



Joe Sample

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Organization: Sample Distributor

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What the Elite Manager Profile Measures

The Elite Manager Profile is a general indicator of the individual's ability to lead and manage others. Adding the Elite Intellect Profile helps identify those who can also problem solve, learn and think quickly.

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).
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.
Self Confidence	The Self Confidence scale measures the degree to which the individual is likely to be self-assured, independent and is confident in his or her decisions and actions.
Stress Management	Stress Management measures the degree to which the individual is likely to demonstrate patience and stress tolerance during challenging work-related situations. This characteristic is appropriate for jobs requiring interactions with customers, multitasking and jobs in fast paced organizations to name a few examples.
Supervision	Supervision measures the degree to which the individual has the ability and disposition to motivate others, relate well to employees, create a sense of unity among staff, and maintain high levels of employee satisfaction. Supervision skills are important for jobs that require overseeing and managing others.

Candidness of the Elite Manager 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.

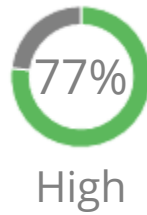
Interpreting the Elite Manager Profile

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



Total Score Interpretation

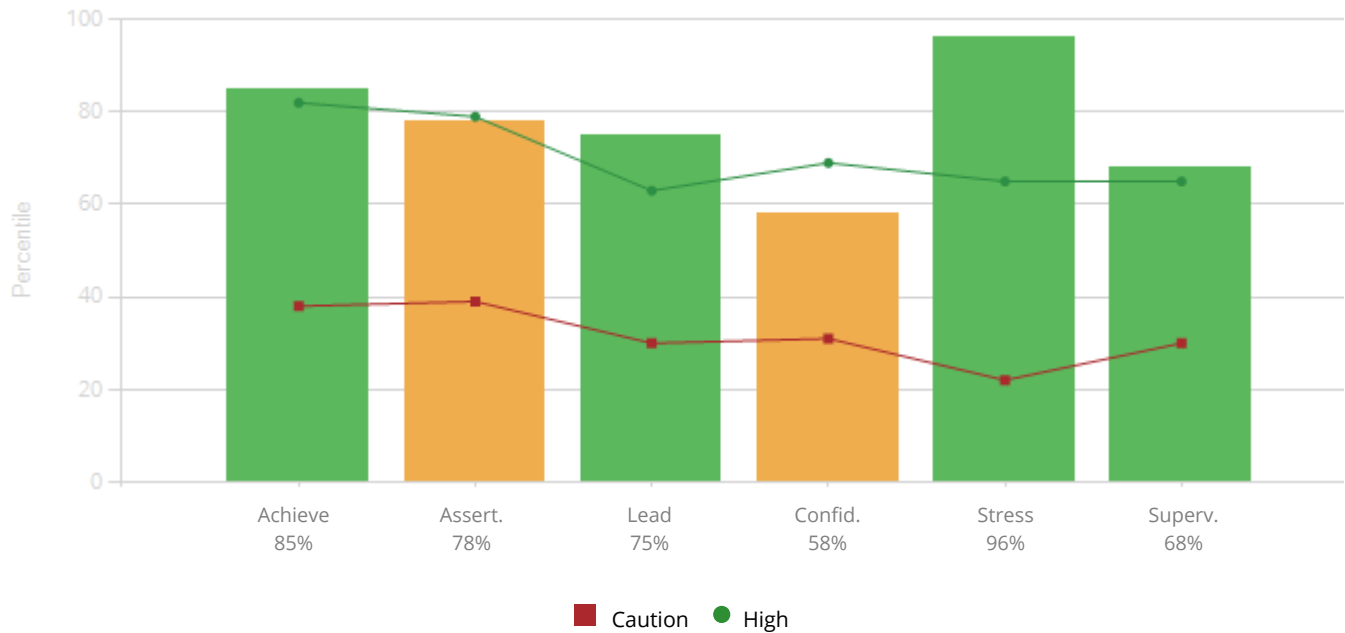
This candidate's total Elite Manager Profile score falls within the High range. This candidate generally demonstrates the behavioral characteristics necessary for managerial success. This is definitely an area of strength for this individual. Review individual scale details to better understand strengths and potential shortcomings.

