

PXT

Report designed for

Jane Sample

ProfileXT[®]

Performance Model Comparison

Performance Model: Office Administrator

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Peoplogica Pty Ltd
www.peoplogica.com
Level 2, 52 Atchison Street,
St Leonards, NSW 2065

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Introduction

Every employable person will match some positions better than other positions. This report provides information about Jane Sample presented in a manner to help you understand how she matches with this selected position within your organization.

This report reflects the responses provided by Jane Sample when she completed the **ProfileXT** assessment. The result for each characteristic is illustrated on a scale from 1 to 10. The darker area on each scale represents the best Performance Model for the position. The enlarged segment of the scale shows where Jane scored. If the enlarged segment is dark, Jane is in the Performance model. If it is lighter, she is not. Information about Jane is reported in these four categories:

- **Profile for Thinking Style** - Learning Index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile for Interests** - Enterprising, Financial/Administrative, People Service, Technical, Mechanical, and Creative.
- **The Total Person & Management Considerations** - Description of Jane as a person and how to most effectively maximize her potential.

Note: Additional considerations are displayed when Jane falls outside your Performance Model.

If Jane is being considered for this position and her results fall outside the Performance Model, you should print the companion Interview Guide for Jane. This Guide provides appropriate interview questions for each instance where Jane is outside the model. These interview questions will guide the interviewer in exploring important areas where information from the interview will effectively assist the interviewer in making an informed decision about her placement

Please consult the User's Guide for additional information on using these results when working with Jane. As discussed in the User's Guide for this product, the results from this or any assessment should never make up more than a third of the final decision in placements.

Profile for Thinking Style

When viewing the scales on this page and the next, the darker shading represents the Job Performance Model for the role of Office Administrator. The larger box indicates the individual's score.

Learning Index

An index of expected learning, reasoning, and problem solving potential.



Verbal Skill

A measure of verbal skill through vocabulary.



Verbal Reasoning

Using words as a basis in reasoning and problem solving.



Numerical Ability

A measure of numeric calculation ability.



Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



Profile for Behavioural Traits

Energy Level

Tendency to display endurance and capacity for a fast pace.



Assertiveness

Tendency to take charge of people and situations. Leads more than follows.



Sociability

Tendency to be outgoing, people-oriented, and participate with others.



Manageability

Tendency to follow policies, accept external controls and supervision, and work within the rules.



Attitude

Tendency to have a positive attitude regarding people and outcomes.



Decisiveness

Uses available information to make decisions quickly.



Accommodating

Tendency to be friendly, co-operative, agreeable. To be a team person.



Independence

Tendency to be self-reliant, self-directed, to take independent action, and make own decisions.



Objective Judgment

The ability to think clearly and be objective in decision-making.



Distortion for this assessment is within the acceptable range.

Profile for Interests

The Interests section assesses the relative interests between the six interest areas: Enterprising, Financial/Administrative, People Service, Technical, Mechanical, and Creative. For the Job Match Performance Model of Office Administrator, the top three interests, presented in order, are Financial/Administrative, Mechanical, and Technical. The top three interests for Jane are Enterprising, Creative, and People Service. Ms. Sample shares none of these interest areas..

Top Interests for Jane Sample



Enterprising

Indicates interest in activities associated with persuading others, sales, and presenting ideas.



Creative

Indicates interest in activities using imagination, creativity, and original sales ideas.



People Service

Indicates interest in activities such as helping people and promoting the welfare of others.

Top Interests for this Performance Model



Financial/Administrative

Indicates interest in activities such as organizing information or business procedures.



Mechanical

Indicates interest in working with tools, equipment, and machinery.



Technical

Indicates interest in scientific activities, technical data, and research.

 = Match

The Total Person

This part of the report discusses the results for Jane Sample on each of the scales in all three sections. The Behavioral and Management Considerations for each scale relate to her scores without reference to the Office Administrator model. If her score falls outside the model for a particular scale, Additional Considerations will be listed as suggestions to help Jane Sample adapt her behavior to better fit the job.

