



JobFit™ executive

# Selection

John Sample

## Leadership



Success Pattern: **Executive Manager**  
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## » Selection Report - John Sample

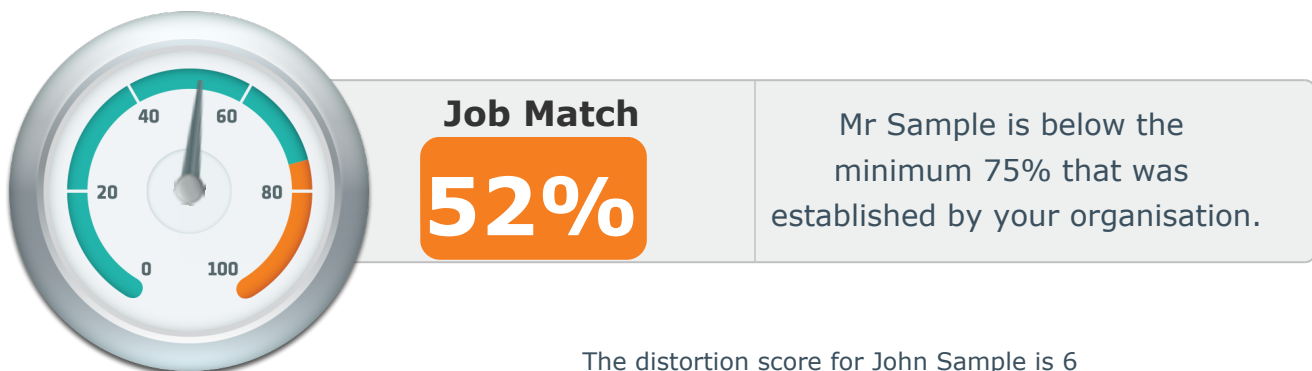
This report provides information which reflects the responses provided by Mr Sample when completing the assessment. This information will be valuable when considering John for the position by demonstrating how well he fits the job. This is accomplished by comparing his results to a Success Pattern, which defines the requirements of the position by identifying the characteristics that will yield success in the position.

The Job Match provided below is a percentage of his alignment with the Success Pattern. The rest of the report will guide you through the process with information about John as a person and his behaviours in relationship to the position.

### Job Match to Executive Manager

Following is the display of the Job Match percentage to the Success Pattern of Executive Manager. The match is calculated by comparing the scores of Mr Sample to the Success Pattern created for this position.

A minimum job match percentage, as displayed by the green area of the gauge below, was selected by your organisation to ensure Mr Sample is a highly compatible candidate for this job.



The distortion score for John Sample is 6

The Distortion score shows how candid the individual was while taking this assessment. The range for this scale is 1 to 9, with higher scores suggesting greater candour.

Assessment information should only be a part of the information used in the placement process. For more details, please refer to the User's Guide.

Please see the last page of the report for possible Areas of Concern.



## Talent Summary

The Reasoning ability of Mr Sample is lower than that of most people in this organisational level. His capacity for learning and applying new information is limited to clearly defined objectives and step-by-step routines. He may require assistance if processes and procedures become too complex.

The Interest results of Mr Sample focus on the Financial, Technical and People Service themes. He tends to favour a detailed, analytical and logical approach to work. In addition, he enjoys research and other intellectual pursuits, and he enjoys having opportunities to assist others.

Mr Sample is usually receptive to supervision, but he occasionally questions their opinions and decisions. He is comfortable arguing for his ideas, but will accept other options if they prove to be better. John can be fairly outgoing, but he may also be more reserved on some occasions.

On some occasions, Mr Sample may need additional encouragement to work at an unusually fast pace. He has a tendency to trust most people once he gets to know them. He prefers to adopt supportive roles, as opposed to pursuing leadership roles.

Additionally, his Resilience score indicates he is usually glad to give it another try when he discovers a mistake he has made. He also tends to make decisions and take action based on feelings and intuition. John tends to reconsider options numerous times before making a final decision. Mr Sample is not usually comfortable working without some direct supervision.