Score Validity

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



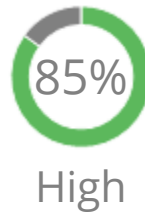
Score Profile



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.



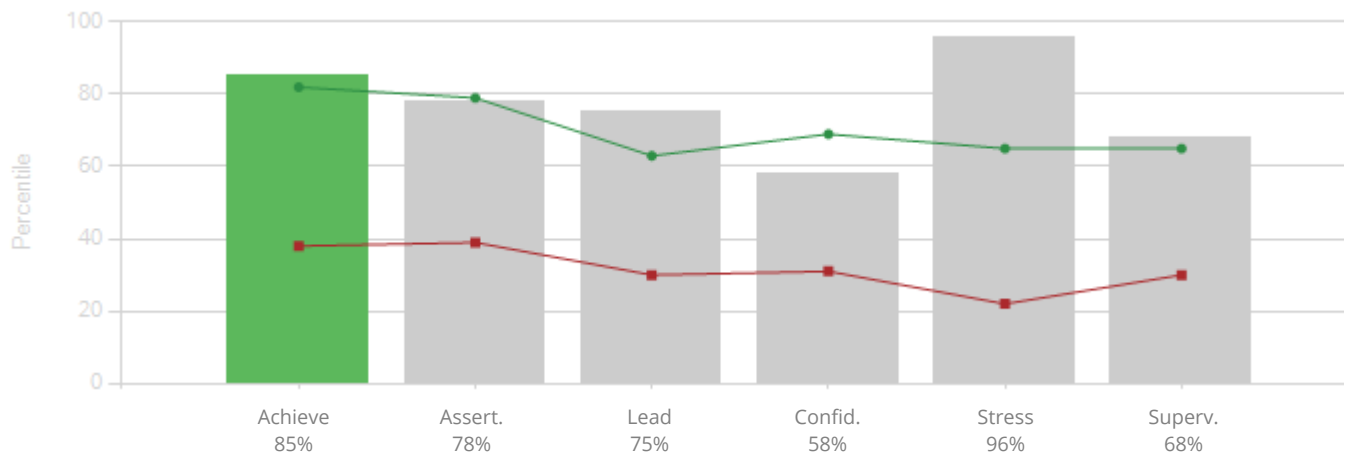
Achievement Drive



Score Details

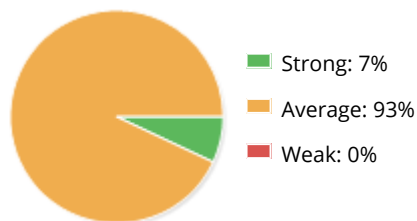
Achievement Drive measures the degree to which the individual is likely to be competitive and driven to be the best. This characteristic is important for jobs where the attainment of established goals and benchmarks are important (e.g., sales jobs). It is also important for jobs where there may be competition 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 85th percentile on Achievement Drive (High), meaning Joe scored better than 85 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.

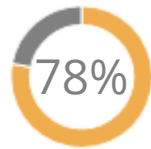


Expected Job Behaviors

- This individual is competitive.
- Is constantly trying to surpass set goals.
- He/she is driven to be the best at whatever he/she does.
- Is likely to create competitive situations with coworkers.