Learning Index

An index of expected learning, reasoning, and problem solving potential.



Behavioral Considerations

- Jane's overall learning index is above average and suggests a good potential for quickly learning new information.
- She is generally adaptive in the intellectual sense.
- Upon completing a new training program, Ms. Sample should pick up new concepts easily.
- Overall, Ms. Sample may be expected to complete a typical training program with adequate success.

Management Considerations

- In complex training experiences, observe Ms. Sample's performance, moderating the efficiency of her learning process to review weak areas. Time "lost" in review can be recovered by utilising shorter periods on more familiar information.
- Encourage Ms. Sample to apply great effort during the more challenging phases of a training program and recognize her for her diligence.
- Most training will pose no problems for her, but be observant of the more challenging areas and adapt your training pace to accommodate any special needs.
- In areas of particular challenge, Jane may benefit by a "practice makes perfect" ideology. Focus on challenging areas and reinforce her positive development.

Additional Considerations

While Ms. Sample achieved a Learning Index score comparable to most people, it is below the designated Profile for this Job Match Pattern. This suggests that her ability to learn new information is moderately challenged in light of what the position typically requires. Discussions with her should determine her motivation for participating in training and what forms of training are most effective for her.

Verbal Skill

A measure of verbal skill through vocabulary.



Behavioral Considerations

- Ms. Sample is quick in communicating correct conceptual solutions to problems and uses a diverse vocabulary.
- Her analysis of communication related concepts should be sharp and on target.
- Jane is capable of precise communication even under the pressure of strict time constraints.
- Ms. Sample excels in a job that requires the accurate application of communication in order to make correct decisions.

Management Considerations

- Although capable of expressing herself with an advanced vocabulary, suggest active listening to others so that she may communicate at the level of her peers.
- Ms. Sample communicates above the level of most individuals in this position. Monitor her performance in this area, giving feedback and examples of adaptive communication styles that speak to the level of others.
- If she appears frustrated with the level of verbal ability of the majority of her peers, encourage a more facilitative attitude that adapts to the needs of others.
- While capable of assimilating verbal information quite well, provide Jane with feedback concerning her ability to make that information understandable to workers of all verbal skill levels.

Additional Considerations

On the Verbal Skill scale Ms. Sample is above the designated job profile for this position. This suggests that her command of vocabulary is greater than the position typically requires and that she may experience frustration when communicating with co-workers. Discussions with her should explore the possibility the position may not be sufficiently challenging to maintain her interest and/or level of performance.

Verbal Reasoning

Using words as a basis in reasoning and problem solving.



Behavioral Considerations

- She likely prefers to work with verbal information.
- Ms. Sample should communicate thoughts and ideas to others effectively.
- Jane is proficient in information gathering and expression of thoughts and ideas.
- Ms. Sample assimilates verbal information fairly rapidly when compared to the general population.

Management Considerations

- Quite proficient in verbal reasoning, Ms. Sample may require training on communicating her ideas to others of varying ability levels.
- If she experiences frustration in expressing her complex ideas to others, suggest that she should 'say it in plain English' or make her meaning more clear. Provide training as needed in adaptive communication.
- While very capable of processing verbal information and making decisions based on that information, be aware of any frustration Jane may experience when communicating with others of lesser ability. Coach her on appropriate interpersonal techniques that facilitate good rapport between peers.
- Ms. Sample may become frustrated by the attempts of others to understand her complex verbal information. Provide your advice in how to communicate ideas in a manner consistent with the verbal level of others with whom she deals.

Numerical Ability

A measure of numeric calculation ability.



Behavioral Considerations

- She may require a calculator or computer to handle some numerical problems.
- Jane may not have had much recent opportunity to use numbers in work.
- With training and experience Ms. Sample should be able to more quickly and accurately carry out mathematical functions as they apply to the job.
- Ms. Sample may initially need extra time in mentally computing numerical information.