## Talent Details

For an in-depth picture of Mr Sample the following page provides detailed information regarding his results. Scores are illustrated on the scale from 1 to 9. High scores do not imply a better score. What is most important is how the scores compare to the Success Pattern. The Success Pattern consists of Thinking and Personality scales. The Interest scales are provided to give insight on what motivates John.

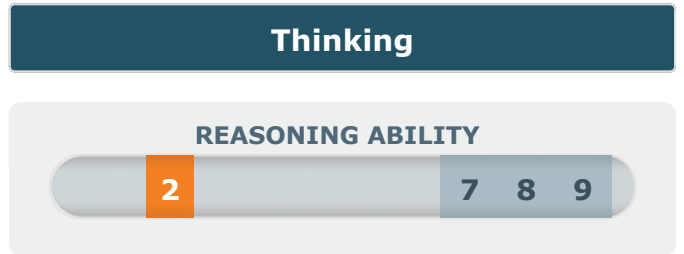
Professional Trait scales provide critical insight Into Mr Sample. These behaviours will help you understand his approach to the workplace.



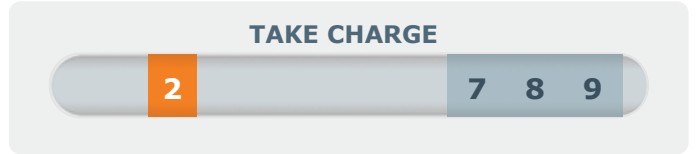
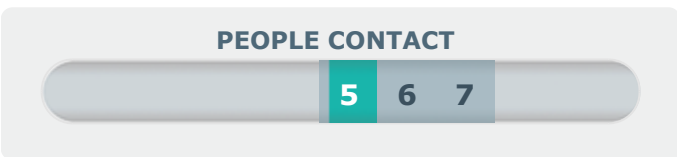
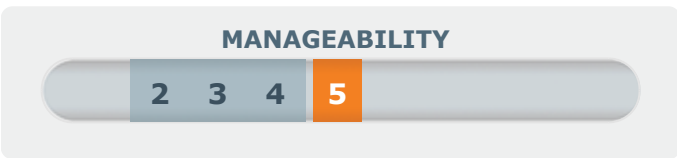
# Success Pattern - Executive Manager

Job Match **52%**

The Success Pattern is the darker shaded area on the scale. The scores for Mr Sample are shown in white.



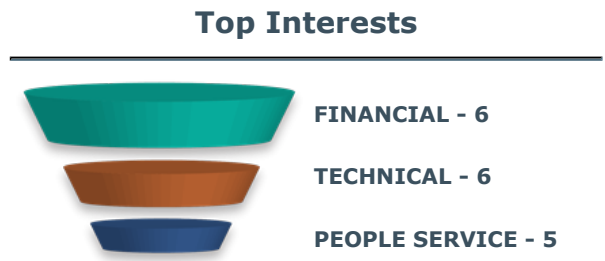
## Personality



## Professional Traits

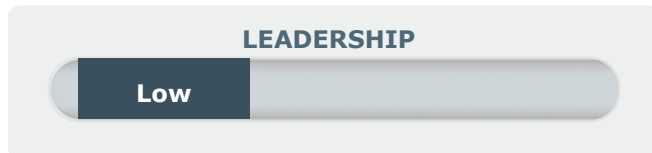


## Interest



## Leadership Profile

This section is provided to provide insight about John in a leadership role. You'll find a description of his approach to leadership based on his score. Also provided is more in-depth information addressing areas of importance like vision, charisma and productivity.



Level of ability, acumen and effectiveness exhibited in the productivity, motivational and management aspects of directing others.