Assertiveness

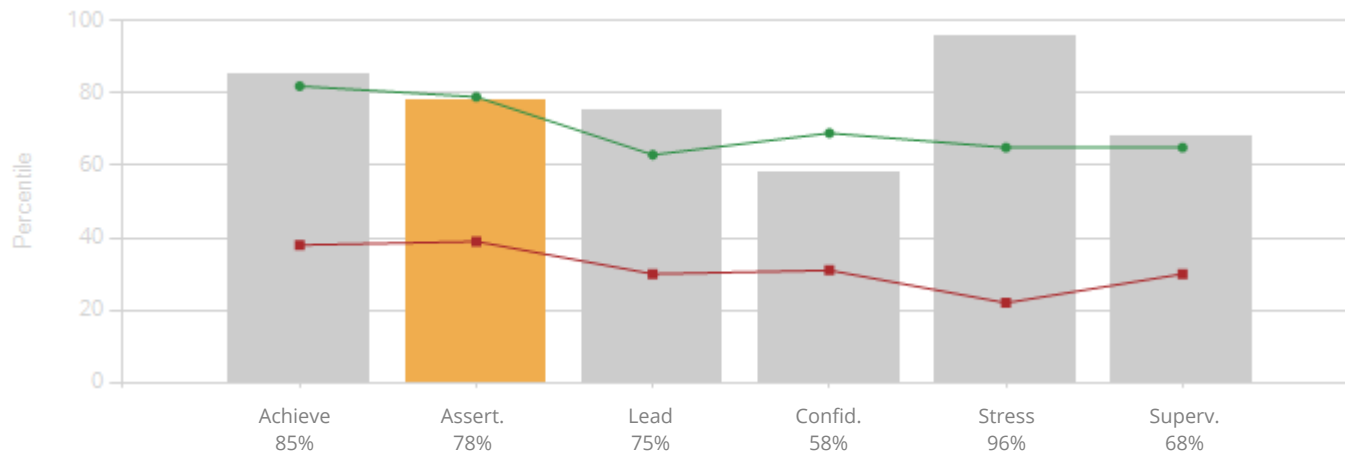


Average

Score Details

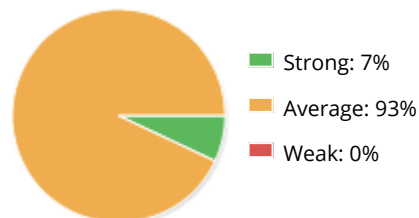
Assertiveness measures the degree to which the individual is likely to assert him/herself, speak his/her mind and enjoy taking control or the lead in group situations. This characteristic is important for jobs where a strong personality is a plus (e.g., most sales jobs and managerial positions).

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.

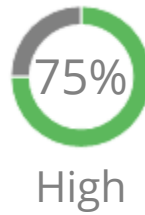


Expected Job Behaviors

- 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.



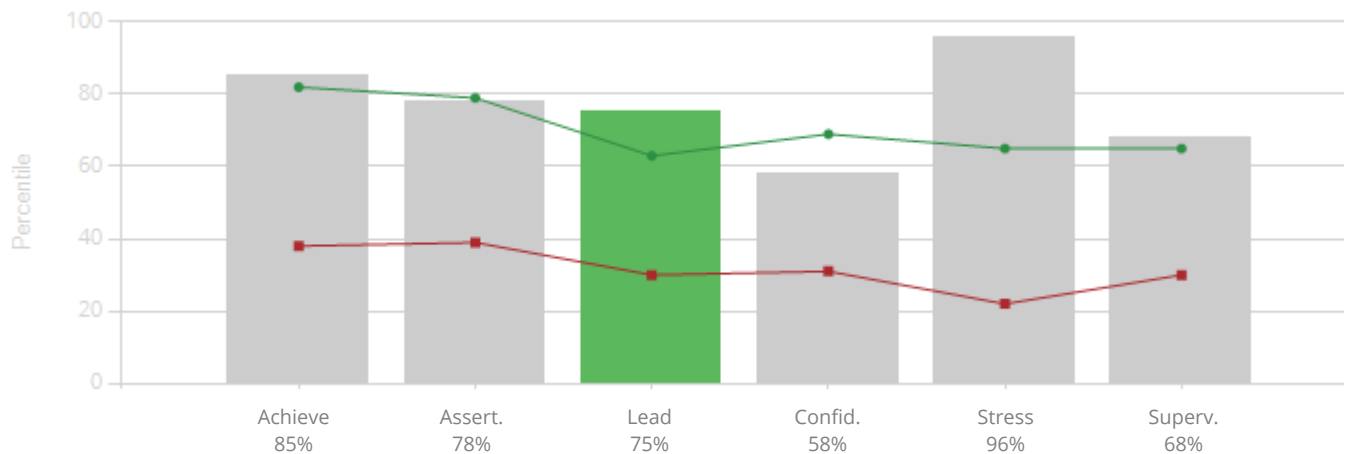
Leadership



Score Details

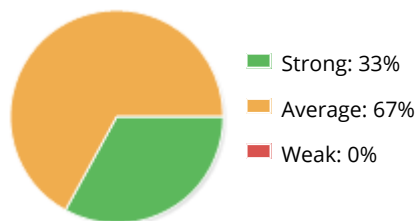
Leadership measures the degree to which the individual has the necessary interest, ability and disposition necessary to perform in a leadership capacity. Leadership is important for jobs that require the management of others and/or the coordination of the work of others to accomplish the organization's 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.