Management Considerations

- She may become frustrated by tasks involving the calculation of complex data. Provide training in appropriate mathematical areas and give consistent feedback.
- Observe Jane's performance in calculating complex data that convey multivariate information. Aid her as needed with a mentor or formalised training as needed.
- Ms. Sample may occasionally require additional time to process complex numerical information. Provide assistance in the form of available tools to aid in calculations.
- To facilitate her development, you will need to have Jane trained in advanced mathematics relevant to her work.

Additional Considerations

While Ms. Sample achieved a Numerical Ability score comparable to most people, it is below the job profile for this position. This suggests that she is moderately less capable in calculating numerical data than the position typically requires and that she could be challenged by working with numbers. Discussions with her should determine her potential to enhance her Numerical Ability with minimal training.

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



Behavioral Considerations

- She may prefer calculators for more complex mathematical calculations.
- Jane should not require additional time or repetition to accomplish numerical learning.
- Ms. Sample should be able to complete the mathematical parts of the training process with little difficulty.
- Ms. Sample's ability to assimilate information that is mathematical or numerical in nature is sufficient at a general level.

Management Considerations

- Ms. Sample is capable of assimilating data to make decisions, but may occasionally be frustrated by a lack of challenge in this area. Address frustrations and provide ways to challenge her abilities.
- To avoid miscommunications, when Jane is expressing numerical information, coach her on proper communication techniques that emphasise a common level of expression as needed.
- When making budgetary decisions, Jane can observe where resources may be reallocated or redistributed, but may require outside assignments to make use of this ability and avoid a lack in motivation.
- Ms. Sample is more proficient in processing numerical information than is required for this position. She may experience frustration if not sufficiently challenged, but if little opportunity exists to practice this skill, then focusing on her motivational level may be appropriate.

Energy Level

Tendency to display endurance and capacity for a fast pace.



Behavioral Considerations

- Ms. Sample can be relied upon to complete assignments in a timely manner.
- She can act with a sense of urgency, even under pressure.
- Jane's typical work pace should be consistently productive.
- Ms. Sample's work pace is compatible with average performance and consistent results.

Management Considerations

- Jane is a focused individual who prefers a busy work environment in most cases. This is productive but can lead to a drop in productivity if she becomes bored. When extra work becomes available, delegate her for the job. This will maintain her motivation, as long as she is not the sole target of delegation.
- On occasion, Ms. Sample will demonstrate frustration with her higher energy level and the more sedentary environment of this position. Listen to her complaints or feelings about this and provide structure in order to maintain motivation.
- Ms. Sample may appear less motivated when the duties of this position do not keep her busy. Coach her on how to pace herself and how to make use of the occasional lag time with spontaneous projects that help her work with others in a paced manner.
- She demonstrates a somewhat higher than average level of energy when compared to others who are successful in this position. Give her the opportunity to take on multiple projects, on occasion and involve her in group projects that require timely resolution.

Assertiveness

Tendency to take charge of people and situations. Leads more than follows.



Behavioral Considerations

- Ms. Sample is willing to be assertive, to be more of a leader than a follower.
- Jane can be a moderately assertive leader who gets results.
- She typically uses direct statements and seems to enjoy the opportunity to lead others.
- Ms. Sample is motivated by situations where she is held accountable for results.

Management Considerations

- Give Ms. Sample the opportunity to participate in open discussions with the team. Provide positive feedback concerning her ability to engage in active listening, while providing direction that eliminates confrontational attitudes. Encourage language that focuses on the ideas of the discussion, not the people who provide those ideas.
- In most cases, she will contribute well in team discussions, but identify occasions in which she may dominate the group. Provide a model of appropriate group dynamics and guide her through effective interpersonal communications.
- When she feels strongly about an issue, Ms. Sample may attempt to persuade others in an authoritarian manner. When engaging in co-operative team efforts, lay out the appropriate ground rules and state clearly how each member may contribute to the team without undue challenge.
- A training course that focuses on managing her assertiveness would provide Jane the skills necessary to negotiate more easily in high stress situations. Continuing feedback on her level of performance will guide her through the training process.