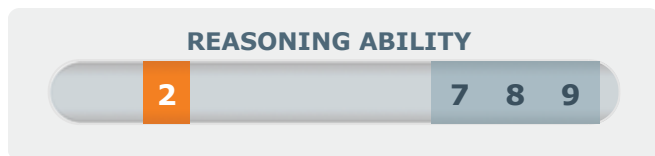
While Mr Sample may appreciate the opportunity to work with others, he does not normally seek to assume a leadership role. He may not wish to occupy a position in which he may need to accept partial responsibility for others' work. Supportive roles may be more suitable for him.

## Leadership Behaviours

- Mr Sample may need outside assistance to motivate his team to work on projects with proper diligence. He is likely to be somewhat reluctant to take a strong stance in the face of productivity problems. While he is aware of team objectives, he may lack the resolve to adequately push his people to produce results.
- John will need to work hard to demonstrate the level of charisma that comes naturally to most other people. He may require assistance in motivating his team and he might not always be able to influence them effectively. It may be useful to train him in the use of tactics designed to assist in persuading people. Such tactics can be both verbal and non-verbal.
- John may require assistance developing and focusing on a vision that is appropriate for his situation. While able to understand and apply most work-specific knowledge, he may have problems synthesising it into effective, driving principles. John may well benefit from training focused on developing and articulating an organisational vision.

## Interview Questions

Interview questions are provided when Mr Sample scores outside the Success Pattern for Executive Manager. These questions are designed to assist you in the interview process. Management Insights are given to provide you with insight into what is required to manage Mr Sample.



A measure of expected learning, reasoning and problem solving potential.

Mr Sample earned a Reasoning score that is below the suggested level for this position. He may be slower to pick up essential skills, compared to many in this position, and he may find the work to be too challenging.

### INTERVIEW QUESTIONS

- During your education, did you benefit more from "how to" courses or from more theoretical or abstract courses?
- Tell me about a time when you were asked to learn a new skill. How did you approach the task?
- Do you prefer clearly laid out steps or more general instruction when undergoing training?

### MANAGEMENT INSIGHTS

- Mr Sample may be less capable of adapting to challenging situations when time is an issue, compared to individuals who earned higher Reasoning scores.
- Mr Sample may require additional assistance to best benefit from training.
- When learning new skills, he will likely require time to repeat or rehearse the steps multiple times.

### TAKE CHARGE

2

7 8 9

Tendency to strive for control of people and situations and to lead more than follow.

Having scored below the Success Pattern on the Take Charge scale for this position, Mr Sample may be hesitant to exert influence as often as is preferable for the job.

### INTERVIEW QUESTIONS

- How do you typically handle a situation when you have to be forceful in giving directions to others?
- Have you ever worked with someone you felt was too assertive? Describe your interactions with this person.
- Tell me about a time in which you needed to maintain a high level of persistence in order to reach a goal. Be specific.

### MANAGEMENT INSIGHTS

- Mr Sample is generally not comfortable being the decision-maker, preferring instead to allow others to take the lead.
- John is unlikely to volunteer to influence the direction of projects or other significant undertakings.
- John is usually most comfortable adopting a passive role when working as part of a group.

## ATTITUDE

4 5 6 7

Tendency to have a positive or optimistic outlook regarding people and outcomes.

Mr Sample scored below this position's Success Pattern on the Attitude scale. This suggests his outlook is less positive than that of most successful individuals in this position and he may be more critical of himself than is necessary.

## INTERVIEW QUESTIONS

- Tell me about the last time you questioned the intentions of someone else. What motivated you to do that?
- Tell me about a time when someone questioned your intentions when you had done nothing to deserve it. What happened as a result and how did you react?
- Tell me about a time you were sceptical about something your organisation was trying to accomplish or implement. Describe your reasoning.

## MANAGEMENT INSIGHTS

- He may be somewhat contentious when dealing with supervisors that he does not know.
- Mr Sample may be inclined to assume a critical attitude when dealing with others.
- Because he tends to be more vigilant and guarded than many others, John may sometimes come across as unfriendly.



## COMPETITIVENESS

4

6

7

8

Tendency to work toward goals and to try to exceed others' performance.