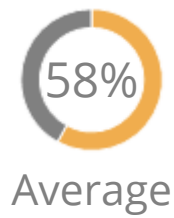


Expected Job Behaviors

- 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.



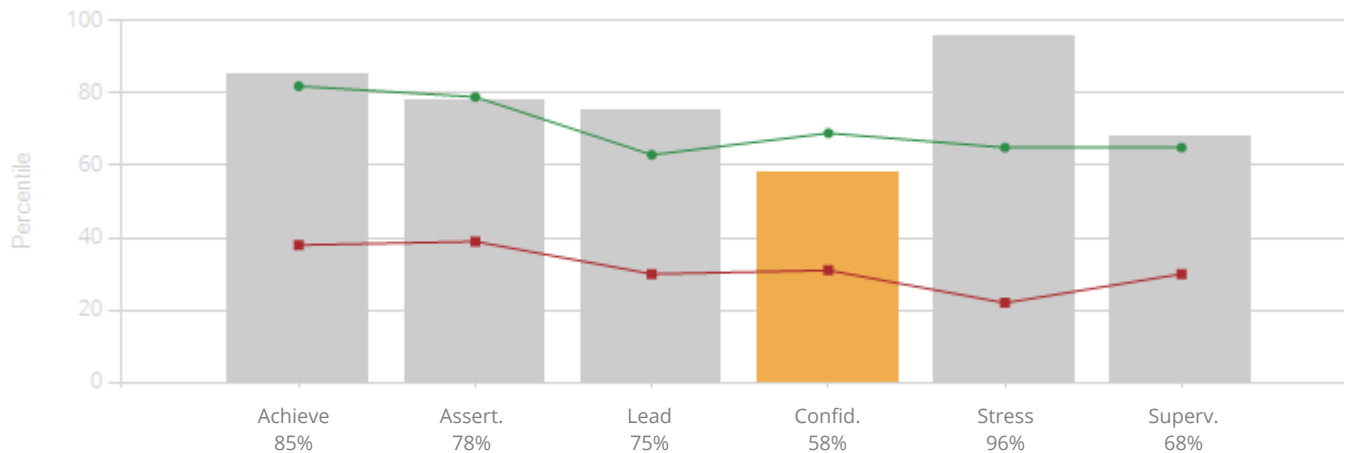
Self Confidence



Score Details

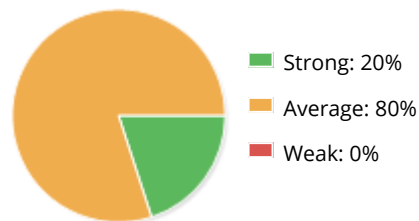
The Self Confidence scale measures the degree to which the individual is likely to be self-assured, independent and is confident in his or her decisions and actions.

Joe Sample scored in the 58th percentile on Self Confidence (Average), meaning Joe scored better than 58 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.

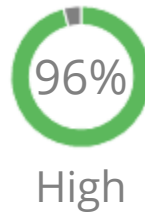


Expected Job Behaviors

- Exhibits some degree of self-assuredness but at times has self doubt.
- Sometimes questions his/her decisions, but will try not to show it.
- This individual's self confidences score is consistent with most other candidates.
- Takes criticism well at times, but tends to personalize some of it.
- Bouncing back from disappointing situations can be challenging but if he/she is pushed, it can generally be achieved.



