations, as it relates to teamwork or the individual/manager relationship, should be outlined thoroughly.
- Consequences for lack of cooperation and teamwork should be in place to stress their importance, as well as rewards for team-oriented behaviors. The effects of this individual's uncooperative behaviors on team members is also of concern, therefore strict enforcement of team rules and procedures needs to take place to reduce negative impacts.
- This individual would be ideal for work responsibilities that require more individualistic tasks.



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Trustworthiness

- Continue to build trust by offering an open, supportive, trusting environment.
- Assign tasks that involve confidential information when appropriate.
- Utilize the individual in team building activities, as their trusting nature and ability to be trusted are ideal for team rapport.
- Their trusting nature may cause him/her not to be vigilant of others' potential manipulative behaviors. If this is an issue, discuss it with them. The emphasis should not be on reducing trust but on increasing awareness of the reasoning behind the behaviors of others.



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Trustworthiness	76%



Interview Guide

This report includes follow-up interview questions that focus on those areas where further development might be needed. These questions serve as an excellent guide during the hiring process, coaching or developmental efforts to further uncover potentially negative behavioral tendencies.

Achievement Drive

Question:

Do you set realistic goals or do you like to "shoot for the stars?" What determines what we achieve, yourself or factors outside of your control?

Response Notes:

Response Expected of a Poor Performing Employee		Response Expected of a Satisfactory Employee			Response Expected of an Excellent Employee	
1	2	3	4	5	6	7

Question:

How important is it for you to win? What have been the consequences for losing? In your opinion, what is more important, the journey or the outcome of your trip?

Response Notes:

Response Expected of a Poor Performing Employee		Response Expected of a Satisfactory Employee			Response Expected of an Excellent Employee	
1	2	3	4	5	6	7

Question:

Give past work examples of situations where you have felt uncomfortable being competitive.

Response Notes:

Response Expected of a Poor Performing Employee		Response Expected of a Satisfactory Employee			Response Expected of an Excellent Employee	
1	2	3	4	5	6	7



Question:

Give examples from your work history when you have "lost" or an outcome was not what you were striving for? What did you learn from it?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Describe work situations when you were not able to take a risk when others did? Why did you hold back?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Describe work situations when you felt you needed to be more competitive, but it just wasn't in you to be that way. What did you do?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

What percentage of the work objectives or goals that you and your supervisor have established for yourself do you feel are appropriate to achieve? What percentage of your goals do you normally achieve?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

How have you handled competition at work? Is it more disruptive than healthy?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Would you rather compete or compromise? Give work-related examples of when you would do one over the other.

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Would you rather be the best at one thing or pretty good at many things? What are you particularly good at in terms of your work?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Assertiveness

Question:

How have you influenced others? Please give work-related examples.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

Would you say you are more laid back than assertive? Give examples from your work experience to support your answer.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Describe your comfort level when you have to be assertive with a customer or coworker? How have you handled these situations in the past? Give specific work examples.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Describe how being less assertive than most people has benefitted you in work situations?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

How would your coworkers describe you in terms of your aggressiveness or assertiveness? Why would they have this impression of you?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

If you are in a meeting and you have something you want to say, but you have not had the opportunity to speak, what would you do?

How would you handle the situation?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Describe for me instances when you wished you had been more assertive? Give work-related examples.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

What situations have your coworkers observed that might cause them to say you are more easy going than you are assertive?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Flexibility

Question:

Would you describe yourself as pretty much "set in your ways?" Is it somewhat difficult for you to change your point of view? Give work examples when you behaved more stubbornly than you should have.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

What would it take to change your opinion about something? How easy or difficult is it to do that?

Response Notes:

Response Expected of a Poor Performing Employee		Response Expected of a Satisfactory Employee			Response Expected of an Excellent Employee	
1	2	3	4	5	6	7

Helping Disposition

Question:

Describe for me why you might be considered to be more demanding than understanding?

Response Notes:

Response Expected of a Poor Performing Employee		Response Expected of a Satisfactory Employee			Response Expected of an Excellent Employee	
1	2	3	4	5	6	7

Question:

Describe a situation where because of your generosity, you were taken advantage of. How did this affect you?

Response Notes:

Response Expected of a Poor Performing Employee		Response Expected of a Satisfactory Employee			Response Expected of an Excellent Employee	
1	2	3	4	5	6	7

Leadership

Question:

Share with me a time when you thought it best not to take full responsibility for work you had done.

Response Notes:

Response Expected of a Poor Performing Employee		Response Expected of a Satisfactory Employee			Response Expected of an Excellent Employee	
1	2	3	4	5	6	7



Question:

What is it that you enjoy most about managing others versus working alone? Base your response on specific work examples.

Response Notes:

Response Expected of a Poor Performing Employee								
1	2	3	4	5	6	7		

Reliability

Question:

How important has being organized been in your work success? Is being organized something that is a challenge for you or something you just don't place that much emphasis on?

Response Notes:

Response Expected of a Poor Performing Employee								
1	2	3	4	5	6	7		

Question:

What percentage of your objectives must you complete before you consider yourself successful? Give examples from your past work history.

Response Notes:

Response Expected of a Poor Performing Employee								
1	2	3	4	5	6	7		

Question:

How much emphasis do you place on being punctual? Is it really that important?

Response Notes:

Response Expected of a Poor Performing Employee								
1	2	3	4	5	6	7		



Rules Compliance

The candidate responded positively to all questions in this scale, therefore follow-up questions are not provided for this dimension.

Self Confidence

Question:

Tell me about a time when you were worried that you would not be able to perform your work as expected? What was the outcome? Do these thoughts occur often?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Team Player

Question:

Should team members serve to motivate each other or should they criticize each other with the goal of improving?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

How would you handle a situation where one team member performed poorly and that affected the team's performance? How would you address the individual? How would you address the team?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

How much of an issue for you is trust when working in a team environment? Is it difficult for you to trust others? Please provide examples for your work history.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Explain your experiences when working as part of a team.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

How would you handle a situation when a team does not perform well? Do you signal out one or two poor performers within the team or is the whole team at fault? How would you address the situation?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Do you prefer to create harmony or a little conflict within the team? Please explain your rationale and when you have done this in the past?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

Tell me about your working relationships with past coworkers? Do you generally remain distant from team members or develop close working relationships?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Trustworthiness

The candidate responded positively to all questions in this scale, therefore follow-up questions are not provided for this dimension.

Sum of Ratings

Number of Questions Rated

Average Rating

(Sum of all ratings divided by the number of questions rated.)