Sociability

Tendency to be outgoing, people-oriented, and participate with others.



Behavioral Considerations

- Ms. Sample is slow to promote the benefits of teamwork, to involve the team in the discussion about how things will be done.
- She demonstrates limited concern for assignments that require a high degree of people contact and the opportunity to interact with others.
- Jane prefers a reserved, impersonal and business-like approach to doing business.
- Ms. Sample expresses a low interest in the opportunity to entertain people, to establish a network of contacts.

Management Considerations

- To decrease her tendency to isolate herself, provide opportunities for her to work in small groups. As time passes and her comfort level improves, get her involved with larger groups, or possibly group leadership, if she responds well.
- Ms. Sample's cool and "business-like" exterior may frustrate others with whom she works. Possibly, her team and team leaders could encourage her to become more engaged in the group dynamic. Reward the team as a unit for improvement in their overall co-operation.
- Jane appears to be somewhat of a loner, preferring to complete her tasks independently. To engage her participation, give her assignments that require teamwork, beginning with relatively easy tasks. Reward her successes (and near-successes, at first), eventually decreasing the rewards to those times in which she performs exactly as you require.
- Ms. Sample may display frustration in social situations at work. She would rather focus on the task at hand rather than the interpersonal elements of work. Redirect this tendency by engaging and encouraging her in the "people" oriented elements of the job.

Additional Considerations

On the Sociability scale Ms. Sample is below the designated Profile for this Job Match Pattern. This suggests that her willingness to work within a team environment is low. Discussions with her should explore the possibility that for Ms. Sample, the challenge of a co-operative climate may lead to frustration.

Manageability

Tendency to follow policies, accept external controls and supervision, and work within the rules.



Behavioral Considerations

- Jane may be more willing than others to ask questions when she is not in agreement with a policy or a directive.
- She may be more willing to defend her point of view, once her mind is made up.
- Ms. Sample is more willing to question the status quo and may be more difficult to please.
- Ms. Sample is frequently comfortable working in the absence of supervision and external controls.

Management Considerations

- If Jane appears confrontational about authority in your organisation, it may be possible to spend one-on-one time with her. Maintain a personal demeanour in these conferences, stressing the importance of her compliance and your availability as a facilitative group leader.
- To confront an attitude of opposition to organisational policies or procedures, clarify the options available for Jane's behaviour and the specific consequences of her choices.
- As you direct her in following procedural guidelines, reward her compliance with occasional opportunities to express her personal freedom in other areas. Focus on primary goals and allow room for adaptation in secondary areas to follow in a paced manner.
- It may be frustrating for Ms. Sample to deal with organisational constraints. In many cases, an employee responds best when structure and predictability are made integral to the organisational climate in which she works.

Additional Considerations

On the Manageability scale Ms. Sample is below the designated Profile for this Job Match Pattern. This suggests that her willingness to follow standard procedures is less than the position typically requires and that she could have a problem with the capability to perform in this area. Discussions with her should determine her potential for frustration within the constraints of this position.

Attitude

Tendency to have a positive attitude regarding people and outcomes.



Behavioral Considerations

- Ms. Sample's assessment of others may occasionally be more critical and negative than positive and optimistic.
- Her attitude is moderately compatible with confronting interpersonal problems and frustrations.
- Jane can become impatient sometimes and/or fault-finding with others who do not conform to her expectations.
- Ms. Sample expresses guarded optimism and trust; her attitude toward some people can be more negative than positive, when under stress.