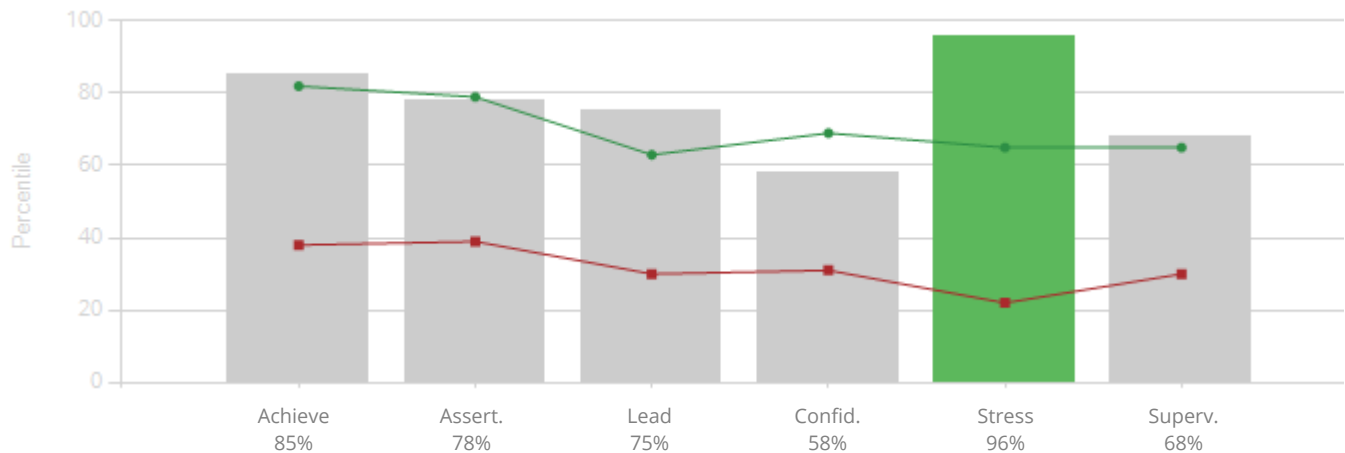
Stress Management



Score Details

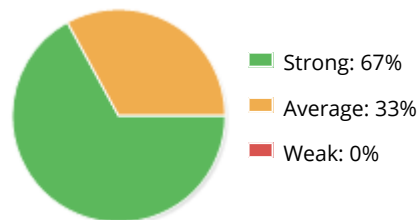
Stress Management measures the degree to which the individual is likely to demonstrate patience and stress tolerance during challenging work-related situations. This characteristic is appropriate for jobs requiring interactions with customers, multitasking and jobs in fast paced organizations to name a few examples.

Joe Sample scored in the 96th percentile on Stress Management (High), meaning Joe scored better than 96 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 Stress Management behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Stress Management.

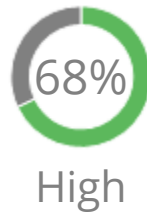


Expected Job Behaviors

- This candidate will demonstrate patience during difficult work situations.
- He/she will remain calm during times of conflict with customers and co-workers.
- Is able to deal effectively with change at work.
- He/she remains cool under high-pressure situations and therefore makes appropriate decisions in these circumstances.