Mr Sample has a Competitiveness score that is below the Success Pattern for this position. He may be less driven to succeed than is optimal for the job.

## INTERVIEW QUESTIONS

- Tell me about a time you withheld your opinion in order to maintain a congenial environment.
- Describe your willingness, if any, to let someone win an argument in order to avoid further conflict.
- Tell me about a time you disagreed with a group. What did you do as a result?

## MANAGEMENT INSIGHTS

- Mr Sample prefers not to act against the group and he may frequently defer to others when decisions are being made.
- Mr Sample consistently tries to avoid conflict and maintain a cooperative environment.
- John is quick to accommodate others and to avoid interpersonal conflict.

## MANAGEABILITY

2 3 4 5

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

On the Manageability scale, Mr Sample scored above the Success Pattern for this position. This indicates that he prefers to follow established policies and procedures closely and he may encounter difficulty adapting to the high need for flexibility in this position.

## INTERVIEW QUESTIONS

- Describe your willingness to act on your own, without seeking guidance from your supervisor on a task.
- How important is it for you to have immediate access to your supervisor or other individuals who might provide you with direction on day-to-day tasks?
- Describe how you interact with, and take direction from, people in positions of authority over you.

## MANAGEMENT INSIGHTS

- He may be agreeable to the point at which he withholds his opinions.
- John may be less willing to see flaws in external sources of control, even when flaws are clearly present.
- John may overvalue organisational restrictions to the point at which it impedes task completion.

### SENSE OF URGENCY

4 5 6 7

Tendency to display stamina and an eagerness for immediate results.

Mr Sample scored below the Success Pattern on the Sense of Urgency scale for this position. This suggests that his ability to tolerate a fast-paced work environment may be less than is desirable for the job.

### INTERVIEW QUESTIONS

- How critical is it for you to work in an environment that is low stress?
- Tell me about a time when you felt as though you were rushed through a project. How did you react?
- How would you handle a situation in which you were assigned multiple high priority tasks at once?

### MANAGEMENT INSIGHTS

- Mr Sample may have trouble maintaining a fast production pace if he is consistently required to do so.
- John may need additional supervision and encouragement to maintain a fast work pace.
- John may place more emphasis on precision and accuracy than on accomplishing tasks quickly.

## Professional Trait Considerations

It is important to understand the types of behaviours Mr Sample will bring to the workplace based on his scores for these traits. You should discuss these behaviours if you feel they might prove problematic in this position.

### RESILIENCE

6

A measure of the ability to overcome setback and to persevere through difficult situations.

Mr Sample scored in the average range on the Resilience scale. This means he is capable of persevering through difficult situations and tasks, but if asked to do so too often he may become discouraged.

### OBJECTIVE JUDGEMENT

1

Tendency to base decisions and actions on hard facts and information versus intuition.

John scored low on the Objectivity scale. This indicates he is likely to base most actions and decisions on instinct and intuition rather than hard facts and information.

### DECISIVENESS

2

Tendency to make timely decisions and be willing to accept the risk.

Scoring low on the Decisiveness scale indicates Mr Sample may be slow in making decisions due to his tendency to seek out the course of action requiring him to incur the least amount of risk.

### INDEPENDENCE

1

A measure of the way in which an individual prefers to receive direction and supervision.

John scored low on the Independence scale. If the job requires more autonomy, you may want to see if he may be unwilling to work in solitude and rely on his own resources.

## Areas of Concern

Mr Sample responded to some questions which indicated some concern regarding his sense of right and wrong. Following are statements that were provided by Mr Sample that should be considered when making a hiring decision.

It is recommended that you ask him about the statements to be sure that you understand his perspective on these items.



### Mr Sample indicated that he believes:

- Stealing equipment, supplies, etc. is not the same as stealing money.
- As long as you don't get carried away, everything you say during a job interview doesn't always have to be the truth.
- It is better to stretch the truth regarding your qualifications rather than telling the truth and not getting a high-paying job.
- Taking office supplies or product samples home for personal use is not really stealing.