Management Considerations

- Under stress, Ms. Sample may express doubts about the outcome of a project. Counter this by redirecting her to focus on what responsibilities she may have in order to achieve her goals in the project.
- Ms. Sample has the capacity to become pessimistic under stress, despite an otherwise positive attitude. She may engage in squabbles with her team; distance yourself, at first, observing this behaviour and wait until the conflict blows over. If it escalates, remain impartial and arbitrate with authority, reminding Jane and others involved of how individual needs need to be met from a team perspective.
- If Jane demonstrates a negative attitude during stressful experiences, offer her a moment of your time. Reinforce her value to the team and redirect her attention to the immediate goal.
- When deadlines are drawing near, Jane may begin to express frustration in her team. Allow the team time to regroup and gather their resources, but concentrate on her need for attention: is this a real problem or is this her way of venting frustration.

Decisiveness

Uses available information to make decisions quickly.



Behavioral Considerations

- Ms. Sample can stand firm on decisions and may not be inclined to back down once a decision is made.
- Ms. Sample is decisive and quick to act. She is likely to enjoy positions which require immediate action.
- She is inclined to take decisive action, to move decisions forward.
- Jane is capable of responding to an emergency and resolving problems.

Management Considerations

- It is important that the concept of patience in decision-making be stressed to Ms. Sample. Ask for deliberate and analytical processes in her decisions.
- Ms. Sample may require training in how to be more deliberate in decision-making. Emphasise the importance of analysing information more thoroughly so that each decision can be more objective.
- Stress the importance of caution to her in order to avoid risk in decision making. A balance of timely decision-making can be made with deliberate and thoughtful analysis.
- Jane may occasionally appear too spontaneous in her decision-making. Counsel her on the necessity to avoid unnecessary risk with cautious and deliberate decisions.

Accommodating

Tendency to be friendly, co-operative, agreeable. To be a team person.



Behavioral Considerations

- Ms. Sample can become defensive whenever someone tries to take advantage of her.
- Ms. Sample tends to use a positive, informal approach. She will generally demonstrate a willingness to listen.
- She tends to be agreeable, co-operative, good-natured. Jane is fairly easy to please.
- Jane can be slower than others to avoid arguments, disagreements and/or conflict.

Management Considerations

- If she becomes frustrated in working with the team, provide individual goals that satisfy the group's needs while allowing her the room to breathe. She is somewhat skilled in cooperating with others, so foster this ability and reward her efforts.
- On occasion, Ms. Sample may choose to compete with her team in an unproductive manner. If this occurs, make yourself available to listen to her frustrations and make authoritative decisions with regard to bringing the team together.
- Under the stress of meeting goals in a timely manner, Ms. Sample may become less cooperative, tending to conflict with her team. Reinforce a cooperative style and reward her ability to seek out the resources of the team.
- Conflict may play a role in Jane's performance when she is feeling the stress of deadlines. Redirect her frustration, providing feedback that helps her to realise the effect of her attitude on others.

Independence

Tendency to be self-reliant, self-directed, to take independent action, and make own decisions.



Behavioral Considerations

- Ms. Sample takes on new developments independently, bringing in co-workers only when absolutely necessary.
- Ms. Sample prefers to run her own show and will quietly fight being restricted. She can become impatient with the traditionalist view that "we've been doing this for the last ten years, so why should we change?"
- She is highly independent, possibly requiring firm supervision and clearly defined guidelines.
- Jane is an independent worker who prefers minimal guidance and coaching.

Management Considerations

- Jane's independence may create problems in the following of procedure. Reinforce compliance and regular, accurate performance. Reward her efforts to co-operate by allowing some independence in areas of lesser concern.
- When possible, allow Ms. Sample some breathing room, to let off the pressure she experiences from supervisory attention. Remain authoritative without becoming authoritarian and rigid.
- Due to her self-reliance, you may rarely hear feedback from Jane. Maintain open communication with her to foster a more appropriate supervisory relationship. Listen to her when she appears frustrated and recognise her positive performance.
- Ms. Sample prefers to act independently and may become frustrated with supervisory attention. Handle with care but remain authoritative. Encourage a consultative relationship.