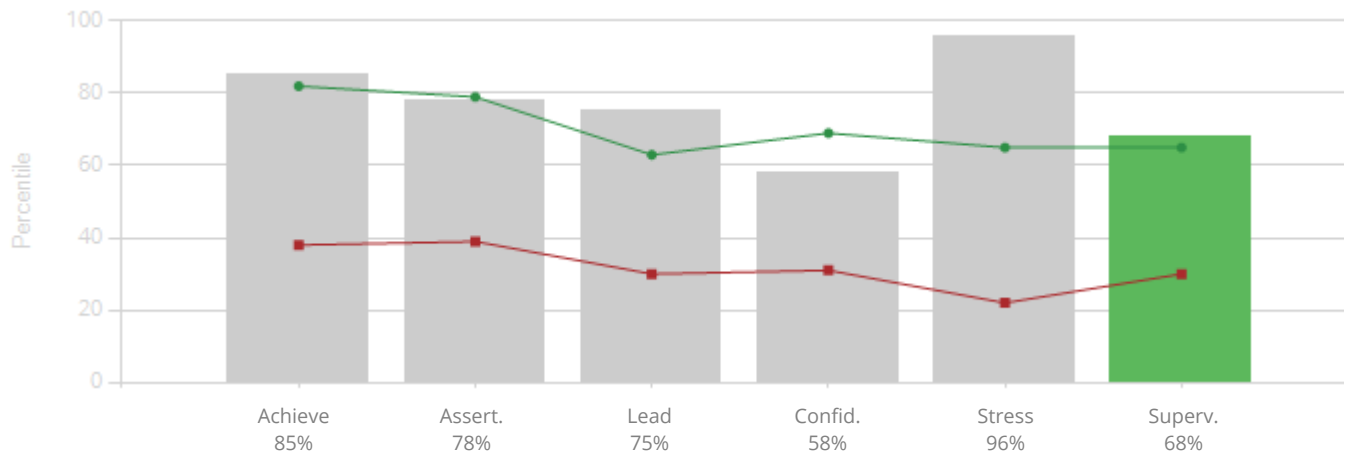
Supervision



Score Details

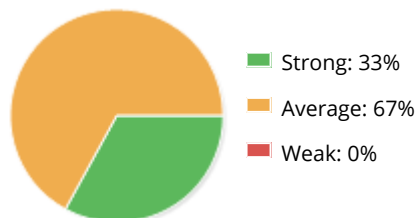
Supervision measures the degree to which the individual has the ability and disposition to motivate others, relate well to employees, create a sense of unity among staff, and maintain high levels of employee satisfaction. Supervision skills are important for jobs that require overseeing and managing others.

Joe Sample scored in the 68th percentile on Supervision (High), meaning Joe scored better than 68 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 Supervision behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Supervision.



Expected Job Behaviors

- This individual has the ability and disposition to motivate others.
- Is likely to be able to maintain high levels of employee satisfaction.
- He/she relates well to employees and creates a sense of unity among staff.
- Is approachable.



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

- To maintain the candidate's drive and motivation, reward their winning attitude.
- Work with the individual to develop challenging goals and reward goal accomplishment.
- While this characteristic is important for business success, care must be taken to make sure the individual's high level of competitiveness does not affect team performance or relationships.
- This individual's competitive energy needs to be focused on being the best he/she can be within the overall business plans and strategies.



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.



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.



Self Confidence

- Candidates who score in this range from time to time may exhibit low levels of confidence. They need to be reassured and should not be overly criticized.
- They should be praised when they make the right decisions.
- They should be offered assistance and support when they show weakness.
- There should be consistency in positive reinforcement when goals are met to build self-confidence.



Achievement Drive	85%
Assertiveness	78%
Leadership	75%
Self Confidence	58%
Stress Management	96%
Supervision	68%

Stress Management

- Given this candidate's ability to handle stressful situations, he/she may have a tendency to take on more work than they should. Monitor their workload and offer assistance when appropriate.
- Use their calm demeanor in pressure situations to help those that become overwhelmed. Have them train others in how to best deal with stressful work situations.
- Use these individuals as problem solvers during high stress situations. Their calm demeanor is ideal for carefully reviewing all options and making rational decisions.



Achievement Drive	85%
Assertiveness	78%
Leadership	75%
Self Confidence	58%
Stress Management	96%
Supervision	68%

Supervision

- Utilize this individual as a team leader.
- His/her ability to motivate others and create a sense of unity should be beneficial when trying to implement new projects or ideas.
- He/she should be in a position where they have the ability to influence others.



Achievement Drive	85%
Assertiveness	78%
Leadership	75%
Self Confidence	58%
Stress Management	96%
Supervision	68%



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 tend to strive for perfection or are you more relaxed and easy going? Give examples from your work to support your response.

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

What level of performance are you generally satisfied in achieving? How does this fit in with what is generally expected of you?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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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

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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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

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Question:

Please give examples from your experience of employees or coworkers you felt were overly competitive. Please describe their behavior and how it differed from yours.

Response Notes:

Response Expected of a
Poor Performing Employee

Response Expected of a
Satisfactory Employee

Response Expected of an
Excellent Employee

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Question:

What motivates you? Are you self-motivated or are you motivated by external factors (for example, money, other people, etcâ€¦).

Response Notes:

Response Expected of a
Poor Performing Employee

Response Expected of a
Satisfactory Employee

Response Expected of an
Excellent Employee

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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

Response Expected of a
Satisfactory Employee

Response Expected of an
Excellent Employee

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Assertiveness

Question:

Describe your usual role in group meetings or discussions? Would you say you are a listener or a talker?

Response Notes:

Response Expected of a
Poor Performing Employee

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Why is it difficult for you to be assertive? Looking back, what work situations should you have been more assertive in?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Describe work situations when you have been more reserved than you should have been. What was the outcome?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

How do you handle conversations with assertive customers or coworkers? How do you maintain control?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

4

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Response Expected of an
Excellent Employee

6

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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

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Describe a work experience when you had to take charge but found it difficult to do so. Does this happen often?.

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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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

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Response Expected of a
Satisfactory Employee

4

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Response Expected of an
Excellent Employee

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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

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Response Expected of a
Satisfactory Employee

4

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Response Expected of an
Excellent Employee

6

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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

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

Leadership

Question:

Tell me about a time you were in charge of coordinating the work of others. What did you like or dislike about the situation?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Tell me about a time when you were in a group situation and you ended up leading the discussion or project. How did that feel?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

From your experience managing a work group, can you give examples of when you did not take full responsibility for the actions of your group? What caused you to take that action?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

6

7



Question:

Tell me about situations when you have had to manage the work of others that caused you to feel overwhelmed.

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

6

7

Question:

Tell me about a situation you have encountered where you have had to manage or lead a group where you felt the experience was unmanageable.

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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7

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

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

6

7

Question:

What would you say are your strengths and weaknesses? Describe how these have affected your past work performance.

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:

Describe for me times when you have thought about the possibility of failure when taking on something new? Describe work situations when your confidence has not been at its peak.

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

6

7

Question:

How would you describe your confidence level? Would you say you have more, less or the same level of confidence as your coworkers? Describe work situations that support your answer.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

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Response Expected of a
Satisfactory Employee

4

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Response Expected of an
Excellent Employee

6

7

Question:

What situations have made you feel the most confident and which ones have made you feel least confident?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

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Question:

Tell me about work situations where being self-confident might affect one's work in a negative manner. How would you describe your confidence level at work?

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

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Response Expected of an
Excellent Employee

6

7



Question:

When has thinking positive about a work situation led you to being disappointed? How did you handle this situation? What effects has it had on you?

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

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Response Expected of an
Excellent Employee

6

7

Question:

Are you sure of yourself and what lies ahead for you, or are there times when you have doubts about your future.

Response Notes:

Response Expected of a
Poor Performing Employee

1

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Response Expected of a
Satisfactory Employee

4

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Response Expected of an
Excellent Employee

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Stress Management

Question:

What stresses you out most at work? And how do you handle it?

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:

Describe for me situations where you have had to deal with an angry customer or coworker. Tell me what you felt and what you did.

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:

Give examples from your experience of changes that have taken place at your place of work that significantly impacted you. How did you handle this?

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

Supervision

Question:

From your experience, what determines whether or not a supervisor is popular with his/her staff? Please give examples from your work history.

Response Notes:

Response Expected of a
Poor Performing Employee

1

2

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Response Expected of a
Satisfactory Employee

4

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Response Expected of an
Excellent Employee

6

7

Question:

What are some motivational tactics you have used in the past with your staff members? How effective were they?

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 some motivational tactics you have implemented in the past with your employees. What was the outcome?

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:

Why would you say that you are not perceived as being overly generous by your coworkers or staff members? Give examples from your work history.

Response Notes:

Response Expected of a
Poor Performing Employee

Response Expected of a
Satisfactory Employee

Response Expected of an
Excellent Employee

1

2

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Question:

Describe for me a time when you were perceived as being cold and distant by your coworkers or staff members. What lead to that perception?

Response Notes:

Response Expected of a
Poor Performing Employee

Response Expected of a
Satisfactory Employee

Response Expected of an
Excellent Employee

1

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Sum of Ratings

Number of Questions Rated

Average Rating

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