Additional Considerations

On the Independence scale Ms. Sample is above the designated job profile for this position. This suggests that her self-reliance is greater than the position typically requires and that she may become frustrated by the level of supervisory attention typical of this position. Discussions with her should explore the possibility the position may be too challenging to maintain her motivation and/or level of performance.

Objective Judgment

The ability to think clearly and be objective in decision-making.



Behavioral Considerations

- Ms. Sample's judgement has a strong tendency to become subjective when pressured.
- Ms. Sample's thinking can be effective until she allows personal biases and opinions to replace sound judgement.
- Ms. Sample's judgement will be much more intuitive when addressing critical independent decision making responsibilities.
- Ms. Sample tends to be a subjective thinker and emphasises personal opinions more than factual data.

Management Considerations

- Ms. Sample requires greater structure in her decision making process. Coach her to avoid making assumptions and to be more thorough in gathering appropriate information in order to make more informed decisions.
- Coach her on investigation of a greater variety of information sources when making decisions. Emphasise dealing with facts and other objective data before making any assumptions.
- Coach Ms. Sample on how to be more objective when making decisions. Training should emphasise the step-by-step process of logical reasoning.
- Jane will require more time in making sound decisions. Review her efforts, guiding her on the avoidance of snap-decisions and making more informed decisions in the future. Reward all successes. Redirect and repeat training practices if not making progress.

Additional Considerations

On the Judgement scale Ms. Sample is below the designated job profile for this position. This suggests that her decision-making process is less objective than the position typically requires and that she could have a problem with the pragmatic nature of the job. Discussions with her should explore the possibility that for Ms. Sample, the position may be overly challenging and could lead to frustration and a reduction in her level of performance.

Interests

The Interests section assesses the relative interests between the six interest areas. The top three interests for Jane and the Performance Model are presented below in ranked order. The interests shared by both are circled.

Jane



Enterprising

Indicates interest in activities associated with persuading others, sales, and presenting ideas.



Creative

Indicates interest in activities using imagination, creativity, and original sales ideas.



People Service

Indicates interest in activities such as helping people and promoting the welfare of others.

Performance Model



Financial/Administrative

Indicates interest in activities such as organizing information or business procedures.



Mechanical

Indicates interest in working with tools, equipment, and machinery.



Technical

Indicates interest in scientific activities, technical data, and research.

Ms. Sample scored highest in the Creative, Enterprising and People Service themes on the report. She is attracted to positions in which she can use her creative side in a business environment that allows for a high degree of contact with people. She appears to be drawn toward opportunities to solve problems in an innovative way. The chance to serve the needs of customers and the public in general also relates to this interest pattern.

With Enterprising as her primary area of interest, Ms. Sample is likely to seek out activities that involve entrepreneurial pursuits and leadership. Her focus, above all other areas of interest, lies in pursuing objectives in the lively world of business. These kinds of activities motivate her most effectively. Secondly, she is motivated by the innovation and expressiveness of Creative pursuits. Whether it involves designing new things, coming up with new ideas or the application of innovative plans, this type of work can fuel her overall job satisfaction. Finally, her interest in People Service activities rounds out her profile. This may not be the central focus of her interests, but these activities are likely to enhance the work experience nonetheless.

Additional Considerations

Administrative duties are preferred most by those who match the Interest Pattern for this position. However, the activities associated with the Financial/Administrative theme are not among Ms. Sample's primary three interest themes and may not motivate her as much.

Those who match the Interest Pattern for this position are primarily interested in work that involves industrial equipment, machinery and/or the outdoors. However, the activities associated with the Mechanical theme are not among Ms. Sample's primary three interest themes and may not motivate her as much.

Responsibilities that involve working with a great deal of data, researching theories and other technical work are preferred most by those who match the Interest Pattern for this position. However, the activities associated with the Technical theme are not among Ms. Sample's primary three interest themes and may not motivate her as much.